Catalog

2019

V. 2019.1

4375 Fair Lakes Court, Fairfax, Virginia 22033, USA
Tel: (571) 633-9651 Fax: (703) 229-8265
www.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. Students will be equipped with the knowledge and skills needed to excel in the fields of business and technology and become leaders in today's fast-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 are specifically developed for you.

Have a wonderful educational experience. See you on campus!

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

SEVP-certified - Authorized to Enroll Nonimmigrant Students in master's & bachelor's of science degree programs & 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This Catalog is valid through 2019, unless superseded.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

ACICS

The University of North America is accredited by the Accrediting Council of Independent Colleges and Schools (ACICS) to award certificates, bachelor's and master's degrees. The Accrediting Council for Independent Colleges and Schools is recognized by the Council for Higher Education Accreditation (CHEA).

Accrediting Council of Independent Colleges & Schools
750 First Street NE Suite 980
Washington, DC 20002-4223
Tel: 1-202-336-6780
www.acics.org

CHEA

The University of North America is recognized by the Council for Higher Education Accreditation (CHEA). A national advocate and institutional voice for self-regulation of academic quality through accreditation, CHEA is an association of 3,000 degree-granting colleges and universities and recognizes 60 institutional and programmatic accrediting organizations.

One Dupont Circle NW, Suite 510
Washington DC 20036
Tel: 202-955-6126
www.chea.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 is not eligible to participate in Federal Financial Aid, which includes 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

SEVP

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.

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

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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;
- 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 adult learners in the global community, regardless of background, to enable them to succeed in their careers. This goal is achieved as the University provides an advanced education 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 its own campus facility located in Fairfax, Virginia, in an area known as Fair Lakes that 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 to accommodate those who choose to drive to campus. The WMATA Metro bus via the 2B and 1C lines provide public transportation from the campus to the nearest Metro Station.

The campus occupies space on the first, second, and third floor of the 73,133 square feet (SF), 4-story building located at 4375 Fair Lakes Court. The campus shares a common entry area on the first floor with a campus reception area, classrooms, administrative offices, common study areas, and lunch rooms on the second and third floors. UoNA anticipates leasing the remaining areas on the first floor and fourth floor to other businesses.

The third floor has an IT server room equipped with powerful servers to ensure that students have ample computing power for their courses. UoNA established a virtual lab in 2015, which provides an advanced computing environment that can be accessed from anywhere at any time. The physical library is located on the third floor, which houses a collection of reference books and computer stations for on-site access to its vast online collections.

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 Management System (Campus Café).

The academic model used by the University is designed to meet the unique needs of adult learners. New students complete common core courses based on credential level as the first part of their program, independent of degree selected. As the students proceed to core courses, which are integrated with electives, students are scheduled with peers within their

degree programs. The core courses and electives provide opportunities for collaborative learning in smaller groups and more focused instruction and advising.

Courses are held and scheduled to fit the busy schedules of adult students. On-ground, lecture-based courses are supplemented with the Moodle Learning Management System for discussions, applied learning projects and other coursework assignments. The dual modalities provide working professionals the flexibility and convenience they need 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, 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 UoNA Librarian oversees the development of UoNA library resources and provides training and support to the faculty and students for the use of its Virtual Library.

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 the academic environment with the student's work environment through applied learning assignments and courses.

In March of 2009, the University received its certificate to operate 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), Master of Science in Information Technology (MSIT), and Master of Science in Computer Science (MSCS) degrees. The University offered its first classes in these programs in the Spring Term in 2009. In 2009, UoNA had also received SCHEV approval to offer doctoral programs in Business Administration (DBA) and Information Technology (DIT). However, UoNA is no longer offering the doctoral programs.

In October 2009, the University received I-20 authority from SEVP/ICE, allowing the University to admit international students studying under student visas, as well as providing an opportunity to incorporate Curricular Practical Training (CPT) options within the curricula.

In August 2014, the University of North America attained accreditation by the Accrediting Council of Independent Colleges and Schools (ACICS) for its master's programs.

In July 2015, the University was approved by SCHEV to offer Bachelor of Science in Business Administration (BSBA), Bachelor of Science in Information Technology (BSIT) and English for Speakers of Other Languages (ESOL) programs. The ESOL program was approved in February 2016, and the BSBA and BSIT programs were approved in June 2016, by ACICS.

In April 2017, the University received a four-year renewal grant of accreditation from ACICS, based on the agency's review of current documentation and operations, including an on-site visit in January 2017.

In November and December 2018, the University received approval from SCHEV and then ACICS to offer a Master of Science program in Accounting and Finance (MSAF); Cyber Security (MSCYS); Educational/Instructional Technology (MSEIT); Management and Data Analytics (MSMDA); and System and Application Engineering (MSSAE).

Governance

The University of North America is owned by the University of North America, Inc., a privately held corporation. The control of University operations rests with its Board of Directors.

The roles and powers of the owners, who comprise the Board of Directors, and administrators are similar to those of other for-profit institutions in the United States. The main function of the Board, as mandated in the corporate bylaws, is to develop policies for the University to ensure that the University complies with the policies, procedures, and regulations of all accrediting bodies. The Board supports the President of the University with the implementation of those policies.

The University President appointed by the Board of Directors has the overall responsibility for the administration of all aspects of the institution. The owners are those who have made a financial and/or other investment in the founding of the University, and whose interests are represented by their membership on the Board of Directors.

Board of Directors

Claude C. Martin, Chairman
Jill Martin, President of the University
Maskey Krishnarao

Administration

Executives

Mr. Claude C. Martin	Chief Executive Officer
Ms. Jill Martin	President / Primary Designated School Official (PDSO)
Dr. Andrea Olson	VP of Strategic Planning and Compliance

Academic Department Executives

Mr. Men-Jue (Jason) Koo	VP of Educational Operations
Dr. Peter West	VP of Academic Affairs
Dr. Kai Zhang	Academic Dean
Mr. Omar E. Akchurin	Librarian

Department Managers

Mr. Culver Fortna	International Student Office (ISO) Manager / Designated School Official (DSO)
Mr. Zhongjie Peng	Senior Admissions Manager
Mr. Jeffrey Cubb, CPA	Finance Manager

Outreach Directors

Mr. Miguel Moreno	Director of Outreach and Development: South America
Mr. Kirit Udeshi	Director of Outreach: South Asia and B2B Development
Mr. Zhongquan Wang	Director of Outreach and Development: China

Campus 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 professionals and support personnel who are dedicated to enhancing the student experience.

Faculty
To ensure that UoNA accomplishes its mission in providing high quality practitioner-oriented degree programs, it utilizes faculty with advanced academic credentials and experts who are senior practitioners in their fields. Faculty blend the latest in academic thinking with direct application in business, government, and nonprofit entities. Faculty are dedicated to keeping students updated 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 are required to participate in professional development activities to remain current in their area(s) of expertise. They are also encouraged to engage in academic research and publication and make contributions to the advancements of knowledge in their fields.

Please refer to **Addendum A** for a list of lead program faculty and current 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 the 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/PAC 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, and technology program committees is to provide UoNA with a real-world view for academic planning and implementation of program activities. Although the purpose of each committee is advisory, its members perform an invaluable service to the University in the currency of its curricula, applied learning approach, and recommendations for future directions that may be taken by UoNA.

The external members provide guidance to the University's programs by offering their perspective in the following areas:

- Current development and emerging trends in the fields of business and technology
- Identification of change in the national and local labor markets that may affect employment potential for graduates and students of our current and proposed programs
- Opportunities for faculty in-service training and/or professional development
- Participation in UoNA strategic planning, policy development and to provide oversight that will lead to enhancements in operations and our curriculum

- The development of external partnerships necessary to provide for expanded student experiences and career opportunities
- Assist in providing public awareness of the university, it's mission, its goals and of our 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 members. These advisors are complimented by UoNA administrators, faculty, and student members. The committees meet at least twice 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. Programs are primarily delivered in a classroom setting at the University's facilities, accompanied by a Moodle Learning Management System course shell which supports work-related applied learning projects and provides students with required remote access to classroom materials.

Class Size

Class sizes are dependent on a number of variables including the course curriculum; however, the **maximum** number of students in a laboratory course is limited to 30; 40 in an online course; and 50 in a lecture course.

Instructional Methodologies / Guide to Taking Courses at UoNA

All academic terms are scheduled to include 10 required class sessions over 11 weeks (this schedule accommodates holidays) for all courses whether they are delivered online or on-campus. 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.

On-ground Education (On Campus Delivery)
The main modality of delivery for the University's programs is through on-ground classes. On-ground courses are supplemented with online activities using the Moodle Learning Management System (LMS) allowing students to maximize in-person time in the classroom and support collaborative activities that take place remotely.

Distance Education (Online Delivery)
UoNA recognizes the value of distance education to adult learners. UoNA graduate students have the option to take up to 50% of their program courses online. Undergraduate students may begin taking up to 50% of their program courses online once they have completed 50% of the credits required for their program. Online courses are offered using the Moodle LMS. Fees and tuition for online courses are equivalent to that of the on-ground course offerings.

Online courses are offered using the Moodle LMS. These courses contain exactly the same content and expect the same level of learning outcome as the equivalent on-ground courses. Restrictions apply for nonimmigrant (F1-Visa) students, who are required to take courses on campus each term. F1-Visa students *may* be given the option to take no greater than one online course per term if appropriate within their full-time program schedule.

There are no specific program admissions requirements for the online courses. However, online skills, competency, and access are assessed **prior** to any student being enrolled in

courses. Technology Requirements for **all** students are specified under the section titled Student Rights and Responsibilities in the catalog. **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 enrolling students in courses. The purpose of the orientation is to familiarize prospective students with the system. Instructional materials are also available on each student's Moodle main page.

Further individual assistance is available to students and faculty through the educational operations team. Technical assistance is available by contacting the staff on campus or through email (info@uona.edu). Tutoring and academic support is available from the VP of Academic Affairs. 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. The emails for all support staff are published in the catalog.

Moodle Learning Management System:

UoNA uses the Moodle Learning Management System to deliver online courses and to supplement on-ground 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 professor and fellow students throughout the entire course
- Participate in **weekly** graded discussion forums related to course topics by submitting responses and responding to classmates when taking courses online. This feature may also be used to supplement on campus discussions when taking courses on ground.
- Submit assigned **weekly** homework throughout the course.
- Submit a reflection paper/project **toward the end of each course**, which is a major applied learning assignment.
- Take quizzes or tests as assigned several times throughout the course.

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 classes are not scheduled on these holidays.

Inclement Weather Policy

Closures Affecting Class Sessions

If inclement weather forces the cancellation of classes or requires a delay in the opening of the University, announcements shall be posted on the University's website. A make-up class 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. A make-up class will be scheduled by the instructor.

University Calendar

University of North America Calendar Winter 2019 - Fall 2019 Revised: August 23, 2018		
Winter 2019		
December 1	Saturday	Early registration begins
December 7	Friday	Early registration ends
December 8	Saturday	Registration begins
December 14	Friday	Last day of registration Full Tuition due or budget payment plan tuition due (Payment 1)
December 15	Saturday	Late registration begins
December 19	Wednesday	Late registration ends, tuition payments due (Full + late fees), deadline for quarter off request (3pm)
December 25	Tuesday	Christmas Holiday (Offices closed)
January 1	Tuesday	New Year's Holiday (Offices closed)
December 31 - January 5	Monday - Saturday	First week of classes
December 30 - January 11	Sunday - Friday	Add/Drop period
January 19 - January 21	Saturday - Monday	MLK Holiday (Offices closed)
January 13 - January 19	Sunday - Saturday	MLK Holiday Week (No classes)
January 12	Saturday	Budget payment plan tuition due (Payment 2)
February 18	Monday	President's Day (Office closed)
February 9	Saturday	Budget payment plan tuition due (Payment 3)
March 10 - March 16	Sunday - Saturday	Last week of classes
March 17 - March 30	**Sunday - Saturday**	***Term Break***
Spring 2019		
March 2	Saturday	Early registration begins
March 8	Friday	Early registration ends
March 9	Saturday	Registration begins
March 22	Friday	Last day of registration Full Tuition due or budget payment plan tuition due (Payment 1)
March 23	Saturday	Late registration begins
March 27	Wednesday	Late registration ends, tuition payments due (Full + late fees), deadline for quarter off request (3pm)
April 1 - April 6	Monday - Saturday	First week of classes
March 31 - April 12	Sunday - Friday	Add/Drop period
April 20	Saturday	Budget payment plan tuition due (Payment 2)
May 18	Saturday	Budget payment plan tuition due (Payment 3)
May 25 - May 27	Saturday - Monday	Memorial Day Weekend (Office Closed)
May 19 - May 25	Sunday - Saturday	Memorial Day Week (No Classes)
June 9 - June 15	Sunday - Saturday	Last week of classes
June 16 - June 29	**Sunday - Saturday**	***Term Break***

University Calendar for 2019 continued

Summer 2019		
June 1	Saturday	Early registration begins
June 7	Friday	Early registration ends
June 8	Saturday	Registration begins
June 21	Friday	Last day of registration Full Tuition due or budget payment plan tuition due (Payment 1)
June 22	Saturday	Late registration begins
June 26	Wednesday	Late registration ends, tuition payments due (Full + late fees), deadline for quarter off
July 4	Thursday	Independence Day Weekend (Offices Closed)
July 1 - July 6	Monday - Saturday	First week of classes
June 30 - July 12	Sunday - Friday	Add/Drop period
July 20	Saturday	Budget payment plan tuition due (Payment 2)
August 17	Saturday	Budget payment plan tuition due (Payment 3)
August 31 - September 2	Saturday - Monday	Labor Day Weekend (Offices closed)
August 25 - August 31	Sunday - Saturday	Labor Day Week (No classes)
September 8 - September 14	Sunday - Saturday	Last week of classes
September 15 - September 21	Sunday - Saturday	Term Break
Fall 2019		
August 24	Saturday	Early registration begins
August 30	Friday	Early registration ends
August 31	Saturday	Registration begins
September 13	Friday	Last day of registration Full Tuition due or budget payment plan tuition due (Payment 1)
September 14	Saturday	Late registration begins
September 18	Wednesday	Late registration ends, tuition payment due (Full + late fees), deadline for quarter off request (3pm)
September 23 - September 28	Monday - Saturday	First week of classes
October 14	Monday	Columbus Day (Offices Closed)
September 22 - October 4	Sunday - Friday	Add/Drop period
October 20	Sunday	2019 Graduation Ceremony
October 12	Saturday	Budget payment plan tuition due (Payment 2)
November 11	Monday	Veteran's Day (Offices Closed)
November 9	Saturday	Budget payment plan tuition due (Payment 3)
November 28 - November 29	Thursday - Friday	Thanksgiving (Offices Closed)
November 17 - November 23	Sunday - Saturday	Thanksgiving Holiday Week (No classes)
December 1 - December 7	Sunday - Saturday	Last week of classes
December 25	Wednesday	Christmas (Offices Closed)
January 1	Wednesday	New Year's Day (Offices Closed)
December 9 – January 1	**Sunday - Wednesday**	***Term Break***

ACADEMIC POLICIES AND PROGRAM EXPECTATIONS

Academic Calendar

The University's Academic Calendar is published for each calendar year. The Academic Calendar is posted on the University's website, in the Catalog, and on the Moodle platform.

Academic Year

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

Academic Credit Policy

The curriculum at the University of North America is based on a quarter-hour credit. 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 = 1 quarter-hour credit, 20 hours of laboratory = 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 hour of a course. The degree program syllabi designate the instructional method(s) and required contact and out-of-class hours. Unless otherwise noted, all degree program courses offered at the University are 4.5 quarter-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 take action 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 VP of Academic Affairs.

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 the University of North America. At the conclusion of each course, students complete a course evaluation that addresses both the content and the delivery of the course.

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, the 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 Department VPs 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 Office of 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 VP of Academic Affairs.

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 VP, after speaking with the instructor. After consultation with the VP, the instructor may choose to let the grade remain, to change a course grade, or to petition for a change a grade. The VP 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 VP, 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 VP of Academic Affairs 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 VP of Academic Affairs 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 post appropriate responses to posted assignments / forums at least once during each week of the term 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. 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 withdrawal policy that is aligned with the satisfactory academic progress, imposed by the academic department or campus administration.

Tardiness to Class
Students who fail to sign the attendance roster prior to it being collected will be marked as late for the class session and will receive a reduction in course grades for class activities for that session. In online courses, late attendance does not apply since postings must be made during the active week.

Make-up/Late Work Policies
In-class and out-of-class work are critical to the applied learning / curricular practical training approach. Assignments throughout each course increase in rigor as the student becomes more familiar with the topics and rely on reinforcing the recently acquired knowledge with workplace applications. Students are expected to **complete and submit all assignments by the due dates stated on the course syllabus** whether on campus or online for distance education courses.

If a class session is missed, all work due for the missed session should be **made up** by the next class session. No point loss will result when this process is followed.

For all other circumstances, students are required to follow the late work policies as stated on the course syllabus, which include deadlines for the submission of late assignments and point loss up to 10% for each late assignment.

No **make-up work or outstanding assignments** will be accepted after the last class session / last day of Week 11.

No **extra-credit** assignments will be accepted at any time to fulfill the required assignments as stated on the course syllabus.

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 students enrolled in 9 credits per term are considered to be enrolled at full-time status, and in fewer than 9 credits are considered to be part-time status, unless the master's student is enrolled in the capstone courses. Bachelor's 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 status.

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

Should a student be required to take more than a term away from the University because of an emergency, a leave of absence must be requested in writing prior to the beginning of the leave. Without a written request, 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.

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 strongly urged to meet with the Designated School Officer (DSO) regarding their immigration status prior to considering any leave of absence.

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 VP of Educational Operations or VP Academic Affairs. International students are required to meet with a campus DSO to ensure they understand the impact of withdrawing in accordance with SEVP requirements.

- 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 that is initiated by UoNA based on a student's failure to make satisfactory academic progress (SAP) as specified in the complete SAP policies published in this catalog and summarized below:

    - Students who do not meet the attendance requirement as published in this catalog or who fail to successfully complete all course requirements as published on each course syllabus will receive the grade of an "F" for the course.

    - Students who receive a grade of "F" for any course will be placed on academic warning. Students will remain on warning until his/her academic performance improves. A student who is on academic warning for three consecutive terms may be placed on academic probation.

    - Students who fail to maintain the required cumulative grade point average (CGPA) or are unable to reach the required Minimum Completion Percentage (MCP) at any of evaluation point as published in the SAP policies in this catalog will be placed on academic probation.

    - Students who fail to improve their satisfactory academic progress or meet other specified requirements by the end of their probation period will be academically withdrawn.

Reentry

A reentry 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 may be 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 VP of Academic Affairs 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 Department 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 and course completion percentage and to re-establish satisfactory academic progress.

During the academic probationary period, they will be responsible for all costs incurred during that term. At the completion of this academic probationary term, a student who has established satisfactory progress will return to regular student status.

STUDENTS RIGHTS AND RESPONSIBILITIES

Overview

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

Instructional Materials and Equipment

Students are expected to purchase required books and other class materials for each course. Students should budget a minimum of $100 per course. Access to digital texts and journals will be provided at no additional cost. Instruction will be provided in classrooms, which are equipped with white boards, projectors and video equipment.

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,
- Exhibiting complete academic honesty, and
- Displaying civil and respectful behavior and attitudes to other community members.

Academic Records Policy

The University of North America complies with the Family Educational Rights and Privacy Act of 1974 (FERPA) which ensures students the right to privacy in their educational records. This Act also establishes the right of students to inspect and review their records and to initiate grievance proceedings to correct inaccuracies. A request to review educational records, other

than transcripts, should be sent to the VP of Academic Affairs in writing and will be honored within 30 days of receipt of the request. Students must schedule time to view the records during regular University business hours, or by special appointment.

- **Distribution of Grades** – Term grades are distributed within two weeks after the last day of the term. Grades are posted to Campus Café, the UoNA Student Information System (SIS) 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 VP of Academic Affairs.

- **Maintenance of Student Records -** Academic records, including the student's transcript, are maintained in the University's Student Information System and 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 General Counsel 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 the VP of Educational Operations. 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:

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

- If a complaint or dispute is not satisfactorily resolved by the faculty member, the student appeals to the academic vice presidents.

- The vice presidents investigate and may choose to involve other administrators, as appropriate.

- 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:

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

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

- 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).

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
750 First Street NE Suite 980
Washington, DC 20002-4223
Tel: 1-202-336-6780
www.acics.org

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 Director of Student Services 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

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.

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 take action 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 VP of Academic Affairs.

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.

Academic Integrity Violations

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

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

- **Plagiarism** – Plagiarism includes the intentional use or representation of the thoughts, ideas, or words of another as one's own work in any assignment. Included is the paraphrasing of information and/or the duplication of an author's words or ideas without identification of the source. While the failure to properly cite quoted material is considered to be a lesser offence, it is none-the-less a violation of the Academic Integrity Policy.

- **Cheating –** Cheating involves the intentional giving or receiving of any assistance not authorized in advance by an instructor. Some examples of cheating are the use of notes, copying, or prior knowledge of examination materials. Attempts to cheat are considered to be the equivalent of cheating.

- **Unauthorized Collaboration –** The University uses team projects and student interaction in academic work. Similarly, the University encourages the establishment of student study groups. However, joint work by more than one student on a paper or project that is not authorized in advance by the instructor is a violation of the Academic Integrity Policy.

- **Fabrication –** Fabrication includes the intentional creation or falsification of data or information for inclusion in an assignment or written paper.

- **Copyright Infringement –** Faculty and students are required to be aware of and to adhere to all copyright restrictions in the use of materials within the classroom and in reports and presentations. Copyright infringement is the use of someone else's ideas or material, which may include a song, a video, a movie clip, a piece of visual art, a photograph, and other creative works without authorization and/or compensation. The

unapproved use of copyright material without permission may be a federal offense resulting in fines or imprisonment or subject the infringer to damages payable to the author.

- **File Sharing –** Making available to others copyrighted material whether written, visual, or audio, through the use of file sharing networks is also considered to be copyright infringement and a violation of the Academic Integrity Policy.

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

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

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

Violations of the Academic Integrity Policy are managed in the first instance by the faculty member involved. The faculty member may impose a penalty up to and including an "F" on a project or paper. A record of this penalty will be forwarded to the VP of Academic Affairs and placed in the student's file.

Should the violation warrant a failing grade in the course or dismissal from the University, the case is to be referred to the president and vice presidents, who will review the evidence, meet with the student and determine the appropriate penalty. The decision of the committee will be reported to the student, the faculty member, and the VP of Academic Affairs. The student will acknowledge the penalty in writing. At a minimum, a grade of "F" will be assigned to any assignment, paper or test on which an intentional violation of the Academic Integrity Policy has occurred.

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.

Change of Personal Information

Students are responsible for ensuring the University 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 VP of Educational Operations. To request a name change to a student's academic record the following information must be provided:

- A notarized letter requesting the name change
- Driver's License or other Government Issued ID reflecting the name change.

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.

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.

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.

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.

Health Insurance

Currently, University of North America offers student health insurance through PGH Global. Plan information is updated periodically. Please refer to UoNA website for the current plans offered and the 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 Academic 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.

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.

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 e-mail address. The UoNA e-mail address is to be used for all communication between students and faculty members and between students and University staff members. The University will communicate with students electronically only through the UoNA e-mail address. Students are expected to check their mailbox regularly in order to be aware of the latest news and announcements. Because the University will use student e-mail addresses for all communications, there can be no excuse for not knowing important dates or required action on the part of students.

Student Identification

Student will receive a UoNA Student ID number as part of their welcome letter from the UoNA Academic department. Students request the ID by downloading the Student ID Request Form found in the Student ID course shell on the Moodle platform. This card may be used to obtain student benefits and discounts at area merchants. Each student is required to carry a valid UoNA student pictured ID, passport or other valid form of US identification that includes a picture of the ID holder and to know their Student ID number while on the campus at all times for security purposes.

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 and career 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 small 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 through a student access code provided by the University.

Orientation

To ensure a productive and beneficial educational experience at UoNA, students are required to participate in an orientation on a pre-scheduled and announced date. The orientation provides students:

- Introductions to key administrative and academic staff members,
- Instruction and an assessment on accessing the Moodle platform,
- Review of the academic integrity policy,
- Expectations, guidelines, and requirements for domestic and international students,
- Review of policies, procedures and forms used by the university, and
- Information on student support services and resources.

Textbooks

Students are expected to purchase textbooks required by each course The Master Booklist which identifies required and optional textbooks for all courses is available to students on the Moodle platform. Access to digital texts and journals are provided at no additional fee.

Requesting Help

Students may have questions regarding personal situations or information they need. It is best if the student emails the department which is responsible for the area they have a question on. 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 2019

Tuition Rates

Program	Tuition Rate Per Credit Hour	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
Bachelor's Degree Programs 180 credits, (BSBA, BSIT)	$300	$1,350	$54,000
ESOL Certificate Program	$100	$1,800	$7,200

Mandatory Fees

Description	Amount
Application Fee for Degree programs, one-time, non-refundable	$100.00
Application Fee for ESOL Certificate program, one-time, non-refundable	$50.00
Registration Fee, per course, non-refundable	$50.00

As-Incurred Fees (non-refundable)

Description	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	$10
Practical Training Maintenance Fee	$585
Graduation Fee, per degree	$300
Budget Plan Fee	$200
Supporting Documentation Fee (per document)	$50

Late Fees

Description	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. **Late Manual Processing Fee is incurred in addition to the Late Registration Fee after the late registration period.**

Tuition

Tuition is charged for enrollment in courses offered by the University of North America. 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 annually by the University. 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 during an Approved Quarter Off (Vacation Term)

Success in the academic programs relies on students having access to a work environment that allows them to apply the course content and activities. The University does not charge extra fees for its applied learning curriculum within each program.

However, international students who 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.

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 Academic Calendar.

Continuing students who do not register during the regular Registration Period may register during the Late Registration Period and will be assessed a Late Registration Fee per course. Registrations occurring after the Late Registration Period require approval by the academic advisor.

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 the time of registration for the term.

Cancellation Period
The University makes every effort to assure that applicants are properly counseled and admitted into the school's programs. Should, however, a new applicant decides to cancel his or her enrollment within three (3) days of acceptance (excluding weekends and holidays), the University 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 VPs. 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 for degree programs or $50 for ESOL programs
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 two 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.

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.

UoNA reserves the right to discontinue this scholarship anytime.

Transition Scholarship

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.

UoNA reserves the right to discontinue this scholarship anytime.

MASTER'S DEGREE (GRADUATE) PROGRAMS

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. For these students, the application fee is waived and 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 work environment for completion of assignments. At the end of each course, students submit a reflective paper describing how the course activities enhanced their ability to apply the course content to their work experience.

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). 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 a temporary 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 clearly and effectively present their analyses and findings 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 managerial / cost 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 must meet UoNA policies for receiving transfer credit equivalency.

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 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 minimum of 4 4.5 credit elective courses, which include at least one course from Elective Group 1 and one course from Elective Group 2.		
Group 1 Electives	ACCT 522	Principles of Taxation
	ACCT523	Auditing
	ACCT524	International Accounting
Group 2 Electives	FINS530	Financial Data / Statistics Management
	FINS540	Investment Portfolio Management
	FINS550	Case Studies in Financial Analysis and Reporting
		Elective Total 18
Capstone Course (4.5 credits):		
ACFI600	Capstone Accounting and Finance Project	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 clearly and effectively articulate their approach and findings 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 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):		
MGMT600	Capstone Management Project	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 clearly and effectively present their recommendations and findings 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 must meet UoNA policies for receiving transfer credit equivalency.

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 minimum of 4, 4.5 credit elective courses are required from the following electives	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):		
EITE600	Capstone Educational/Instructional Technology Project	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 clearly and effectively articulate their approach and findings 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):		
CMSC600	Capstone Computer Science Project	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 clearly and effectively present their strategies and solutions 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, which includes a minimum of one high-level computer language course and one course in calculus. 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 must meet UoNA policies for receiving transfer credit equivalency.

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 <u>minimum</u> of 4, 4.5 credit elective courses are <u>required</u> from the following electives	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):		
MCYS600	Capstone Cyber Security Project	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 clearly and effectively articulate their approach and findings 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):		
INST600	Capstone Information Technology Project	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 clearly and effectively present their models and findings 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 business management / marketing, which includes a high-level computer 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 must meet UoNA policies for receiving transfer credit equivalency.

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 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 include 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 520	Probabilistic and Scholastic Models
	QANT 530	Statistical Estimation and Regression Analysis
	DATA 540	Deterministic Optimization Models
		Elective Total 18
Capstone Course (4.5 credits):		
DATA600	Capstone Management and Data Analytics Project	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 majors. Requests for transfer credit. advanced standing or prior professional experience 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 Challenge	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 include at least one course from Elective Group 1 and one course from Elective Group 2.	Group 1 Electives: 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	
		Elective Total 18
Capstone Course (4.5 credits):		
MSAE600	Capstone System and Application Engineering Project	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.

ADMISSION PROCEDURES AND POLICIES

FOR MASTER'S 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 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.
- Students who have a bachelor's degree but do not have adequate academic preparation for their desired master's 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 the master's program.
- Relevant Work Experience, two years of professional experience in relevant industry or government positions.

Applicants who are matriculating directly from a relevant bachelor's degree to a master's degree program may be granted approval by academic administrators based on a review of the student's academic merit, volunteer experiences, and other attributes prior to acceptance to the master's program.

International Applicant Criteria

The University of North America is authorized by the Student and Exchange Visitor Program (SEVP) to issue I-20s to international students admitted to one of its master's 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 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 credentials evaluation agency to confirm equivalence to an accredited degree from a U.S. institution. Transcript evaluation services are available through agencies recognized by the National Association of Credential Evaluation Services (www.naces.org).

English Language Proficiency Graduate Programs Policy

All master's students are admitted to UoNA based on their potential to successfully complete their selected master's degree. All accepted master's students whose native language is not English **must fulfill <u>one</u>** of the following requirements:

- Take the English placement pre-test on arrival to UoNA prior to registering for courses.
    - If a score of 75 or higher is achieved, English review courses will <u>not</u> be required and the student proceeds directly into the degree program courses.
    - If a score of 74 or less is achieved, the student will be required to take English Review 001 in addition to appropriate master's program core and common core courses in their first quarter of study. Up to three (3) subsequent English review courses *may* be required based on the student's post-test score, which is given at the end of each review course.
- OR during the admissions process, an applicant ***may*** elect to provide one of the following to fulfill the 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 tests 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

Master's Program Admissions Checklist

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

- Completed UoNA Application for Admission form.
- Master's Program Education and Career Goals Form (includes personal statement questions).
- Copy of official transcript for an earned bachelor's degree from an accredited U.S. institution at the time of admission.
    - Documentation of a bachelor's degree from a non-U.S. institution may be submitted for admissions and academic department review.
    - 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 degrees/coursework is required ***prior*** to students enrolling and starting class.
- $100 Application Fee (one-time, non-refundable) in U.S. currency by electronic payment online.
- Copy of a valid government-issued form of identification, such as a government-issued picture ID, current passport or birth certificate, or Green Card.
- Two (2) letters of recommendation from a professional associate or an academic advisor/instructor, which may be submitted on the UoNA form or as a letter that is sent directly to UoNA by the recommender.
- 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.

All international applicants must submit proof of financial ability per SEVP regulations, including original financial support documents from the last 90 days or notarized copies of Financial Affidavit of Support and financial bank/credit statements.

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.

Admission Procedure

All applicants are required to complete an interview with an admissions 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 e-mail address provided by the applicant. A hard-copy of the admission letter will also be sent to 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, student will receive further guidance on program electives, registration processes, school policies and applied learning requirements. As a result of this session, an individualized Program of Study (POS) will be created for the student to serve as a guide during the completion of the program.

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.

Master's Degree 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 and Waivers

Students may receive approval to substitute an elective course for a required program course if the student has requisite knowledge of the content of the course being replaced. A maximum of 9 credits may be approved for substitution.

Waiver of courses can be based on professional credentials or certifications, professional training, or academically equivalent courses that were not used as transfer credits. Students may request the approval of the waiver and substitution from the Academic Department. Documentation such as academic transcripts, a detailed job description, resume and/or evidence of a relevant license or certification may be required.

Credit Transfer from Other Institutions

A maximum of 22.5 quarter credits may be transferred into a master's degree program from another institution, with no more than 13.5 credits of transfer credit applied to core courses. The University does not award academic credit for non-academic experience.

To receive transfer credit for a course, the following criteria must be met:

- The student must have taken the course for graduate credit as part of a degree from an accredited institution or equivalent;
- The course taken was equivalent to the University of North America course in content, 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)

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 will have appropriate courses from the first degree earned at UoNA applied toward the second degree, provided the degrees are at the same credential level.

Graduation Requirements

In order to graduate, all students must:

- Complete the minimum number of credit hours designated for the chosen degree program.
- Satisfy all program requirements including completion of the required number of elective course credits for the chosen degree.
- Achieve the minimum CGPA designated for the chosen degree program.
- Complete the Pre-Graduation Education and Career form.
- Pay all tuition and fees and fulfill all other administrative obligations to the University of North America.

Graduation Process

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.

Time Limits for Completion

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.

Transcript Requests

Transcripts are issued by the VP of Educational Operations 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 PROGRAMS

SATISFACTORY ACADEMIC PROGRESS (SAP) POLICY

Purpose

To ensure student success, the University of North America (UoNA) has established a comprehensive Satisfactory Academic Progress (SAP) Policy which closely monitors the academic progress of each student and outlines appropriate actions needed from the student and the University.

Definition

The UoNA SAP policy is based on both qualitative and quantitative criteria. The qualitative measurement employs the *Grade Point Average* of the students. The quantitative measurements consist of the *Credits Attempted* and *Completion Percentage*.

These three criteria are used to assess the level of each student's satisfactory academic progress. Students must demonstrate satisfactory academic progress by meeting standards established based on these three measurements.

Grade Point Average (GPA) and **Cumulative Grade Point Average (CGPA)**: A student who fails to maintain the required GPA or CGPA will be placed on academic warning, probation or dismissal.

Maximum Time Frame (MTF): A student who exceeds the maximum time frame but still does not meet the graduation requirements will be dismissed.

Minimum Completion Percentage (MCP): A student who does not meet the minimum completion percentage at the evaluation points will be subject to probation or dismissal.

The University's Academic Department will conduct and manage all the activities involving the SAP policy. Students who fail to meet the SAP standards will be notified and advised.

The specific policies, procedures, and standards of the University's SAP are explained in the following sections.

Maximum Time Frame (MTF)

Maximum Time Frame is the time allowed for students to complete their programs of study. The University uses the *attempted credits* to determine the MTF calculation. Students are required to complete the program within a time period that does not exceed 150% of the Normal Program Length (NPL). The Maximum Time Frame is 1.5 times the Normal Program Length.

MTF = NPL x 1.5

At UoNA, Normal Program Length is 54 credits for all Master's Programs. Therefore, the MTF in credit hours is calculated as follows:

MTF = 54 credits x 1.5 = 81 credits

Students must complete the program within 81 attempted credits. If a student is unable to complete the program within the MTF, the individual will be dismissed from the University and will not be eligible to receive a degree.

Attempted Credits

The calculation of Maximum Time Frame includes all credits attempted at UoNA as well as credits which are allowed to be transferred from other institutions.

All registered hours at the end of the add/drop period will be counted as attempted credits. Consequently, any Withdrawal (W) after the add/drop period will still be included in the MTF calculation as attempted credits.

All courses attempted will be included in the calculation regardless of its pass or fail status. Therefore, courses resulted in an incomplete grade (including I and NP grades), courses repeated (R), and S/U courses are also counted as attempted credits.

In general, all qualitative and quantitative standards for the SAP policy are cumulative and must include all periods of a student's enrollment. An exception will only be considered under strenuous circumstances which must be petitioned by a student and approved by the Academic Department.

Earned Credits

The successful completion of attempted credits will result in earned credits. Credits are earned for a course when a grade of "A", "A-", "B+", "B", "B-", "C+", "C", or "S" is received.

A course in which an "F" grade, Unsatisfactory grade (U), or No Pass grade (NP) is received does not earn any academic credit. Incompletes (I), Withdrawals (W), course repeated (R) also do not receive any earned credit.

Transfer credits

Transfer credits are counted as both credits attempted and credits earned in SAP calculation. Grades received from the transfer credits are not included in the CGPA calculation.

Required Minimum Completion Percentage (MCP)

To ensure that students are making SAP, all enrolled students are required to achieve a certain Minimum Completion Percentage at each evaluation point during their studies. The University evaluates the successful course completion percentages for each student at 4 different evaluation points: at 33%, 56%, 78% and 100% of the Maximum Time Frame.

Cumulative Completion Percentage is calculated as the number of earned credits divided by the number of credits attempted.

Completion Percentage: Earned Credits / Attempted Credits

The Required Minimum Completion Percentage based on attempted credits at each of the evaluation point is presented in Table I.

Table I: Evaluation Point and Required Minimum Completion Percentage

Evaluation Point % of MTF Attempted (in credits)	**Minimum Credits Earned**	**Minimum Completion Percentage (% of Attempted Credits)**

At **33%** of MTF (27 Credits)	*13.5 Credits	*50%
At **56%** of MTF (45 Credits)	*27 Credits	*60%
At **78%** of MTF (63 Credits)	*40.5 Credits	*64%
At **100%** of MTF (81 Credits)	**54 Credits	**67%

A student not meeting standards will be under probation.
****A student not meeting standards will be dismissed.***

Following the above Table, after a student has attempted 27 credits, he/she must have successfully completed at least 13.5 credits. Failure to meet such a requirement will result in academic probation.

A student who has attempted 45 or 63 credits must complete a minimum of 27 or 40.5 credits successfully. Otherwise, the student will be put on probation. When a student attempted 81 credits and still could not earn 54 credits, he/she will be dismissed from the program; no probation will be allowed.

Required Minimum Cumulative Grade Point Average (CGPA)

All enrolled students must meet the minimum CGPA requirement at each evaluation point of the MTF to be in the satisfactory status. UoNA uses a 4.0 grading scale and GPAs are calculated at the end of each term. Courses from which the student has withdrawn within the add/drop period are not included in GPA or CGPA calculations.

In the case of courses that have been retaken, only the highest grade is included in the GPA and CGPA calculation. However, the repeated courses will be marked as R on the transcripts and the attempted credits will be calculated in MTF.

As shown in the Table below, students of all programs must meet the required minimum CGPA at each MTF evaluation point. The corresponding probation or dismissal points are listed.

Table II: CGPA Requirement

Evaluation Point % of MTF Attempted (in credits)	Dismissal Points	Probation Period
At **33%** of MTF (27 Credits)	No dismissal is required	CGPA < 2.25
At **56%** of MTF (45 Credits)	CGPA < 2.25	2.25 < CGPA < 2.50
At **78%** of MTF (63 Credits)	CGPA < 2.50	2.50 < CGPA < 2.75
At **100%** of MTF (81 Credits)	CGPA< 3.00	No probation is allowed. Dismissal is required.

For example, if a student's CGPA falls below 2.25 at the 33% evaluation point, the student will be put on academic probation. No dismissal is required at this stage. However, if a student's CGPA falls below 2.25 at the 56% MTF evaluation point, the student will be dismissed from the program.

At 100% of MTF, or graduation, whichever occurs sooner, the student must have completed all of the program requirements with a CGPA of 3.0 or above in the program. The student who cannot bring his/her CGPA up to 3.0 at the end of 100% MTF will not be able to graduate and will be dismissed from the program; no degree will be awarded.

Cumulative Grade Point Average (CGPA) Calculation

Cumulative Grade Point Average (CGPA) summarizes a student's academic performance in all coursework completed.

To compute the CGPA, the letter grade for each course is first converted to a grade point value and multiplied by the number of credits designated for the course to determine GPA Points (GPAPTS) earned. To determine the CGPA, the sum of all GPAPTS earned is divided by the total number of credits completed.

CGPA= GPAPTS / Credits Earned

Courses assigned an "I" for Incomplete, "W" for a Withdrawal, "S" Satisfactory, "U" for Unsatisfactory, or "NP" for No Pass are *not* used in computing GPA but the credits hours will be calculated when computing credits attempted for MTF.

Courses assigned an "I", "W", "U", or "NP" do not receive earned credits and are not considered successfully completed in the MTF calculation.

Grading Scale and Impact on SAP

The University uses a grading scale based on letter grades as outlined on the subsequent page.

Master's Grading Scale

Grade/ Academic Designators	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

Incompletes

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 of the end of the term, the "I" automatically becomes a grade of "F" or "U" unless an extension is granted by their Academic Advisor.

Withdrawals

Students who withdraw from a course after the add/drop period are given a grade of "W". Withdrawals (W) are counted as credits attempted but do not earn any credit in determining SAP. Withdrawals are not included for GPA or CGPA calculation.

A student is required to submit a written request to officially withdraw from a course. Written requests must be submitted to the academic department. Non-attendance does not constitute withdrawal. Students who do not submit all coursework and do not officially withdraw from a course, or do not receive approval for a withdrawal, may receive a grade of "F".

Repeat Courses

Students may repeat a course for which a grade of "F", "U" or "NP" has been assigned. Students may repeat courses within their program of study (at the tuition rate in effect at the time they repeat) in order to improve their CGPA or to enhance their understanding of course material, with permission from the Academic Department.

Only the highest grade earned is included in calculating the CGPA. A record of all registrations remains on the transcript, with the notation Repeat (R). All repeated courses will be included as credit attempted for SAP calculation. Credit for the same course is awarded only once. Students may repeat a single course no more than 3 times unless approved by their Academic Advisor.

NP Option

Students who find that 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. Students are required to repeat courses for which a grade of NP was record if the course was a required course for their curriculum. If the course was an elective, students may replace the credits with an alternative course to fulfill curriculum requirements.

To receive a grade of NP for a course, students must submit an NP request that is to be noted and signed by the course instructor. The petition must be approved by an Academic Department VP. The form must be submitted prior to the last class meeting.

Students petitioning for a grade of NP must maintain attendance throughout the entire term per the University's attendance policy. Students who have been cited for violation of attendance policy requirements (missing more than 2 class sessions) are not eligible to receive a grade of NP. Students may only petition for a grade of NP for a maximum of 1 course in any given term and may not receive a grade of NP for more than 2 courses within their curriculum.

SAP Academic Standings and Actions

Based on the quantitative and qualitative standards described before, students who fall below standards are considered to be in an at-risk status (warning, probation, or dismissal).

A student who is in any of the at-risk statuses will be sent an SAP warning letter that clearly states the appropriate at-risk status and to set an appointment with the appropriate VP to discuss possible remedies for the student to return to good standing.

There are four different academic statuses:

1. **Good Academic Standing:**

Academic standing is evaluated at four evaluation points during a student's enrollment. Students enrolled in a degree program are considered to be in good academic standing if: they maintain a satisfactory Cumulative Grade Point Average (CGPA) in accordance with the SAP policy, have attempted no more than 1.5 times the number of credit hours associated with their designated program, and have maintained a satisfactory completion percentage of the credits.

2. **Academic Warning Status:**

Any student who receives a grade of "F" in any course will receive Academic Warning. Students who are in the Academic Warning status will continue to receive warning letters at the end of each term until his/her academic performance improves. The Academic Department VPs have the authority to place on probation any student who receives warning letters for three consecutive terms.

3. **Academic Probation Status:**

Any student who fails to maintain the required CGPA, or is not able to reach the required Minimum Completion Percentage at any of the 4 evaluation points will be placed on Academic Probation Status.

The probation period is usually for one term. The student on academic probation will be counseled and given assistance in order to improve his/her CGPA. The statement "Placed on Academic Probation" will be entered into the student's permanent record for that term. The student is considered to be maintaining satisfactory academic progress while on probation but is required to make necessary efforts to improve.

4. **Academic Dismissal/Withdrawal:**

Students who do not bring their CGPA up to standards at the end of the academic probationary period, cannot meet the minimum CGPA requirement at the evaluation points described above, or cannot reach 67% completion percentage at the end of MTF, will be dismissed from the program.

A student who has committed an act of substantial academic and/or professional misconduct in violation of the Professional Conduct Policy or Academic Integrity Policy may also be dismissed.

Appeals and Readmissions

The Academic Department is responsible for the execution of SAP monitoring with the support from student services. Any exceptional treatments including reinstatement will be permitted only with the approval from the Academic Department of the University.

All students who have had their student status terminated for any reason must clear all outstanding financial balances with the Business Office prior to applying for readmission into the University.

Students that have voluntarily withdrawn from the University or a program, and are in good standing, may go through the normal admissions process and apply to be readmitted to the University. Upon receiving their new acceptance letters from the UoNA admissions department, they may re-enroll. Students who are on probation and who have voluntarily withdrawn are automatically placed on probation for one term upon their readmission to the University.

In the case that a student fails to attain a minimum GPA of 3.0 at the end of the academic probationary period, the student will be withdrawn and the statement “Academic Dismissal” will be entered into the student’s permanent record. Academic dismissal normally is permanent unless, with a good cause, students reapply and are accepted under special consideration for readmission by the University.

Change of Program

A student who is pursuing an academic program and decides to change his or her program of study or take additional electives will start with the recalculated CGPA, as well as credits attempted and completed, for the purpose of determining SAP. Only those courses that apply toward the new degree program will be counted in the CGPA calculations and course completion percentages.

Additional Program

If a graduate of UoNA enrolls in a new program at UoNA, only those courses that apply toward the new program will be counted in the CGPA calculations and course completion percentages.

MASTER'S PROGRAM COURSE DESCRIPTIONS

Graduate Course Prefix Abbreviation

ACCT	Accounting	FINS	Finance
ACFI	Accounting and Finance	INST	Information Systems
CMSC	Computer Science	MCYS	Management of Cyber Security
CYBR	Cyber Security	MGMT	Management
COMM	Communication	MKTG	Marketing
DATA	Big Data	MSAE	System and Application Engineering
ECON	Economics	QANT	Quantitative Studies
EITE	Educational/Instructional Technology	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 – 598, except CAPSTONE courses which are identified as 600.

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. Core Courses - Prerequisites: MGMT515 and TECH 515 are required to be completed before taking any core courses.

Common Core Courses

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.

Core Courses

Prerequisites: MGMT515 and TECH 515 are required to be completed before taking any core courses

ACCT 520 Accounting for Decision Making 4.5 credit hours
Prerequisites: MGMT515 and TECH 515. 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
Prerequisites: MGMT515 and TECH 515. 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
Prerequisites: MGMT515 and TECH 515. 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
Prerequisites: MGMT515 and TECH 515. 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
Prerequisites: MGMT515 and TECH 515. 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
Prerequisites: MGMT515 and TECH 515. In this course, students develop an understanding of the application of economic theory to managerial decision-making. Students will apply economic tools and techniques, including both qualitative and quantitative methods, to analyze business problems and formulate solutions. Students will explore supply and demand, forecasting and cost estimation in practical situations to evaluate the best business strategy decisions for firms operating in various markets.

EITE 510 Principles of Learning/Teaching Strategies and Methods 4.5 credit hours
Prerequisites: MGMT 515 & TECH 515. 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**
Prerequisite: EITE 510. 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**
Prerequisites: MGMT 515 & TECH 515. 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**
Prerequisites: MGMT 515 & TECH 515. 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**
Prerequisite: EITE 540. 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**
Prerequisites: MGMT515 and TECH 515. In this course, students will develop an understanding of fundamental concepts in finance and learn to apply them to decision making. Students will explore how to link together strategic decision-making concepts with day-to-day management decisions. The course will take a practical approach, and students will examine risks and returns within organizations and in capital markets, budgeting and cost management, and investments for short and long-term goals, all with the aim of giving students a thorough understanding of the key areas required to both build and grow a fiscally healthy organization.

INST 534 Computer and Information Networking **4.5 credit hours**
Prerequisites: MGMT515 and TECH 515. In this course, students embark on a systematic examination of computer networking, including an overview of the history and development of computer network, network topologies, analog and digital transmission, switching multiplexing, and protocols and algorithms. Students will review transmission media including connection management, flow control, and buffering.

INST 569 Data and System Security **4.5 credit hours**
Prerequisites: MGMT515 and TECH 515. 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
Prerequisites: MGMT515 and TECH 515. 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.

MGMT 541 International Business 4.5 credit hours
Prerequisites: MGMT515 and TECH 515. In this course, students are provided with an overview of international commerce, trade, and business and the worldwide cultural and economic influences that affect it. Students will assess differing business structures and legal systems, and also examine the major world trade agreements such as The World Trade Organization (WTO), The European Union (EU), and The North American Free Trade Agreement (NAFTA). In addition, 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.

MKTG 571 Marketing Management 4.5 credit hours
Prerequisites: MGMT515 and TECH 515. 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: MGMT515 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 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
Prerequisites: MGMT515 and TECH 515. 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
Prerequisites: MGMT515 and TECH 515. In this course, students will gain a basic understanding of 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 also explore the role that technology currently plays and will increasingly play in enterprise operations.

TECH 581 Electronic Business Systems 4.5 credit hours
Prerequisites: MGMT515 and TECH 515. 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

Prerequisites as indicated for specific courses must be completed prior to taking the elective.

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. This course examines 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 gain a foundation in the use of the Java programming language. This includes 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 explore big data and its implications in solving business problems. Students will be introduced to the life cycle of data analytics and will be able to translate business issues and hypothesis into analytical problem statements. Students will be exposed to the technologies (languages and tools such as Python, R, and SQL/MySQL) commonly used to obtain, munge and prepare data sets.

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 be exposed to the various technical aspects involved 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 be exposed to the Hadoop ecosystem, learn how to Implement big data architecture stack and load large sets, and implement the algorithm using software code to define the analytical problem statement.

DATA 524 Information Visualization 4.5 Credit Hours
In this course, students will learn the fundamentals involved in information display and understand 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 and solve the problems that they have defined in the earlier courses by employing appropriate visualization tools such as D3 and Tableu.

DATA 526 Advanced Analytics and Modeling 4.5 credit hours
Prerequisite: 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
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
Pre-requisite: 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 embark on an exploration of the emergence, evolution and current state of the global economy, with the aim of understanding 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 which affect the activities of multinational organizations. In addition, students will explore the strategies and policies employed by governments, multinationals, regulatory institutions and other relevant entities to achieve their varied objectives in a globalized economy.

EITE 505 Adaptive Teaching and Learning Approaches 4.5 credit hours
Prerequisite: EITE 510. Students review basic concepts of learning / teaching that are common to all types of learners. Followed by an examination of learning approaches to accommodate diverse learners in a range of contexts. Topics to be covered include how computer-aided instruction and other technologies can be used to support adaptive strategies, continuous assessment of competency-based learning, and individual and group methods.

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
Pre-requisite: 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
Pre-requisite: 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
Pre-requisite: 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
Pre-requisite: 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
Pre-requisite: FINS 520. Students will examine contemporary case studies in which financial solutions were developed for private and public companies to exemplar 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.

FINS 559 Health Care Finance 4.5 credit hours
Prerequisite: FINS 520. In this course, students with an interest in health care administration are provided with a basic understanding of the health care finance arena. The course is designed for users of financial information. Students will explore issues of third-party payer systems, reimbursement models, cost containment, sources and uses of capital financing, private versus public financing, and ethics.

INST 518 Technology and Operations Management 4.5 credit hours
In this course, students gain an understanding 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 data base system concepts and architecture; data models, schema, and instances; data independence and data base language and interface; data definition languages; and overall data base structures. 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. Students will come away with an understanding of the components and different alternatives involved in building a data warehouse and will learn to weigh the advantages and disadvantages in choosing one path over another.

INST 540 Principles of Information Security 4.5 credit hours
In this course, students explore the ten domains of information security as established by the $(ISC)^2$ Common Body of Knowledge (CBK). Students will use the 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: 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: 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 the approaches used in incident management and mitigation. Students also analyze the technical and business issues which affect the actions of the enterprise in responding to a security incident.

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 542 Principles of Global Management 4.5 credit hours
In this course, students are provided with an overview of the global environment facing organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. 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 555 Issues in Health Care Administration 4.5 credit hours
In this course, students will gain an understanding of the institutional arrangements for health care in the United States. Students will explore issues of prevention as well as amelioration, types of delivery systems and points of access, and client and health care professional responsibilities. Cross-county analyses will be used to expand understanding and to allow the student to translate what has been learned into other-country systems.

MGMT 558 Health Care Policy 4.5 credit hours
In this course, students will gain an understanding of the economic, historical, political, and social context of the health care system. Of particular focus are the political roles of the executive, judicial, and legislative branches of government at both the national and state levels. Students will learn how to work within the healthcare system to achieve positive outcomes for their institutions and patients.

MGMT 560 Human Resource Management 4.5 credit hours
In this course, students will explore the understanding and management of human behavior in organizations through an assessment of the principles, policies, and practices related to procurement, development, maintenance, and, utilization of human resources. Students will be guided to evaluate the need to integrate employee and organizational goals, and to address the intercultural and international aspects of human resource management.

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 the many stakeholders involved in business today. Topics include the responsibilities of a business organization and the constituencies to which it is responsible. Students will explore the legal environment facing ethical issues, with a focus on major legislative initiatives such as the Americans with Disabilities Act, (ADA), The Family and Medical Leave Act, and civil rights laws. Students will also review the regulatory agencies such as FDA and OSHA, and their work on employers' workplace responsibilities.

MGMT 572 Strategic Planning and Management 4.5 credit hours
In this course, students are introduced to 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, 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 520 Probabilistic and Scholastic Models **4.5 credit hours**
Pre-requisite: QANT 510. Students will explore probabilistic and scholastic 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**
Pre-requisite: 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.

TECH 582 Information Systems in Health Care Management **4.5 credit hours**
In this course, students are guided through the legal, ethical, technical, and cost issues surrounding information management in health care. Students will examine the issues of privacy, short and long-term record storage and access, secure communication between the client and the institution and among public and private institutions, information needs at the several levels of medical care, and broad system design and integration. Students will also explore telemedicine and medical care at a distance.

Capstone Courses

ACFI 600 Capstone Accounting and Finance Project **4.5 credit hours**
Pre-requisite(s): All core program courses. 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. An oral presentation of the project approach and findings is required.

CMSC 600 Capstone Computer Science Project 4.5 credit hours
Prerequisites: All core courses for degree. 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. An oral presentation of the project approach and findings is required.

DATA 600 Capstone Management and Data Analytics Project 4.5 credit hours
Pre-requisite(s): All core program courses. 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. An oral presentation of the project approach and findings is required.

EITE 600 Capstone Educational/Instructional Technology Project 4.5 credit hours
Pre-requisite(s): All core program courses. 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. An oral presentation of the project approach and findings is required.

INST 600 Capstone Information Technology Project 4.5 credit hours
Prerequisites: All core courses for degree. 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. An oral presentation of the project approach and findings is required.

MCYS 600 Capstone Cyber Security Project 4.5 credit hours
Pre-requisite(s): All core program courses. 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. An oral presentation of the project approach and findings is required.

MGMT 600 Capstone Management Project 4.5 credit hours
Prerequisites: All core courses for degree. 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. An oral presentation of the project approach and findings is required.

MSAE 600 Capstone System and Application Engineering Project 4.5 credit hours
Pre-requisite(s): All core program courses. 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. An oral presentation of the project approach and findings is required.

English Review Courses

The following courses, which are designated ENGR, are designed specifically for degree program students who are required to take English Review coursework based on the English Proficiency criteria stated in this catalog. Students who are not required to take these courses may take them as elective courses with approval from the academic department.

ENGR 001 English Review 4.5 credit hours
This course is a basic review of written and spoken English. Exercises include the development, organization, clarity, flow, and coherence of written and oral content and presentation. Lessons include writing paragraphs and delivering short speeches, and identifying and correcting common errors in grammar, mechanics, and usage.

ENGR 002 Writing Essentials 4.5 credit hours
This course provides an intensive review and practice of writing in English for a range of readers including academic, technical, and professional audiences. Drafting, revising, and editing processes are utilized to reinforce essential writing skills. Attention to syntax and format are emphasized.

ENGR 003 Speaking Essentials 4.5 credit hours
This course is a comprehensive review of spoken English and oral presentations through an investigation of speech organization, content, and delivery. Delivery and discussions and critiques of prepared and impromptu speeches provide opportunities for applications of effective and fluent communications.

ENGR 004 Review of Reading and Writing for Research 4.5 credit hours
This course is focused on the following skills: (1) selecting, reading, and evaluating online and print sources for research; and (2) reviewing the principles and skills essential for professional writing using research. Exercises include developing technical worksheets, concept maps, and proposals.

BACHELOR'S DEGREE (UNDERGRADUATE) PROGRAMS

BACHELOR'S (UNDERGRADUATE) PROGRAMS

In line with the mission of the University, UoNA's bachelor's programs are designed for the 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.

In addition to the UoNA accredited master's degree programs, our Bachelor of Science in Business Administration and Bachelor of Science in Information Technology programs continue the tradition in 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 bachelor's 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.

- Understanding of Humanities, Mathematics, and Science: To demonstrate the ability to discuss all aspects of liberal 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 management skills.

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-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 environment, whether for a multinational corporation, small-to-medium-sized enterprises looking to expand internationally or for governmental institutions that deal with international regulatory issues or foreign governmental agencies 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 in-depth coursework in international business that is intended to equip learners with a unique skill set applicable to current industry need.

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 tough business decisions in an increasingly globalized world from an economic, business, and socially responsible perspective.

Graduation Requirements

An undergraduate 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 grade of not less than 0.7 (D-), out of 4.0, in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any undergraduate degree program is 270 quarter-hour credits.
3. Undergraduate students may transfer up to 135 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 shown below:

Course Type	BSBA	
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 and the expectation is that students will complete 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.

Program Sequence

A student pursuing a bachelor's degree is required to earn a minimum of 54 credits from the general education courses in the disciplines of English communication, social sciences, math, and science.

In addition to the General Education courses, students take 19 Core courses (6 Common Core courses for all bachelor's programs and 13 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 not-for-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. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to develop their career paths.

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 BSBA program is shown on the subsequent pages:

General Education Courses (GE) **12 Courses**

Course Number	Course Title	Credit Hours
ENGL 101	Oral Communication	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
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
ENGL 201	Business Communication	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. A sample selection of electives is listed as follows.

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
ECON 303^	History of Economic Thought (Gen Ed elective)	4.5
ENGL 301^	Creative Writing (Gen Ed elective)	4.5
ENGL 302^	Asian American Writers (Gen Ed elective)	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 (CAP) **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 Communication	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	ENGL 201	Business Communication	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	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	ENGL 301	Creative Writing	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

Term	Type	Number	BSBA by Term	Credit Hours
12	EL	ENGL 302	Asian American Writers	4.5
	EL	ACCT 401	Financial Accounting	4.5
	EL	ECON 303	History of Economic Thought	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 these systems are essential for successful business operations.

The purpose of the Bachelor of Science in Information Technology (BSIT) program is to prepare students to acquire knowledge in theoretical and practical applications in computer hardware, software, and information systems. Students participate in intensive computer laboratory assignments, become skilled in solving research 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 BSIB program, students will be able to:

- Demonstrate the skills necessary to obtain an intermediate/advanced level position in computer and business-related industry.
- Demonstrate the basic knowledge and skills needed to continue the educational process toward more advanced training that leads to career advancement.
- 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.

Graduation Requirements

An undergraduate 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 grade of not less than 0.7 (D-), out of 4.0, in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any undergraduate degree program is 270 quarter credits.
3. Undergraduate students may transfer up to 135 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 on the subsequent pages:

Course Type	BSIT	
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.

Program Sequence

A student pursuing a bachelor's degree is required to earn a minimum of 54 credits from the General Education courses in the disciplines of English communication, social sciences, math, and science.

In addition to the General Education courses, students take 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 management and technology as they affect business, government, as well as not-for-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 8 elective courses. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to develop their career paths.

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 BSIT program is shown on the subsequent pages:

General Education Courses **12 Courses**

Course Number	Course Title	Credit Hours
ENGL 101	Oral Communication	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
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
ENGL 201	Business Communication	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. A sample selection of electives is listed as follows.

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
ENGL 301^	Creative Writing (Gen Ed Elective)	4.5
ENGL 302^	Asian American Writers (Gen Ed Elective)	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 (CAP) **1 Course**

Course Number	Course Title	Credit Hours
CAPS 490	Undergraduate Capstone	4.5

Example 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	BSBA by Term	Credit Hours
4	CC	ENGL 201	Business Communication	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	ENGL 301	Creative Writing	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	ENGL 302	Asian American Writers	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**

ADMISSION PROCEDURES AND POLICIES

FOR UNDERGRADUATE 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 certain 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. A hard-copy of the admission letter is also forwarded to 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. During this advising session, student will receive guidance on program details, registration processes, school policies, and graduation requirements.

As a result of this session, an individualized Program of Study (POS) will be created for the student to serve as a guide during the completion of the program.

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.

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.

Program Admission Requirements

To be admitted to an undergraduate program at UoNA, applicants must submit:

- Completed UoNA Application for Admission form.
- $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 Bachelor's Program Education & Career form (includes personal statement questions).
- Proof (diploma and transcript) of high school, GED, or evaluated, equivalent foreign institution transcript.
    - Documentation of high school equivalency from a non-U.S. institution may be submitted for admissions and academic department review.
    - An official transcript issued by a U.S. institution or an evaluated international credential from all institutions which awarded the applicant's high school diploma is required ***prior*** to students enrolling and starting classes.
- One (1) letter of recommendation from a professional associate or high school or post-secondary school teacher, which may be submitted on the UoNA form or letter directly from the recommender.
- Copy of a valid government-issued form of identification (a current passport or birth certificate, or, for Permanent Residents, a copy of the Green Card).
- **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.

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.

Applicants are evaluated individually based on their professional experience, academic 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.

The table below summarizes the minimum requirements for admission to each bachelor's program offered by the University.

	Admission Materials	**Undergraduate**
1	Application Form	Required
2	Application Fee	Required
3	Bachelor's Program Education and Career Form	Required
4	Official High School Transcript, GED, or international* equivalent	Required
5	One Recommendation Letter	Required
6	SAT / GRE / GMAT	*Optional*
7	An official academic transcript from the institution, which awarded an applicant's post-secondary degree or evaluation from an authorized source for international* credentials for transfer of credit consideration	*Optional*
For International Students Only		
8	Proof of Financial Ability	Required
9	English Proficiency* Test Score	*Optional**

*See the sections below for international credentials and English language proficiency policies.

International Students

The University of North America is authorized by the Student and Exchange Visitor Program (SEVP) to issue I-20s to international students admitted to one of its programs.

For international students, an I-20 Shipping and Handling Fee will be required to mail the acceptance letter and I-20 documentation.

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. Transcript translation services are available through agencies recognized by the National Association of Credential Evaluation Services (www.naces.org) or other recognized agencies.

When international transcripts are used for the determination of transfer credit, they must be reviewed by an approved educational credentials evaluation agency to confirm equivalence to an accredited degree from a US institution.

English Language Proficiency Undergraduate Policy

All undergraduate students are admitted to UoNA based on their potential to successfully complete their selected bachelor's degree. All accepted undergraduate students whose native language is not English **must fulfill <u>one</u>** of the following requirements:

- Take the English placement pre-test on arrival to UoNA prior to registering for courses.
    - If a score of 70 or higher is achieved, English review courses will <u>not</u> be required and the student proceeds directly into the degree program courses.
    - If a score or 69 or less is achieved, the student will be required to take English Review 001 in addition to appropriate bachelor's program core and common core courses in their first quarter of study. Up to three (3) subsequent English review courses *may* be required based on the student's post-test score, which is given at the end of each review course.
- OR during the admissions process, an applicant ***may*** elect to provide one of the following to fulfill the 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. secondary or 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 tests 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

Bachelor's Degree 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.

Course Substitutions and Waivers

Students may receive approval to substitute an elective course for a program course if the student has requisite knowledge of the content of the course being replaced. A maximum of 18 credits can be approved for substitution. Waiver of courses can be based on professional credentials or certifications, professional training, or academically equivalent courses that were not used as transfer credits. Students may request the approval of the waiver and substitution from the Academic Department. Documentation such as academic transcripts, a detailed job description, resume and/or evidence of a relevant license or certification may be required.

Credit Transfer from Other Institutions

A maximum of 135 quarter credits may be transferred into a degree program, with no more than 54 credits of transfer credit applied to core courses. The University does not award academic credit for non-academic experience.

To receive transfer credit for a course, the following criteria must be met:

- The student must have taken the course for graduate credit as part of a degree from an accredited institution or equivalent;
- The course taken was equivalent to the University of North America course in content, 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)

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: Master's Degree Course Option

Bachelor's program students who are within 40 credits of completion of their degree may apply to register for select master's degree program courses, which will be applied toward their bachelor's program and may be applied as credit toward a related UoNA master's degree. Eligible students may take a maximum of 4 master's program courses (18 credits). To be eligible, students are required to have completed a minimum of 140 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 VP of Academic Affairs for approval.

Dually Applied Credits: Bachelor's Degree Courses

Students seeking a second bachelor's degree from UoNA may have a maximum of 135 eligible credits from their first UoNA degree earned applied toward a second UoNA bachelor's degree.

Graduation Requirements

In order to graduate, all students must:

- Complete the minimum number of credit hours designated for the chosen degree program.
- Satisfy all program requirements including completion of all required courses/credits for their chosen degree.
- Achieve the minimum CGPA designated for the chosen degree program.
- Complete the Pre-Graduation Bachelor's Degree Education and Career form.
- Pay all tuition and fees and fulfill all other administrative obligations to the University of North America.

Graduation Process

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.

Time Limits for Completion

Students enrolled in the BSBA or BSIT degree programs are expected to complete their programs in 4.67 years. They are given up to 7 years from the date of initial enrollment to complete degree requirements. However, students may petition the academic department to receive an extension.

Transcript Requests

Transcripts are issued by the VP of Educational Operations upon receipt of the online Transcript Request Form along with fee payment. Transcripts will not be issued to any student who has an outstanding financial obligation to the University.

BACHELOR'S PROGRAMS

SATISFACTORY ACADEMIC PROGRESS (SAP) POLICY

Purpose

To ensure student success, the University of North America (UoNA) has established a comprehensive Satisfactory Academic Progress (SAP) Policy which closely monitors the academic progress of each student and outlines appropriate actions needed from the student and the University.

Definition

The UoNA SAP policy is based on both qualitative and quantitative criteria. The qualitative measurement employs the *Grade Point Average* of the students. The quantitative measurements consist of the *Credits Attempted* and *Completion Percentage*.

These three criteria are used to assess the level of each student's satisfactory academic progress. Students must demonstrate satisfactory academic progress by meeting standards established based on these three measurements.

Grade Point Average (GPA) and **Cumulative Grade Point Average (CGPA)**: A student who fails to maintain the required GPA or CGPA will be placed on academic warning, probation or dismissal.

Maximum Time Frame (MTF): A student who exceeds the maximum time frame but still does not meet the graduation requirements will be dismissed.

Minimum Completion Percentage (MCP): A student who does not meet the minimum completion percentage at the evaluation points will be subject to probation or dismissal.

The University's Academic Department will conduct and manage all the activities involving the SAP policy. Students who fail to meet the SAP standards will be notified and advised.

The specific policies, procedures, and standards of the University's SAP are explained in the following sections.

Maximum Time Frame (MTF)

Maximum Time Frame is the time allowed for students to complete their programs of study. The University uses the *attempted credits* to determine the MTF calculation. Students are required to complete the program within a time period that does not exceed 150% of the Normal Program Length (NPL). The Maximum Time Frame is 1.5 times the Normal Program Length.

MTF = NPL x 1.5

At UoNA, Normal Program Length is 180 credits for Bachelor's Programs. The MTF in credit hours is calculated as follows:

MTF = 180 credits x 1.5 = 270 credits

Students must complete the program within 270 attempted credits. If a student is unable to complete the program within the MTF, the individual will be dismissed from the University and will not be eligible to receive a degree.

Attempted Credits

The calculation of Maximum Time Frame includes all credits attempted at UoNA as well as credits which are allowed to be transferred from other institutions.

All registered hours at the end of the add/drop period will be counted as attempted credits. Consequently, any Withdrawal (W) after the add/drop period will still be included in the MTF calculation as attempted credits.

All courses attempted will be included in the calculation regardless of its pass or fail status. Therefore, courses resulted in an incomplete grade (including I and NP grades), courses repeated (R), and S/U courses are also counted as attempted credits.

In general, all qualitative and quantitative standards for the SAP policy are cumulative and must include all periods of a student's enrollment. An exception will only be considered under strenuous circumstances which must be petitioned by a student and approved by the Academic Department.

Earned Credits

The successful completion of attempted credits will result in earned credits. Credits are earned for a course when a grade of "A", "A-", "B+", "B", "B-", "C+", "C", "C-", "D+", "D" or "S" is received.

A course in which an "F" grade, Unsatisfactory grade (U), or No Pass grade (NP) is received does not earn any academic credit. Incompletes (I), Withdrawals (W), course repeated (R) also do not receive any earned credit.

Transfer credits

Transfer credits are counted as both credits attempted and credits earned in SAP calculation. Grades received from the transfer credits are not included in the CGPA calculation.

Required Minimum Completion Percentage (MCP)

To ensure that students are making SAP, all enrolled students are required to achieve a certain Minimum Completion Percentage at each evaluation point during their studies. The University evaluates the successful course completion percentages for each student at 5 different evaluation points: at 20%, 40%, 60%, 80% and 100% of the Maximum Time Frame.

Cumulative Completion Percentage is calculated as the number of earned credits divided by the number of credits attempted.

Completion Percentage: Earned Credits / Attempted Credits

The Required Minimum Completion Percentage based on attempted credits at each of the evaluation point is presented in Table I.

Table I: Evaluation Point and Required Minimum Completion Percentage

Evaluation Point % of MTF Attempted (in credits)	Minimum Credits Earned	Minimum Completion Percentage (% of Attempted Credits)
At 20% of MTF (54 Credits)	*27 Credits	*50%
At 40% of MTF (108 Credits)	*63 Credits	*58%
At 60% of MTF (162 Credits)	*99 Credits	*61%
At 80% of MTF (216 Credits)	*139.5 Credits	*65%
At 100% of MTF (270 Credits)	**180 Credits	**67%

A student not meeting standards will be under probation.
****A student not meeting standards will be dismissed.***

Following the above Table, after a student has attempted 54 credits, he/she must have successfully completed at least 27 credits. Failure to meet such a requirement will result in academic probation.

A student who has attempted 108, 162 or 216 credits must complete a minimum of 63, 99 or 139.5 credits successfully. Otherwise, the student will be put on probation. When a student attempted 270 credits and still could not earn 180 credits, he/she will be dismissed from the program; no probation will be allowed.

Required Minimum Cumulative Grade Point Average (CGPA)

All enrolled students must meet the minimum CGPA requirement at each evaluation point of the MTF to be in the satisfactory status. UoNA uses a 4.0 grading scale and GPAs are calculated at the end of each term. Courses from which the student has withdrawn within the add/drop period are not included in GPA or CGPA calculations.

In the case of courses that have been retaken, only the highest grade is included in the GPA and CGPA calculation. However, the repeated courses will be marked as R on the transcripts and the attempted credits will be calculated in MTF.

As shown in the Table below, students of all programs must meet the required minimum CGPA at each MTF evaluation point. The corresponding probation or dismissal points are listed.

Table II: CGPA Requirement

Evaluation Point % of MTF Attempted (in credits)	Dismissal Point	Probation Period
At **20%** of MTF (54 Credits)	No dismissal is required	CGPA < 1.00
At **40%** of MTF (108 Credits)	CGPA < 1.00	1.00 < CGPA < 1.25
At **60%** of MTF (162 Credits)	CGPA < 1.25	1.25 < CGPA < 1.50
At **80%** of MTF (216 Credits)	CGPA < 1.50	1.50 < CGPA < 1.75
At **100%** of MTF (270 Credits)	CGPA< 2.00	No probation is allowed. Dismissal is required.

For example, if a student's CGPA falls below 1.00 at the 20% evaluation point, the student will be put on academic probation. No dismissal is required at this stage. However, if a student's CGPA falls below 1.25 at the 40% MTF evaluation point, the student will be dismissed from the program.

At 100% of MTF, or graduation, whichever occurs sooner, the student must have completed all of the program requirements with a CGPA of 2.0 or above in the program. The student who cannot bring his/her CGPA up to 2.0 at the end of 100% MTF will not be able to graduate and will be dismissed from the program; no degree will be awarded.

Cumulative Grade Point Average (CGPA) Calculation

Cumulative Grade Point Average (CGPA) summarizes a student's academic performance in all coursework completed.

To compute the CGPA, the letter grade for each course is first converted to a grade point value and multiplied by the number of credits designated for the course to determine GPA Points (GPAPTS) earned. To determine the CGPA, the sum of all GPAPTS earned is divided by the total number of credits completed.

CGPA= GPAPTS / Credits Earned

Courses assigned an "I" for Incomplete, "W" for a Withdrawal, "S" Satisfactory, "U" for Unsatisfactory, or "NP" for No Pass are *not* used in computing GPA but the credits hours will be calculated when computing credits attempted for MTF.

Courses assigned an "I", "W", "U", or "NP" do not receive earned credits and are not considered successfully completed in the MTF calculation.

Grading Scale and Impact on SAP

The University uses a grading scale based on letter grades as outlined on the subsequent page.

Grade/ Academic Designators	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

Incompletes

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 of the end of the term, the "I" automatically becomes a grade of "F" or "U" unless an extension is granted by their Academic Advisor.

Withdrawals

Students who withdraw from a course after the add/drop period are given a grade of "W". Withdrawals (W) are counted as credits attempted but do not earn any credit in determining SAP. Withdrawals are not included for GPA or CGPA calculation.

A student is required to submit a written request to officially withdraw from a course. Written requests must be submitted to the academic department. Non-attendance does not constitute withdrawal.
Students who do not submit all coursework and do not officially withdraw from a course, or do not receive approval for a withdrawal, may receive a grade of "F".

Repeat Courses

Students may repeat a course for which a grade of "F", "U" or "NP" has been assigned. Students may repeat courses within their program of study (at the tuition rate in effect at the time they repeat) in order to improve their CGPA or to enhance their understanding of course material, with permission from the Academic Department.

Only the highest grade earned is included in calculating the CGPA. A record of all registrations remains on the transcript, with the notation Repeat (R). All repeated courses will be included as credit attempted for SAP calculation. Credit for the same course is awarded only once. Students may repeat a single course no more than 3 times unless approved by their Academic Advisor.

NP Option

Students who find that 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. Students are required to repeat courses for which a grade of NP was record if the course was a required course for their curriculum. If the course was an elective, students may replace the credits with an alternative course to fulfill curriculum requirements.

To receive a grade of NP for a course, students must submit an NP request that is to be noted and signed by the course instructor. The petition must be approved by an Academic Department VP. The form must be submitted prior to the last class meeting.

Students petitioning for a grade of NP must maintain attendance throughout the entire term per the University's attendance policy. Students who have been cited for violation of attendance policy requirements (missing more than 2 class sessions) are not eligible to receive a grade of NP. Students may only petition for a grade of NP for a maximum of 1 course in any given term, and may not receive a grade of NP for more than 2 courses within their curriculum.

SAP Academic Standings and Actions

Based on the quantitative and qualitative standards described before, students who fall below standards are considered to be in an at-risk status (warning, probation, or dismissal).

A student who is in any of the at-risk statuses will be sent an SAP warning letter that clearly states the appropriate at-risk status and to set an appointment with the appropriate VP to discuss possible remedies for the student to return to good standing.

There are four different academic statuses:

1. **Good Academic Standing:**

Academic standing is evaluated at four evaluation points during a student's enrollment. Students enrolled in a degree program are considered to be in good academic standing if: they maintain a satisfactory Cumulative Grade Point Average (CGPA) in accordance with the SAP policy, have attempted no more than 1.5 times the number of credit hours associated with their designated program, and have maintained a satisfactory completion percentage of the credits.

2. **Academic Warning Status:**

Any student who receives a grade of "F" in any course will receive Academic Warning. Students who are in the Academic Warning status will continue to receive warning letters at the end of each term until his/her academic performance improves. The Academic Department VPs have the authority to place on probation any student who receives warning letters for three consecutive terms.

3. Academic Probation Status:

Any student who fails to maintain the required CGPA, or is not able to reach the required Minimum Completion Percentage at any of the 4 evaluation points will be placed on Academic Probation Status.

The probation period is usually for one term. The student on academic probation will be counseled and given assistance in order to improve his/her CGPA. The statement “Placed on Academic Probation” will be entered into the student’s permanent record for that term. The student is considered to be maintaining satisfactory academic progress while on probation but is required to make necessary efforts to improve.

4. Academic Dismissal:

Students who do not bring their CGPA up to standards at the end of the academic probationary period, cannot meet the minimum CGPA requirement at the evaluation points described above, or cannot reach 67% completion percentage at the end of MTF, will be dismissed from the program.

A student who has committed an act of substantial academic and/or professional misconduct in violation of the Professional Conduct Policy or Academic Integrity Policy may also be dismissed.

Appeals and Readmissions

The Academic Department is responsible for the execution of SAP monitoring with the support from student services. Any exceptional treatments including reinstatement will be permitted only with the approval from the Academic Department of the University.

All students who have had their student status terminated for any reason must clear all outstanding financial balances with the Business Office prior to applying for readmission into the University.

Students that have voluntarily withdrawn from the University or a program, and are in good standing, may go through the normal admissions process and apply to be readmitted to the University. Upon receiving their new acceptance letters from the UoNA admissions department, they may re-enroll. Students who are on probation and who have voluntarily withdrawn are automatically placed on probation for one term upon their readmission to the University.

In the case that a student fails to attain a minimum GPA of 3.0 at the end of the academic probationary period, the student will be dismissed and the statement “Academic Dismissal” will be entered into the student’s permanent record. Academic dismissal normally is permanent unless, with a good cause, students reapply and are accepted under special consideration for readmission by the University.

Change of Program

A student who is pursuing an academic program and decides to change his or her program of study or add electives will start with the recalculated CGPA, as well as credits attempted and completed, for the purpose of determining SAP. Only those courses that apply toward the new degree program will be counted in the CGPA calculations and course completion percentages.

Additional Program

If a graduate of UoNA enrolls in a new program at UoNA, only those courses that apply toward the new program will be counted in the CGPA calculations and course completion percentages.

UNDERGRADUATE COURSE DESCRIPTIONS

Course Prefix Abbreviation

ACCT	Accounting	MGMT	Management
CMSC	Computer Science	MKTG	Marketing
COMM	Communication	QANT	Quantitative Studies
DATA	Big Data	RESH	Research
ECON	Economics	SOSC	Social Science
ENGL	English	SCIN	Science
FINS	Finance	TECH	Technology
INST	Information Systems	CAPS	Capstone
MATH	Mathematics		

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 – 400. Master's level courses are within the range of 500 – 598, except Master's level Capstone courses which are identified as 600.

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.

Required General Education Courses

ENGL 101 Oral Communication 4.5 credit hours

In this course, students will practice interactive skills in conversation and presentation. Students will be provided with opportunities to speak English, strengthening their confidence and accuracy in English conversations, and become familiar with a wide range of topics offering information and knowledge in English. This course will focus on words and phrases for everyday expressions, as well as formal presentations and speeches.

ENGL102 English Composition 4.5 credit hours

In this course, students will develop their English writing ability, as well as become active language users. Although writing ability is the focus of the course, a holistic integration of the four skills of listening, speaking, reading and writing is adopted to support and to better enhance one another. Students will be involved by practicing academic writing, and use the language via face-to-face interaction and networked multimedia. Students are to master the uses of language, the structure of texts, the ideas that shape different cultures, and the interrelationships between ideas and languages. This course intends to open the floor to positive and active writers, who will learn to think critically and creatively, and to express thoughts clearly.

ENGL 103 Advanced Writing 4.5 credit hours

Prerequisite: ENGL 102 English Composition. In this course, students will learn and practice key skills of the academic writing process for professional business communication. This course is designed to help students understand the writing process in a formal manner; from assessing sources, developing ideas, organizing paragraphs, to proofreading. Student will also learn the elements of writing by practicing language skills and developing academic vocabulary. Through the investigation and practice of formal letters, case studies, reports, and essays; students will learn to incorporate research and write longer, more in-depth, professional essays.

MATH 101 College Algebra 4.5 credit hours

In this course, students will focus an in-depth study and applications of quadratics, polynomial, rational, exponential and logarithmic functions, and systems of equations. Content includes functions including polynomial, rational, exponential, and logarithmic functions and related equations. Students will also learn theory of equations, matrices, inequalities, systems of linear equations and determinants, sequences, permutations, combinations, and binomial theorem.

MATH 102 Calculus 4.5 credit hours

Prerequisite: MATH 101 College Algebra. In this course, students will learn the concepts and basic understanding of mathematical tools which relate to solving business problems. Emphasis will be on solving problems using tools of complex mathematical modeling. The main foci will be on: limits and continuous function, 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 with the concepts and the application of modern statistical methods. The topics include data collection techniques, graphical and numerical summaries of data, introduction to 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, the use of pivot tables in Microsoft Excel, and Decision Trees.

SCIN 201 Future Studies 4.5 credit hours

In this course, students will explore the future of the planet framed from the perspective of the United States and its interaction with all other nations and regions of the world. The course is intended to offer the student an estimate of what the world will be like in both the near and distant future. This will be accomplished through the process of examination and scenario building. The course will include contemporary futurist readings; reviews of specific web sites and UoNA library materials will form the basis of critical discussions, comparative analyses, and presentation essays to help the student 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

In this course, students will learn the nature of sociology, methods of sociological research, the pioneer and contemporary sociologists, culture, socialization, social interaction and social structure, groups and organizations. Topics of study will include deviance and social control, stratification and social inequality, social institutions, population, urban life, collective behavior, social movements, and social change and technology. Emphasis is placed on the application of sociological theories to the development of everyday social life.

SOSC 102 Psychology 4.5 credit hours

In this course, students will understand scientific methods of understanding human behavior and the mind. The course will introduce findings from contemporary psychological research, which includes the biological foundation of human behavior, learning principles, critical cognitive ability and the processes of sensation, memory, language, and reasoning. The concepts of social behavior and cognition, social development, personality, and psychological disorders will also be presented.

SOSC 103 Political Science 4.5 credit hours

In this course, students will be provided with a basic introduction to Political Science. Students will survey the main approaches to studying politics and summarize the major political theories and concepts. Basically, students will learn the developments of liberal democracy and human rights. They will explore concepts of sovereignty, population, territory; as well as rights of liberty, equality and participation. Congress and the voting system will also be addressed. In addition, political institutions such as parties, pressure groups, constitutions, systems of representation and government institutions and their functions will be examined.

SOSC 201 Law and Ethics 4.5 credit hours

In this course, students will be introduced to the laws and ethical standards that managers must abide by in the course of conducting business. Students will learn the tools of ethical decision-making and the foundations of today's legal environment of business. Both domestic and international business will be introduced to enhance students' skills at ethical thinking and problem solving.

SOSC 202 American Cultural Studies 4.5 credit hours

Prerequisite: SOSC 101 Sociology. In this course, students will explore the concept of American culture and develop a better understanding of different cultural groups which make-up American society today. Through readings and discussions, a diversity of cultural groups will be investigated, and the socio- historical developments of these groups and how they affect American culture will be researched. Historical and contemporary readings will form the basis of critical discussions, comparative analyses, and formal essays to help the student reach a deeper understanding of American culture and what it means to be American.

Core Courses (this section includes both common and program core courses)

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. The objective is to identify the fundamental principles of accounting, identify and analyze business transactions, prepare financial statements, and communicate this information to users with different needs. Topics 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 further study contemporary accounting practices, with an emphasis on financial and managerial accounting. The goal is to identify and analyze business transactions, define the characteristics of business entities, identify the interdependency of financial statements, employ managerial accounting techniques, and communicate this information to users with different needs. Financial accounting topics include liabilities, equities, investments, and business entities. Managerial accounting topics include job order and process costing, cost-volume-profit analysis, and budgets.

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 overview 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 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 201 Design and Analysis of Algorithms 4.5 credit hours
Prerequisite: MATH 201 Discrete Mathematics. In this course, students will learn important data structures and fundamental principles of algorithm design in computer science to get the efficient solutions to computing problems. Topics include the analysis of algorithm efficiency, hash, heap, graph, tree, sorting and searching, brute force, decrease-and-conquer, and transform-and-conquer. Dynamic programming, greedy programming, and divide-and-conquer design paradigm, with applications to fast sorting, searching, and multiplication will also be integrated in course material.

CMSC 301 Introduction to Programming Logics 4.5 credit hours
In this course, students will gain an understanding of programming concepts and logic without assuming any previous programming experience. This course is designed for beginners, using contemporary examples to familiarize students with models and logical thought processes used in programming without using language syntax. Flowcharts and pseudocodes are used to demonstrate program logic designs.

CMSC 302 Operating Systems 4.5 credit hours
In this course, students will gain an understanding of the key structures and mechanisms of operating systems. The course will cover CPU scheduling, multi-threads, concurrent processes, memory management, file systems, storage subsystems, and input/output management. This course will also explore the latest operating systems technologies and developments.

CMSC 303 JAVA Programming 4.5 credit hours
Prerequisite: CMSC 301 Introduction to Programming Logics. In this course, the students will learn the Java programming language with a fundamentals-first approach and hands-on projects utilizing the UoNA Virtual Lab. The course introduces basic programming concepts, JAVA building elements and techniques including selection, looping, method definitions, strings, step-wise refinement, and arrays. In addition to these fundamental concepts, students will also explore object-oriented programming and class creation, algorithm development, data representation, and debugging using common tools. By the end of class students should be able to create simple programs, read and edit Java technology source code using Java technology and an industry standard integrated development environment (IDE).

CMSC 304 Software Engineering 4.5 credit hours
In this course, students will gain an understanding of a broad perspective of software engineering, focusing on the processes and techniques fundamental to the development of reliable software systems. Agile methods are discussed, along with software reuse and traditional plan-driven software engineering. Students will also acquire knowledge of design issues such as error handling, performance, and inter-process communication.

ECON 201 Principles of Economics 4.5 credit hours
In this course, students will gain knowledge of basic economics as it applies to themselves, and learn to solve economic problems of daily life. Economics is used to understand consumer "choice", firms and the government, and how these phenomena frequently interact with each other within the commodity market and factor market. Students will also learn how to apply the methods of economic analysis to other topics, such as: marriage, education, environmental pollution, property, time distribution, migration, public policy, e-coin, functions of central banks, and price prediction.

ECON 301 Introduction to Managerial Economics 4.5 credit hours
Prerequisite: ECON 201 Principles of Economics. In this course, students will learn how to increase company profitability by applying economic analysis to a wide array of business problems. A problem-solving approach will be used to achieve this objective. Emphasis will be placed on the application of economic tools rather than relying on a purely theoretical understanding.

ENGL 201 Business Communication 4.5 credit hours
In this course, students will develop business communication skills needed to function and succeed in business and professional settings, while at the same time helping them to build knowledge in the major areas of business management. Areas of focus include marketing and HRM. Reading expert texts related to these areas will be used in class. Class activities include pre-reading discussion, vocabulary preview, main reading and exercises, discussion, and task-based activities.

INST 201 Introduction to Information Systems 4.5 credit hours
In this course, students will be provided with systems and development concepts, information technology and application software. The student will learn how information is used in organizations and the effects IT has on the organization’s structure, processes, employees, customers, and suppliers. In addition, how IT enables improvement in quality, timeliness, and competitive advantage will be explained. Structure and functions of computers and telecommunications systems are also examined.

INST 202 Data Communications and Networking 4.5 credit hours
In this course, students will focus on studying the primary aspects of data communications networking, including a study of the Open Systems Interconnection (OSI) and Internet models. Contents include Introduction to computer networking, data communications, data transmission, data encoding, data link control, communications network techniques, network protocols, wireless networking, network server configuration, and planning and deploying a local area network.

INST 301 Computer Hardware and Software 4.5 credit hours
In this course, students will learn and practice key skills in Computer Hardware and Software Management. The subjects taught in this course include the design of computing systems, computer hardware and software components, and telecommunications. Through the combination of lecture and lab exercises, students will acquire the knowledge and skills to identify and ex-plain PC components, setup a basic PC workstation, conduct basic software installation, identify compatibility issues and recognize/prevent basic security risks. This

course will also introduce the concepts of Green IT and preventative maintenance of computers.

INST 302 Computer Server Environment 4.5 credit hours

Prerequisite: INST 202 Data Communications and Networking. In this course, students will learn the installation and administration of a Windows/Linux Server network operating system. Topics covered in this course include managing and maintaining physical and logical devices, access to resources, the server environment, managing users, computers and groups, and Managing/Implementing Disaster Recovery. Upon completion, students should be able to manage and maintain a Windows/Linux Server environment.

INST 401 Business Intelligence 4.5 credit hours

Prerequisite: INST 202 Data Communications and Networking. In this course, students will be introduced to these technologies that are generally called analytics but have been known by other names. The core technology consists of DSS, BI, and various decision-making techniques. This course presents the fundamentals of the techniques and the manner in which these systems are constructed and used. It follows an EEE approach to introducing these topics: Exposure, Experience, and Explore. This course primarily provides exposure to various analytics techniques and their applications. A student will learn how other organizations have employed analytics to make decisions or to gain a competitive edge.

MATH 201 Discrete Mathematics 4.5 credit hours

In this course, students will learn the discrete mathematical objects, and prepare for a background in abstraction, notation and critical thinking for the mathematics most directly related to computer science and engineering majors. Content covers 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, each of which have applications in mathematics, computer science and other fields of study.

MGMT 201 Principles of Management 4.5 credit hours

In this course, students will learn to understand the major functions of management (planning, organizing, leading, and controlling) and the significance of each function in relationship to the existence of the company. This course describes how companies use management to set and accomplish goals through individuals, groups, and other types of resources. It also analyzes communication and ethics in the organization. Other topics 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

In this course, students will be introduced to the many facets of the private enterprise system and of the businesses that operate within its framework. The course will focus on business systems, workforce demographics, social responsibility, business ethics, organizations, entrepreneurship, small business and franchise systems. Management processes, human resource management, marketing management, business finance, and business decision-making will be investigated. Quantitative tools used in international business, MIS, and the future dimensions of business opportunities in a global economy will, also, be studied.

MGMT 203 Principles of Project Management 4.5 credit hours
In this course, students will be introduced to project management from the standpoint of a manager who must organize, plan, implement, and control tasks to achieve an organization's schedule, budget, and performance objectives. Tools and concepts such as project charter, scope statement, work breakdown structure, project estimating, and scheduling methodologies are studied. The course is structured around the key phases of project lifecycle, including initiating a project, developing project plans, executing and managing a project, and closing out a project. In addition, students will be taught how to identify and address the change management and political issues associated with project management.

MGMT 204 Human Resources Management 4.5 credit hours
In this course, the student will be introduced to the functions of personnel/human resource management within an organization. Topics include equal opportunity and the legal environment, recruitment and selection, performance appraisal, employee development, compensation planning, and employee relations. Students will learn how an organization acquires, rewards, motivates, uses, and generally manages its people effectively.

MGMT 302 Principles of Marketing 4.5 credit hours
In this course, students will gain the specialized terminology and important concepts related to marketing in the business environment. Domestic and international environments that impact marketing are included, with particular emphasis on the marketing environment, segmentation, positioning and targeting.

MGMT 303 Business Finance 4.5 credit hours
Prerequisite: MGMT 202 Introduction to Business. In this course, students will learn the fundamentals of business finance. The course is corporate-oriented with emphasis on practical applications and problem-solving techniques. The primary objective is to provide the student with the tools to understand and solve the basic financial problems confronting business 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 the topics to international markets will be made whenever possible.

MGMT 304 Leadership Theories and Practice 4.5 credit hours
Prerequisite: MGMT 201 Principles of Management. In this course, students will acquire an overview of the theoretical framework for the practice of leadership in organizations leading to the application of theory and best practices in leadership practice. Emphasis will be placed on specific leadership topics such as strategic leadership, systems thinking, team leadership, change management and developing others.

MGMT 401 Organizational Behavior 4.5 credit hours
Prerequisite: MGMT 201 Principles of Management. In this course, students will learn about the theories in the field of organizational behavior (OB) which is about understanding how people and groups in organizations behave, react, and interpret events. This course will also explain the role of organizational systems, structures, and processes in shaping behavior, and explains how organizations really work.

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 understanding 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: ENGL103 Advanced Writing *and QANT301 Statistics.* In this course, students will learn the Business Research Method which provides the theoretical and practical base for a research project. This course will cover the fundamentals of research proposals, literature reviews, and qualitative and quantitative methods. This course equips students with the skills and expertise to develop and implement a research dissertation. Students will also learn how research is used to support management decision making and develop understanding of a variety of research methodologies as well as the basic skills in applying them.

TECH 101 Introduction to Computers 4.5 credit hours
In this course, students will learn the fundamentals of how a computer works. From the basics of how to build a modern computer from first principles; each student will learn the essentials of switching devices, combinational logic, sequential logic, and computer architecture. Also students will be able to understand the necessary functions and dynamics of machine language, assembly language, virtual machines, compilers, and high-level languages and operating systems.

TECH 203 Network Management and Infrastructure 4.5 credit hours
In this course, students will learn that today's networks and IT infrastructure components are the nerves, which enable the information flow both within and outside the organizations. Progressive enterprises have always faced challenges while managing and designing IT infrastructure which will meet the business needs.

TECH 301 Technology Management 4.5 credit hours
In this course, students will come to know the steps necessary for analyzing a problem in information technology and identifying and defining the computing requirements appropriate to its solution. There will be an emphasis on how to design, implement, and evaluate a computer-based system, process, component, or program to meet desired needs. Students will learn to analyze the local and global impact of computing on individuals, organizations, and societies.

Electives

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 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 401 Database Management Systems 4.5 credit hours
In this course, students will learn data structures, file organizations, concepts and principles of database management systems (DBMS), as well as data analysis, database design, data modeling, database management and database implementation. More specifically, this course will introduce 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 as implementation vehicles, this course provides hands-on experience in database design and implementation through assignments and lab exercises. Advanced database concepts such as transaction management and concurrency control, distributed databases, multi-tier client/server architectures and Web-based database applications are also introduced.

CMSC 402 Web Design and Development 4.5 credit hours

In this course, students will use computers to creatively design web pages using HTML and CSS. Through real-world hands-on experiences they will also learn to develop programs and algorithms, using Java-script and providing business solutions. Web design standards, search Engine Optimization and image manipulation will be introduced in this course as well.

CMSC 403 Mobile Technology 4.5 credit hours

In this course, students will learn one of the newest and fastest developing fields in the discipline, mobile and wireless computing. The topics will cover the 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), and brief introduction to mobile platform like Android and iOS, and smart devices. Through this course, students will understand basic concept of mobile technology (and wireless networks) as well as its recent trends.

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. Using an interdisciplinary approach, this class will serve as a helpful introduction to those who are interested in how globalization intersects with other areas such as economic development, political science, the environment and gender issues.

ECON 303 History of Economic Thought 4.5 credit hours

In this course, students will learn the main schools in the history and development of economic thought. Throughout the course, economic theories will be examined in light of the interrelationships between theory, policies and historical conditions including responses to the financial and economic global crises since 2006. (General Education Elective)

ENGL 301 Creative Writing 4.5 credit hours

Prerequisite: ENGL 103 Advanced Writing. In this course, students will investigate the creative process of developing ideas, thinking critically, the writing practice, and styles of presentation. Assignments include techniques in preparing one's creative mind, setting a tone in one's writing, brainstorming, and writing original works of poetry, fiction, and drama. Reading assignments will explore what it means to be creative and tapping into one's own creative energy. There will be a number of genres covered, as students present original works through reading, discussions, and class presentations and dramatic performance. (General Education Elective)

ENGL 302 Asian American Writers 4.5 credit hours

In this course, students will learn about professional writing through reading essays, short stories, biographies, and historical accounts of historical and contemporary Asian American writers. The works of Frank H. Wu, Ronald Takaki, Jeanne Wakatsuki, Gus Lee, Amy Tan and other Asian American authors will be investigated and selected readings will be supplemented with formal discussion topics and critical essays. Students will analyze how an author is influenced by mainstream American culture and yet preserves and develops his/her own unique perspective. Appreciating other perspectives and developing one's own style of writing will be emphasized. (General Education Elective)

MGMT 306 Small Business Management 4.5 credit hours

In this course, students will be exposed to the multi-faceted nature of managing a small business. Topics include managing employees, inventory management, accounting and

financial concerns, merchandising, sales, planning and scheduling, basic legal issues, customer relations, and strategic partnerships/alliances.

Capstone

CAPS 490 Undergraduate Capstone 4.5 credit hours

Prerequisites: All core courses for undergraduate 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. An oral presentation of the project approach and findings is required.

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 a final written paper and presentation concerning real-life situations and work experiences.

Activities: 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.

Portfolio: Students will prepare a personal portfolio of coursework activity achievements, including research papers and oral presentations. Every course will require a final 3-page research paper and 10-minute oral presentation, documented by the instructor and used for evaluation of course completion.

ESOL Certificate Program Admission Requirements

The process for admission to the university as an ESOL certificate program student 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, will receive a personal assessment of his or her background with a focus on providing the guidance necessary for a sound selection.

For the ESOL program, applicants must submit:

1. Completed Application Form
2. Application Fee (non-refundable) $50.00
3. Proof of High School Graduation or its equivalent
4. Government issued photo ID
5. Complete the ESOL English proficiency exam on arrival to UoNA prior to registering for courses.

Proficiency Exam

The ESOL language proficiency exam is an adaptation of nationally recognized English proficiency tests. It consists of three parts: 1) a 100-multiple-choice portion addressing areas of listening, grammar, vocabulary, and reading, 2) a 250-word essay component, prompting written reasons of an opinion with examples and details, 3) an oral questionnaire asking for verbal reasons with examples and supportive information.

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

English Language Certificate

All students receive a course grade for each course they complete, which includes a post-test assessment. Each course will be listed on their UoNA transcript.

Students who are enrolled in the **ESOL certificate program**, complete all 4 courses, and pass the English language proficiency exit exam with a minimum score of 75% on all components are awarded an ESOL Program Certificate. The ESOL proficiency exit exam is a cumulative post-test that mirrors the placement test given at the time of admission as an ESOL certificate program applicant.

Grading Scale

The University uses a grading scale based on letter grades as outlined below.

Grade/ Academic Designators	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
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

Incompletes
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 of the end of the term, the "I" automatically becomes a grade of "F" or "U" unless an extension is granted by their Academic Advisor.

Withdrawals
Students who withdraw from a course after the add/drop period are given a grade of "W". Withdrawals (W) are counted as credits attempted but do not earn any credit in determining SAP. Withdrawals are not included for GPA or CGPA calculation.

A student is required to submit a written request to officially withdraw from a course. Written requests must be submitted to the academic department. Non-attendance does not constitute withdrawal.

Students who do not submit all coursework and do not officially withdraw from a course, or do not receive approval for a withdrawal, may receive a grade of "F".

Repeat Courses
Students may repeat a course for which a grade of "F", or "NP" has been assigned. Students may repeat courses within their program of study (at the tuition rate in effect at the time they repeat) in order to improve their CGPA or to enhance their understanding of course material, with permission from the Academic Department.

Only the highest grade earned is included in calculating the CGPA. A record of all registrations remains on the transcript, with the notation Repeat (R). All repeated courses will be included as credit attempted for SAP calculation. Credit for the same course is awarded only once. Students may repeat a single course no more than 3 times unless approved by their Academic Advisor.

NP Option
Students who find that 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. Students are required to repeat courses for which a grade of NP was record if the course was a required course for their curriculum. If the course was an elective, students may replace the credits with an alternative course to fulfill curriculum requirements.

To receive a grade of NP for a course, students must submit an NP request that is to be noted and signed by the course instructor. The petition must be approved by an Academic Department VP. The form must be submitted prior to the last class meeting.

Students petitioning for a grade of NP must maintain attendance throughout the entire term per the University's attendance policy. Students who have been cited for violation of attendance policy requirements (missing more than 2 class sessions) are not eligible to receive a grade of NP. Students may only petition for a grade of NP for a maximum of 1 course in any given term, and may not receive a grade of NP for more than 2 courses within their curriculum.

Program Length

The minimum time for ESOL certificate program students to finish the program is 4 terms. Program students may repeat courses within the requirements stated in this section of the catalog. Six (6) terms is considered the normal program length. Students can take a maximum of 9 terms (1.5 times of normal program length) to complete the ESOL certificate program.

Program Outline

UoNA ESOL Certificate Program

Term	Course #	Course Title	Credit Hours
First Term (11 Weeks)	ESOL 001	Writing Workshop	18
Second Term (11 Weeks)	ESOL 002	American Culture	18
Third Term (11 Weeks)	ESOL 003	Patterns of American Immigration	18
Fourth Term (11 Weeks)	ESOL 004	Northern Virginia Business	18

Tuition

The tuition for the ESOL courses is $100 per credit ($1,800.00 per course). ESOL certificate program students take one course per term. Each course has 18 hours of weekly classroom instruction within an 11-week quarter, which allows for holidays.

ESOL Course Descriptions

All ESOL certificate courses are designated by the preface "**ESOL**."

ESOL 001 Writing Workshop 18 credit hours
This course is designed for ESOL students to improve their English writing and research skills as they confront real-life experiences. The course provides students with a supportive environment for daily practice in conversation, reading, and writing in English. The content of this class will be on the writing process itself and how students learn to be strong academic writers. Students will receive constant feed-back through one-on-one conferences and tutoring sessions with a native English speaker and their peers as they present, discuss, and write about their real-life and work-related situations.

ESOL 002 American Culture 18 credit hours
Prerequisite: ESOL 001 Writing Workshop. This course is designed for students to learn about contemporary American culture as they improve their English ability and confront real-life experiences. The course provides students with a supportive environment for daily practice in conversation, reading, and writing in English. The main focus is the study of a series of interesting articles and research projects exploring a panorama of American people, places, and events. Students will receive constant feed-back through one-on-one conferences with their teacher 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

Prerequisite: ESOL 001 Writing Workshop. This course is designed for students to learn the history of American immigration and cultures as they improve their English ability and confront real-life experiences. The course provides students with a supportive environment for daily practice in conversation, reading, and writing in English. The main focus is the study of a series of interesting articles and research projects exploring the historical and cultural developments of various immigrant groups in American society. Students will receive constant feed-back through one-on-one conferences with their teacher 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

Prerequisite: ESOL 001 Writing Workshop. This course is designed for students to learn about the development of Northern Virginia as a center of global business and commerce. The course provides students with a supportive environment for daily practice in conversation, reading, and writing in English. The main focus is the study of a series of interesting academic articles and research projects exploring the development of the important businesses and transit systems linking Northern Virginia to Washington D.C. Students will receive constant feed-back through one-on-one conferences with their teacher and peers as they present, discuss, and write about Northern Virginia business culture and their real-life and work-related experiences.

ADDENDUM A: FACULTY/LEAD FACULTY LIST

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Faculty	Teaching Area	Applicable Degrees Held
Roslyn Bryant	Quantitative Science	PhD, Measurement and Statistics, University of Maryland, MD MA, Secondary Mathematic, University of Maryland, MD MS, Mathematics, Virginia Polytechnic and State University, VA
Shirley Chen	Accounting, Finance	MBA, Finance, George Washington University, DC CPA, VA
Jorge Daly	Economics, Ethics, Sociology	PhD, Political Science, American University, DC MBA, Finance, State University of New York at Binghamton, NY
Adolfo Gorriaran Business/Tech Co-Lead	Information Technology, Management, Human Resources	DBA, Human Resource Management, Nova Southeastern University, FL MSIM, Information System Management, DeVry University, IL MPA, Public Administration, Troy University, AL MBA, Business Administration, Webster University, MO
David O. Harper Business Lead	Research Methods, Technology, Management	EdD, Human Resource Development, George Washington University, DC MS, Business Information Technology Management, Johns Hopkins University, MD
John T. Hsu	Computer Science, Information Technology	MS, Computer Science, Southeastern University, DC
Chung-yin (Betty) Koo	Computer Science, Programming	MS, Information Systems, George Mason University, VA
Ali Mehrabi Tech Co-Lead	Computer Science, Information Technology	PhD, Engineering Science, University of Mississippi, MS MS, Electrical Engineering, Oklahoma State University, OK
James Moses	Management	MS, Japanese Business Studies, Chaminade University, HI MPA, Madras Christian College, Madras, India
Mohammad Moussavi	Computer Science, Information Technology	DSc, Communications, The George Washington University, DC MS, Engineering and Applied Science, The George Washington University, DC
Ramesh Rajagopalan	Computer Science, Information Technology	PhD, Engineering, Columbia University, NY MBA, Technology Management, University of Phoenix, AZ
Gary Rucker	Accounting, Finance, Information Technology	MIS, Information System, Strayer University, DC MBA, Management, Jones International University, CO
Gregory VD Smith	Business Communication	JD, MA, LLM, Law, American University, DC MSIS, MBA, IT and Management, Stratford University, VA
Farzan Soroushi	Computer Science, Information Technology	MS, Computer Science, University of Oklahoma, OK
Change-lung Jimmy Tsai	Computer Science, Information Technology	PhD, Electrical Engineering National Central University, Taiwan MS, Electrical Engineering, University of Southern California, VA
James Turkvant	Accounting, Finance	DBA, Accounting, Argosy University, GA MAMF, Accounting, Keller Graduate School of Management, GA MBA, Accounting, Keller Graduate School of Management, GA
Kaichang Zhang Tech Co-lead	Computer Science, Information Technology	PhD, Physics, University of Maryland, MD MS, Physics, University of Maryland, MD

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- Master's and Bachelor's Business and Technology Degree Programs
- ESOL Certificate Program

Williamsburg City Councilman Benny Zhang and Brazilian businessman Emanuel Barreto (Front row 2nd and 4th from right) were the speakers of the UoNA 2017 graduation.

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