

## **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, faculty, and staff are bound by the rules, policies and procedures contained in this Catalog.

This Catalog is valid through July 15, 2025, unless superseded.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.

## **STATEMENT ON ACADEMIC FREEDOM**

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

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

## ACCREDITATION AND CERTIFICATIONS

### INSTITUTIONAL ACCREDITATION

The University of North America is accredited by the New England Commission of Higher Education (formerly the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, Inc.).

Accreditation of an institution of higher education by the Commission indicates that it meets or exceeds criteria for the assessment of institutional quality periodically applied through a peer review process. An accredited college or university is one which has available the necessary resources to achieve its stated purposes through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

Accreditation by the Commission is not partial but applies to the institution as a whole. As such, it is not a guarantee of every course or program offered, or the competence of individual graduates. Rather, it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding the accreditation status by the Commission should be directed to the administrative staff of the institution. Individuals also may contact:



**New England Commission of Higher Education**  
301 Edgewater Place, Suite 210  
Wakefield, MA 01880  
Tel: 781-425-7785  
E-Mail: [info@neche.org](mailto:info@neche.org)

### 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, 10<sup>th</sup> Floor, James Monroe Building  
Richmond, VA 23219  
Tel: 1-804-225-2600  
[www.schev.edu](http://www.schev.edu)

### SARA



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

## **US DEPARTMENT OF EDUCATION**

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



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

## **STUDENT EXCHANGE AND VISITOR PROGRAM**



The University of North America is authorized under Federal law to enroll nonimmigrant, F1-Visa students in its associate's, bachelor's, and master's degrees and certificate programs through the Student Exchange and Visitor Program (SEVP). [www.ice.gov/sevis](http://www.ice.gov/sevis)

## **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 US – either U.S. citizens, or foreign citizens who have the necessary authorization. E-Verify is an Internet-based system that compares data from the U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility. [www.e-verify.gov/](http://www.e-verify.gov/)

## **US VETERAN BENEFITS AND RECOGNITIONS**

### **GI BILL® EDUCATIONAL BENEFITS**

This institution is approved to offer GI Bill® educational benefits by the Virginia State Approving Agency. GI Bill® is a registered trademark of the U.S. Department of Veteran Affairs (VA). More information about education benefits offered by the VA is available at the official U.S. government website at [www.benefits.va.gov/gibill/](http://www.benefits.va.gov/gibill/)

### **VIRGINIA VALUES VETERANS (V3)**



The Virginia Values Veterans (V3) Program is an official Commonwealth of Virginia, Department of Veterans Services Program. © 2014

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

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



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

## **BETTER BUSINESS BUREAU (BBB)**



The Better Business Bureau (BBB) accredits the University of North America. BBB is dedicated to fostering honest and responsive relationships between businesses and consumers by instilling consumer confidence and advancing a trustworthy marketplace for all. The BBB Code of Business Practices is built on Standards for Trust that summarizes important elements of creating and maintaining trust in business. [www.bbb.org](http://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 outcome assessments and consultation with practitioner faculty and advisory committees. UoNA delivers its programs through an accessible, interactive, collaborative educational environment which strengthens learning and facilitates critical thinking and problem-solving competencies. Finally, it supports students with services that foster academic success.

#### **Institutional Objectives**

The institutional objectives of the University are:

- To provide academic quality through rigorous academic standards with a commitment to interactive, effective learning for adults;
- To create a student-centered environment accessible to individuals of diverse ages, cultures, and socioeconomic backgrounds;
- To enable students to achieve their career and professional goals by providing a relevant and supportive learning environment including on-campus, hybrid, and online delivery formats;
- To develop educational programs that join theory and practice and instill in students the spirit of applied learning;
- To promote globally responsible perspectives in the curriculum and among students and faculty;
- To educate diverse student populations locally, regionally, nationally, and internationally.

#### **Motto**

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

#### **Philosophy and Goals**

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

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

The University emphasizes high quality education that is accessible to learners in the global community, regardless of background, to enable them to succeed in their careers. This goal is achieved as the University provides an advanced education that cultivates growth and development in the professional and personal lives of our students. With its teaching focused on the principles of applied learning, UoNA bridges the gap between the theoretical learning of traditional disciplines and the applied knowledge required to provide graduates with a comprehensive understanding and a competitive advantage in today's global society.

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

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

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

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

The campus primarily occupies space on the first and second floor of the 96,600 square foot (SF), 4-story commercial building located at 12750 Fair Lakes Circle, Fairfax, Virginia. Beyond the reception area, the space exclusively dedicated to the campus includes 29 classrooms, the learning resource center (library), and faculty and administrative offices. The University utilizes limited areas on the third and fourth floors that are rented or leased to other businesses.

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

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

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

## ***History***

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

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

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

The University was institutionally accredited in 2014 by the Accrediting Council of Independent Colleges and Schools (ACICS). In October 2023, UoNA completed the transition from ACICS to the New England Commission of Higher Education (NECHE) as its institutional accreditor.

From 2015 through 2021, the University expanded the scope of its programs and was granted approval by its regulatory agencies to confer the following credentials: (1) bachelor's degrees in Business Administration (BSBA) and Information Technology (BSIT) 2015; (2) master of science degrees in Accounting and Finance (MSAF), Cyber Security (MSCYS), Educational/Instructional Technology (MSEIT), Management and Data Analytics (MSMDA), and System and Application Engineering (MSSAE) in 2018; (3) a post-bachelor's degree certificate in Organizational Leadership (OL) in 2019; and (4) an associate's degree in Supervision and Project Management (AD-SPM) in 2020, which was initially titled OA-SPM for occupational associate's until it was changed to AD-SPM for associate's degree in 2024, and (5) a diploma in Operations Management for Technical Industries (OMTI) in 2021. In 2024, an additional master of science degree in Hospitality Management (MSHM) was approved.

## **Governance**

### **University of North America, Inc.**

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

### **University (UoNA) Board of Trustees**

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

Jerry Brown, CEO/President, ADI Technologies, Inc., Board of Trustees Chair  
Rod Woodruff, Information Technology (IT) Manager, Exxon/Mobile (Retired), Board of Trustees Vice Chair  
Alan Krishnan, President, BSDC, Inc., Board of Trustees Secretary  
Jie Liu, PhD, MD, Director, Lab of Infectious Diseases and Vaccine, China  
John Colantoni, CPA/EVP, Chief Risk Officer, Primis Bank  
Yuli Liu, PhD, Distinguished Professor, School of Journalism and Communication, Shanghai University, China

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

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

## **Campus Administrators**

### **University Officers**

Ms. Jill Martin Chief Executive Officer (CEO)	Campus President / Primary Designated School Official (PDSO) / School Certifying Official (CSO) Key Functions and Responsibilities include the general and active management of the business of the University, supervision, direction, and control the other officers, and to see that all orders, resolutions, and policies of the Board of Trustees are effectuated.
Mr. Jason Koo Vice President	Vice President /Director of Campus Operations / Designated School Official (DSO) Key Functions and Responsibilities include leadership and strategic direction of the University's programs and campus operations, and oversight of policies and practices, infrastructure, and quality assurance.
Ms. Shirley Chen Chief Financial Officer (CFO)	Director of Finance and Accounting Key Functions and Responsibilities include general oversight of the funds and securities of the University, supervision of student accounts and other revenue, and expenditures and disbursements made by UoNA officers, agents, and staff, and financial records and reports.

### **Academic Directors**

Dr. Jason Chao	Director of Academic Administration Key Functions and Responsibilities include oversight of academic administration, and faculty/faculty leads, and collaboration with the Vice President (VP), academic directors, and faculty to administer quality academics and ensure student success in alignment with UoNA policies and regulatory agency criteria.
Mr. James Moses	Director of Education Key Functions and Responsibilities include the development and implementation of educational activities to support faculty, University and regulatory agency processes, and academic support for students from inquiry to graduation.

### **Non-Academic Directors**

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

## **Campus Administrative Staff and Support Personnel**

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

## **Faculty**

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

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

The **Catalog Addendum** lists current /lead faculty.

## **UONA OVERSIGHT/PROGRAM ADVISORY COMMITTEES (PACs)**

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

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

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

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



## **ACADEMIC DELIVERY**

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

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

As a result, the programs offered by the University bring an awareness of the international dimension to business, technology, and cultures today. Students bring their international perspective into the classroom to be applied to work-related projects, and faculty members have been drawn from many countries of the world in order to bring the world into the classroom.

The University's goal is to make education available in a manner that is most accessible to each student. All programs are primarily delivered through a hybrid sequence at its sole campus in Virginia and accompanied by an LMS course shell which supports online, work-related applied learning projects, and provides students with required remote access to course resources.

### ***Class Size***

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

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

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

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

### ***Academic Advising***

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

## ***Program Delivery***

The University recognizes the value of offering on-campus courses with distance education options for its commuter students. Each of the course formats, whether on-campus, hybrid or 100% online utilize Moodle, the campus learning management system (LMS). The LMS platform allows students to participate 100% online and in the online components of hybrid courses or to enrich on-campus sessions through activities that may be accessed remotely.

Graduate and Undergraduate students may choose to complete their degree 100% online or through a combination of online, hybrid, and on-campus courses that will fulfill the required minimum total quarter-hour credits for their selected program. The course schedule, which includes the course delivery format, is published at least six weeks prior to the start of each term. Students are guided by their academic advisor to ensure they are selecting options that will support their learning style, confirm they are on track for timely completion of their program, and fully understand any restrictions that may apply to their specific status.

Restrictions apply for nonimmigrant (F1-Visa) graduate and undergraduate students, who are required to take a specific percentage of credits on site each term aligned with currently published US Immigration and Customs Enforcement (ICE) and Student Exchange and Visitor Program (SEVP) regulations. Students who are studying in the US with an F1-Visa are encouraged to meet with the ISO Manager to review the regulations that will accommodate their learning style, and ensure they remain in status.

Restrictions that impact funding for eligible GI Bill® educational benefit students by the Virginia State Approving Agency are applied for distance education delivery options. Students who are receiving GI Bill® educational benefits are encouraged to meet with their veteran student advisor to review the funding options for pursuing a degree 100% online or through a blended sequence.

Fees and tuition for all courses, and course content and level of learning outcomes are the same, regardless of delivery mode. Online skills and competencies are assessed **prior** to a student's initial enrollment at UoNA. All students must have access to a computer with internet access. Technology requirements are specified in the catalog section titled Student Rights and Responsibilities. Computers are available in the library for student use on campus.

Training on Moodle usage is given during the required student orientation, which takes place prior to students beginning their scheduled degree program courses, and on-site on the first day of hybrid and on-campus courses. The purpose of the orientation is to familiarize students with the LMS. Instructional materials are also available on each student's Moodle home page.

Technical assistance is available by contacting the IT staff on campus or through email ([helpdesk@uona.edu](mailto:helpdesk@uona.edu)). Tutoring and academic support is available from academic administrators. Research support is available from the campus librarian. Reference materials and some course texts are available through the UoNA Virtual Library, which is accessible 24/7. Administrative support staff may be contacted on campus or through email.

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

UoNA uses Moodle as its LMS to deliver online, and online components of hybrid courses, and to supplement on-campus 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.
- Access presentations, handouts, and instructor notes.
- Engage with the course instructor and peers utilizing email and chat features throughout the entire course.
- Participate in synchronous and asynchronous presentations, graded discussion forums or other engaging, interactive activities throughout an online or hybrid course or to supplement on-campus course activities.
- Submit assigned homework throughout the course.
- Submit a reflection paper toward the end of each course, which is an integral applied learning assignment.
- Take quizzes, tests, or exams as assigned several times throughout an online or hybrid course or to enrich on-site course assessments.

### ***UoNA Holidays Observed***

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

New Year's Day (January 1)

Martin Luther King Day (Third Monday in January)

President's Day (Third Monday in February)

Memorial Day (Last Monday in May)

Independence Day (July 4)

Labor Day (First Monday in September)

Columbus Day (Second Monday in October)

Veteran's Day (November 11)

Thanksgiving Day (Fourth Thursday in November)

Christmas Day (December 25)

The campus offices are closed, and class sessions are not scheduled on these holidays.

### ***Inclement Weather Policy***

#### **Closures Affecting Class Sessions**

If inclement weather forces the cancellation of on-site class sessions or requires a delay in the opening of the University, announcements shall be posted on the University's website. The instructors will schedule make-up class session options.

#### **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. The instructor will schedule make-up options.

### ***Days and Hours of Operation***

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

*University of North America Calendar*

*Summer Quarter 2024 through Fall Quarter 2025*

<b>Summer 2024</b>		
May 25	Saturday	Early registration begins
May 31	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
June 1	Saturday	Registration begins
June 14	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
June 15	Saturday	Late registration begins
June 26	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
<b>July 1 - July 6</b>	<b>Monday - Saturday</b>	<b>Summer Quarter Start - First week of classes</b>
<b>July 4</b>	<b>Thursday</b>	<b>July 4 Independence Day Offices &amp; Campus CLOSED</b>
<b>July 1 - July 12</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>July 20</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>August 17</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>August 25 - 31</b>	<b>Sunday - Saturday</b>	<b>Holiday Week (No classes this week)</b>
<b>September 2</b>	<b>Monday</b>	<b>Labor Day Sept 2 (Offices &amp; Campus Closed)</b>
<b>September 8 - September 14</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>September 15 - September 29</b>	<b>2-week break</b>	<b>Term Break</b>
<b>September 3</b>	<b>Tuesday</b>	<b>First day of SUMMER II – Special Session classes</b>
<b>September 21</b>	<b>Saturday</b>	<b>Last day of SUMMER II – Special Session classes</b>

<b>Fall 2024</b>		
August 24	Saturday	Early registration begins
August 30	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
August 31	Saturday	Registration begins
September 13	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
September 14	Saturday	Late registration begins
September 25	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
<b>September 30 – October 5</b>	<b>Monday - Saturday</b>	<b>Fall Quarter Start - First week of classes</b>
<b>September 30 - October 11</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>October 19</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>November 11</b>	<b>Monday</b>	<b>Veterans Day (Offices &amp; Campus Closed)</b>
<b>November 16</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>November 24 – 30</b>	<b>Sunday - Saturday</b>	<b>Thanksgiving Holiday Week (No classes this week) (Offices closed TH - SAT, NOV 28 - 30)</b>
<b>December 9 - December 14</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>December 15 - January 12</b>	<b>4-week winter break</b>	<b>Term &amp; year-end break</b>
<b>December 24 – 25</b>	<b>Tuesday &amp; Wednesday</b>	<b>Christmas Holiday (Offices &amp; Campus Closed)</b>

### Winter 2025

November 16, 2024	Saturday	Early registration begins
November 22, 2024	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
November 23, 2024	Saturday	Registration begins
December 6, 2024	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
December 7, 2024	Saturday	Late registration begins
December 31, 2024	Tuesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
January 1, 2025	Wednesday	New Year's Day (Offices & Campus Closed)
<b>January 13 - January 18</b>	<b>Monday - Saturday</b>	<b>Winter Quarter Start - First week of classes</b>
<b>January 13 - January 24</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>January 20</b>	<b>Monday</b>	<b>MLK Jr. Day (Offices &amp; Campus Closed)</b>
<b>January 25</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>February 17</b>	<b>Monday</b>	<b>President's Day (Offices &amp; Campus Closed)</b>
<b>February 22</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>March 16 - March 22</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>March 23 - April 6</b>	<b>2-week break</b>	<b>Term Break</b>



### Spring 2025

March 1	Saturday	Early registration begins
March 7	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
March 8	Saturday	Registration begins
March 21	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
March 22	Saturday	Late registration begins
April 2	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
<b>April 7 - April 12</b>	<b>Monday - Saturday</b>	<b>Spring Quarter Start - First week of classes</b>
<b>April 7 - April 18</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>April 26</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>May 24</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>May 18 - May 24</b>	<b>Sunday - Saturday</b>	<b>Holiday Week (No classes this week)</b>
<b>May 26</b>	<b>Monday</b>	<b>Memorial Day (Offices &amp; Campus Closed)</b>
<b>June 15 - June 21</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>June 22 - July 6</b>	<b>2-week break</b>	<b>Term Break</b>



<b>Summer 2025</b>		
May 31	Saturday	Early registration begins
June 6	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
June 7	Saturday	Registration begins
June 20	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
June 21	Saturday	Late registration begins
June 25	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
July 4	Friday	<b>July 4 Independence Day Offices &amp; Campus CLOSED</b>
<b>July 7 - July 12</b>	<b>Monday - Saturday</b>	<b>Summer Quarter Start - First week of classes</b>
<b>July 7 - July 18</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
July 26	Saturday	Budget Plan Payment 2 DUE
August 23	Saturday	Budget Plan Payment 3 DUE
<b>August 18</b>	<b>Monday</b>	<b>First day of SUMMER II – Special Session classes</b>
<b>September 20</b>	<b>Saturday</b>	<b>Last day of SUMMER II – Special Session classes</b>
August 29 – September 1	Friday - Monday	4-DAY Holiday Weekend (No classes on these days)
September 1	Monday	Labor Day (Offices & Campus Closed)
September 7 - September 13	Sunday - Saturday	Last week of classes - Final week of summer term
September 14 - September 28	2-week break	Summer term break

<b>Fall 2025</b>		
August 30	Saturday	Early registration begins
September 5	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
September 6	Saturday	Registration begins
September 19	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
September 20	Saturday	Late registration begins
September 24	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
<b>September 29 – October 4</b>	<b>Monday - Saturday</b>	<b>Fall Quarter Start - First week of classes</b>
<b>September 29 - October 10</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>October 13</b>	<b>Monday</b>	<b>Columbus Day (Offices &amp; Campus Closed)</b>
<b>October 18</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>November 11</b>	<b>Tuesday</b>	<b>Veterans Day (Offices &amp; Campus Closed)</b>
<b>November 15</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>November 23 – 29</b>	<b>Sunday - Saturday</b>	<b>Thanksgiving Holiday Week (No classes this week) (Offices closed TH - SAT, NOV 27 - 29)</b>
<b>December 7 - December 13</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>December 14 - January 11</b>	<b>4-week winter break</b>	<b>Term &amp; year-end break</b>
<b>December 25 – 26</b>	<b>Thursday &amp; Friday</b>	<b>Christmas Holiday (Offices &amp; Campus Closed)</b>
<b>January 1, 2026</b>	<b>Thursday</b>	<b>New Year's Day (Offices &amp; Campus Closed)</b>



## **ACADEMIC POLICIES AND PROGRAM EXPECTATIONS**

### ***Academic Calendar***

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

### ***Academic Year***

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

### ***Academic Credit Policy***

The master's, post-bachelor's certificate, bachelor's, and associate's degree, and diploma program curricula at the University of North America is based on quarter-hour credits. Assignment for credit must be equivalent and conform to commonly accepted and traditionally defined units of academic measurement, and as defined by our regulatory agencies as 10 hours of lecture (didactic) = 1 quarter-hour credit, 20 hours of laboratory (Lab) = 1 quarter-hour credit, and 30 hours of practicum = 1 quarter-hour credit. Students are required to complete a minimum of 2 hours of out-of-class work for each lecture (didactic) hour of a course. Program syllabi designate the instructional method(s) and required contact and out-of-class hours. Unless otherwise noted, all UoNA lecture (didactic) courses 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 act when others violate them. Faculty members have an obligation to educate students about the standards of academic integrity and to report violations of these standards to the Director of Academic Administration.

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

### ***Assessing Program Quality and Success***

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

The purpose of these surveys is to assess the overall curriculum and process of learning. The information from these surveys is instrumental in reviewing the structure and content of the curriculum so it can be adjusted as necessary to provide an integrated pathway to student success.



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

If the matter cannot be resolved between the student and the instructor, the student must present his or her case to the academic directors or VP within five weeks after the last day of the course the disputed grade was received. Exceptions to the deadline for submission of an appeal for consideration of extenuating circumstances may be submitted to the President.

### **Student Grade Appeal Procedure**

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

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

## Faculty Grade Change Procedure

The Student Grade Appeal Procedure affirms the principle that grades should be considered final. The principle that grades for courses or projects should be considered final does not excuse an instructor from the responsibility to explain his or her grading standards to students and to assign grades in a fair and appropriate manner. The appeal procedure also provides an instructor with the opportunity to change a grade for a course/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 by submitting the change in writing to the vice president.

## Attendance Policy

Attendance is critical to the applied learning / curricular practical training approach. Attendance includes presence and participation in scheduled on-site and online class sessions, and participation 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. Academic degree, diploma, and certificate students who do not complete a minimum of 70% of all participation requirements may receive a failing grade (F) for the course.

## Absence Policies

Each student is required to sign-in at the beginning of all on-site sessions, and log in to each online/hybrid course a minimum of once a week to be considered present.

If a student must miss a class session, they are required to send an email to the course instructor and to [info@uona.edu](mailto:info@uona.edu) UoNA within 24 hours of the scheduled class session they missed. One optional on-site session is scheduled to allow students to make-up the required on-site participation in a hybrid course.

Students in academic degree, diploma, and certificate programs will be issued an academic warning in the following circumstances:

- After **2 consecutive absences** (two class sessions or two weeks in a row online);
- After **3 non-consecutive absences** from a course; and may 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 department if they feel they have extenuating circumstances. The academic administrators in consultation with the course instructor and student's advisor will determine the best option for the student while still remaining compliant with all regulatory agencies.

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

## **Tardiness to Class**

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

## **Make-up/Late Work Policies**

### **Timely submission of assignments policies**

- Submission of in-class and out-of-class work by the due date is critical to the UoNA applied learning/curricular practical training approach whether assigned in on-site or online courses.
- Assignments throughout each course increase in depth and breadth as students become more familiar with the topics and rely on reinforcement of recently acquired knowledge with applications, and individual and team exercises.
- Faculty and peer feedback supports each student's achievement of course objectives.

### **Make-up work**

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

Late assignments submitted in Weeks 2 - 7

- Beyond 7 days but within 14 days of the **on-site** activity OR when the assignment was due **online** will receive a reduction of 10% of the assignment's points.
- Beyond 14 days of the **on-site** activity OR when the assignment was due **online** will receive a reduction of 20% of the assignment's points.

Late assignments submitted in Weeks 8, 9, or 10 will receive a reduction of 25% of the assignment's points. **No assignments** will be accepted after the last day of the quarter unless an incomplete is granted.

Students who are in good academic standing may submit a written request to the course instructor 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. If a student has been granted an Incomplete ("I") grade, and the outstanding work is not submitted within 4 weeks after the last day of the term, the "I" automatically becomes a grade of "F" unless the instructor has granted an extension beyond the 4-week period.

## **ENROLLMENT STATUS**

### ***Full-time/Part-time***

Master's degree and post-bachelor's certificate students enrolled in 9 credits per term are considered to be enrolled at full-time status, enrollment in fewer than 9 credits is part-time.

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

### ***Continuous Enrollment***

Students are governed by graduation requirements in effect at the time of initial enrollment, provided their enrollment is continuous. Continuous enrollment is interrupted when a student is not enrolled, including Approved Quarter Off (Vacation) registration, 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 when the student resumes his/her enrollment.

### ***Approved Quarter Off (AQO)***

International students studying in the US with an F1-Visa, may request an AQO (vacation term) after successful completion of 3 consecutive quarters (30 weeks) at UoNA. Eligibility is restricted to non-US students who are enrolled full-time in a degree or certificate program.

### ***Leaves of Absence (LOA)***

Should a student be required to take more than a term away from the University because of an emergency, an LOA must be requested in writing prior to the beginning of the leave. Approval of LOA requests will be based on UoNA's regulatory agency requirements. Students will be governed by program requirements in effect at the time of re-entry, which may require additional courses to be completed to fulfill graduation requirements. International students are required to meet with a Designated School Officer (DSO) regarding their immigration status, and students receiving GI Bill® educational benefits are required to acknowledge their understanding of the impact of an LOA on their funding benefits, prior to requesting an LOA. Without written request and approval, students who fail to return to the University will be considered to have withdrawn and will be required to reapply to continue their course of study.

### ***Withdrawal Policy***

The following circumstances apply to withdrawal from UoNA:

- Voluntary withdrawal, which is initiated by the student by submitting a withdrawal form to an academic administrator. International students are required to meet with a campus DSO to ensure they understand the impact of withdrawing in accordance with SEVP requirements. Students receiving GI Bill® educational benefits are required to meet with military services staff to ensure their understanding of the impact of withdrawing.
- Administrative withdrawal that is initiated by UoNA based on a student's failure to register for and/or attend classes each quarter while enrolled as a program student or for failure to meet the student responsibilities, including financial obligations, as published in this catalog.
- Academic withdrawal (Expulsion) that is initiated by UoNA based on a student's failure to make satisfactory academic progress (SAP) as detailed in the SAP policy published in this catalog.

### ***Withdrawals – Grading Policy***

Students who voluntarily withdraw from a course or program 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 seeking to withdraw due to academic difficulties should consult with their academic advisor. Students who withdraw from a course after the Add/Drop Period but before the first day of Week 10/last week of a term will receive a grade of “W”.

### ***Reentry***

A reentry (re-admit) is defined as a student who withdraws or who has been withdrawn by the institution and wishes to resume their studies in the same program or a new program.

### ***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. If the reentry request is made within 6 terms (18 months) since the last date of attendance, academic department staff will determine which documents are needed for reentry. If the student makes the request after more than 18 months have elapsed since the last date of attendance; readmission to the University is required.

### ***Reentry after Administrative or Academic Withdrawal***

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

Academic Directors or Advisors will determine if the student has demonstrated a likelihood of future success in the selected program of study. If the University determines that there is a likelihood of future success, the student will be allowed to return and 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, credit completion percentage, and to re-establish satisfactory academic progress (SAP) within the requirements and scope of the SAP policy.

## **SATISFACTORY ACADEMIC PROGRESS (SAP)**

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

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

### **SAP Requirements**

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

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

### **Pass/Fail Courses**

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

### **Dropped Courses and Course Repeats**

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

## **Incomplete Courses**

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

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

## **NP (No Pass) Grade Option**

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

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

## **Eligible Transfer Credits**

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

## **Change in Program**

If a student changes programs, all required courses that are applied to the new program are used in all SAP calculations (CGPA, completion rate and maximum timeframe), including courses with grades of D, W, or F. Courses that are not applied to the new program are excluded from all SAP calculations. Elective courses that may be included in the new program will be made with the advisement of an Academic Director or Advisor and reviewed by the CAO or VP.

## **Additional Degrees**

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

## **Grading Scales and Impact on SAP**

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



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

Letter Grade	Qualitative Description	GPA Value	Attempted 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
T	Transfer Credits	Not calculated	Yes	Yes

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

Letter Grade	Qualitative Description	GPA Value	Attempted 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
T	Transfer Credits	Not calculated	Yes	Yes

Grades for credits earned at UoNA that may be transferred from one UoNA program to another UoNA program will be included in the CGPA calculation for each program. The letter grade/GPA Value designated for the UoNA course will be listed adjacent to the T for the credits included in another UoNA program.

## Evaluation Points and Standards

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

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

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

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

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

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

## **Students Not Meeting SAP Requirements**

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

### **SAP Alert**

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

### **SAP Probation**

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

### **Appeals and Mitigating Circumstances**

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

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

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

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

### **Academic Withdrawal (SAP Expulsion)**

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

### **Academic Withdrawal (SAP Expulsion) Financial Aid Eligibility and Extended Enrollment Status**

An academically withdrawn student based on SAP Expulsion status may request to enter extended enrollment status for one quarter to retake courses in order to make SAP and progress toward reinstatement as regular student with financial aid eligibility. A student in extended enrollment status will be charged full tuition and fees and will not be eligible to receive any financial aid. If the student has not met the minimum requirements for the evaluation point at the end of the extended enrollment quarter, the student may request to remain in extended enrollment status, provided the student has increased his/her CGPA and completion rate until the minimum standards are met but prior to reaching the program's MTF.

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

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

### **Reinstatement as a Regular Student and Financial Aid Eligibility**

A student who meets SAP requirements during the extended enrollment period will be reinstated as a regular student and will be eligible to receive financial aid.

### **Program Transfer**

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

**SAP Graduation Requirements**

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

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

## **STUDENTS RIGHTS AND RESPONSIBILITIES**

### ***Overview***

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

### ***Student Responsibilities***

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

- Registering for classes in a timely manner,
- Paying tuition and fees on time,
- Completing all admission requirements including any conditions that have been applied,
- Attending and being on time for classes,
- Submitting required class work on time,
- Abstaining from the use of alcohol, illegal drugs, and tobacco products while on campus,
- Keeping a copy of all submitted work in any medium,
- Maintaining up-to-date address, telephone, and e-mail information with ISO Manager,
- Regularly meeting with an academic advisor,
- Dressing appropriately for classes,
- Adhering to the Student Academic Code of Conduct, and
- Displaying civil and respectful behavior and attitudes to other community members.

### **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 on the University Calendar. Continuing students who do not register during the regular Registration Period may register through the Add/Drop Period and will be assessed a Late Registration Fee and the Manual Processing Fee in accordance with the specifications published in the Tuition and Fees section of the catalog. New students may register for classes up to the end of the Add/Drop Period and are not assessed the Late Registration or Manual Processing Fees.

### **Textbooks and Class & Lab Materials**

Students are expected to purchase required textbooks and other class/lab materials for each course. Students should budget a minimum of \$100 per course. Access to digital resources available through the UoNA virtual library is included in the quarterly technology fee.

### **Technology Requirements and Recommendations**

All students must have access to a personal Windows 10 or Mac OS computer with any of the following browsers: Edge, Firefox, Chrome, or Safari. It is preferred for a student to have access to a broadband internet connection of 100mbps or superior.

Up-to-date Office suite applications are available to students to support word-processing, presentation development, spreadsheet creation, and the required add-ons. Software requirements may vary from class to class and students must adapt to specific class requirements.

In addition, a webcam and microphone/headset are required for students to participate in online and online components of hybrid courses and supplemental on-campus activities. Cameras must be turned on if required by the instructor.

Students are assigned a unique ID number and @uona Single Sign-On (SSO) Office 365 account to access UoNA emails, and applications necessary for participating in online, hybrid, and on-site courses of their program curricula. Only a verified user of an SSO account can set or change the account password. Students are required to have a US mobile phone with an active number in order to complete the required SSO Authentication process.

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

**Confidentiality of Student Information** - The University is committed to the maintenance of confidentiality of all student information. UoNA will only disclose records to certain parties as allowed by FERPA. A copy of the policy may be obtained from the Director of Student Services.

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

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

**Release of Transcripts** - Students may request copies of their official UoNA transcript online directly from Parchment services, University of North America Transcript Request | Parchment. Transcripts or a UoNA diploma will not be released for any student who has an outstanding financial obligation to the University.

**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.

### **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.

### **Confidential Information Policy**

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

### **Drug and Alcohol Policy**

The University 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 UoNA campus premises.

### **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.

### **Harassment Policy**

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

### **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.



## **Grievance Policy**

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

In the case of academic complaints or disputes:

1. The student is directed to communicate the problem to the faculty or other academic member involved and attempt to resolve the issue.
2. If a complaint or dispute is not satisfactorily resolved by the faculty member, the student appeals to an academic director or vice president (VP).
3. The director/VP investigates and may choose to involve other administrators, as appropriate.
4. If the complaint or dispute is still unresolved, the student may appeal in writing to the president, whose decision is binding.

In the case of non-academic complaints or disputes:

1. The student is directed to communicate the problem to the staff member involved and attempt to resolve the issue.
2. If a complaint or dispute is not satisfactorily resolved by the staff member, the student appeals to the supervisor of the staff member.
3. If the complaint or dispute is still unresolved, the student may appeal in writing to the president, whose decision is binding.

If the student complaint cannot be resolved after exhausting the university's grievance procedure, the student may file a complaint with the State Council of Higher Education for Virginia and/or the New England Commission of Higher Education (NECHE).

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

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

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

And/or

New England Commission of Higher Education  
301 Edgewater Place, Suite 210, Wakefield, MA 01880  
TEL: (781-425-7785) E-Mail: [info@neche.org](mailto:info@neche.org)

For students who are GI Bill® beneficiaries, the Virginia State Approving Agency (SAA) approves education and Virginia training programs. The SAA office investigates complaints of GI Bill® beneficiaries. While most complaints should initially follow the school grievance policy, if the situation cannot be resolved at the school, the beneficiary should contact the SAA office via email at [saa@dvs.virginia.gov](mailto:saa@dvs.virginia.gov); GI Bill® is a registered trademark of the U.S. Department of Veteran Affairs (VA). More information about education benefits offered by the VA is available at the official U.S. government website at <http://www.benefits.va.gov/gibill>.

## ***Student Code of Conduct***

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 reserves the right to place a student on disciplinary warning, probation, suspension, or dismissal, who engages 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 these premises.

Violations of conduct should be reported to the Director of Student Services. The Director, who may convene a committee composed of administrators and faculty to help determine responsibility, will review the circumstances of the violation. If it is determined that a student is responsible for violating the Student Code of Conduct, the following sanctions will be imposed in order to protect the safety of the campus community, property of the University, and to discourage future violations:

*Warning:* A written warning issued to the student that his/her conduct was questionable and/or inappropriate, and that further misconduct will result in more severe consequences. The warning may include a behavioral agreement, which the Director will review with the student.

*Probation:* During disciplinary probation, the student will have restricted privileges when on campus. The Director will review the conditions of the sanction and the period of time it will be enforced with the student, who will receive a written copy of the sanction. Misconduct while on probation or failure to comply with any conditions while on probation may lead to more severe disciplinary action, including suspension or dismissal.

*\*Suspension:* A specified period of time that excludes the student from registration, class attendance, and use of university facilities. While on disciplinary suspension, the student will be prohibited from using or visiting the campus unless special permission is obtained from the Director.

*\*Deferred Suspension:* During the time of deferred suspension, the student is restricted to being on campus only to participate in academic activities. A student under deferred suspension who is found responsible for further violation of the Code will be immediately suspended or dismissed.

*\*While a student is on suspension or deferred suspension, all financial aid, including GI Bill® education benefits are terminated unless the student submits a written appeal that is approved by the Director of Student Services and President; and School Certifying Official (SCO) if the student is a GI Bill® education benefit recipient.*

*Dismissal:* Disciplinary dismissal of a student from UoNA is permanent and requires administrative review and approval by the President. All financial aid eligibility, including GI Bill® education benefits are terminated when a student is dismissed for disciplinary misconduct. A student who is dismissed is prohibited from being on campus premises unless permission is obtained from the President.

In any case of disciplinary probation or dismissal a student may submit a written appeal to the President; and School Certifying Official (SCO) if the student is a GI Bill® education benefit recipient.

## **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 staff member immediately. The University of North America is not liable for any personal possessions on the campus. The following emergency numbers are available for on-campus students:

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

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

## **Campus Security Act Information**

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

## **Weapons On-Campus Policy**

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

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

### **III. Responsibilities and Reporting**

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

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

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

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

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



## **STUDENT SERVICES**

### ***Email Accounts***

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

### ***Change of Personal Information***

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

### ***Career Advising and Placement Services***

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

### ***Library Services***

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

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

### **Health Insurance Options**

The University offers self-paid, optional student health insurance. Please contact the accounting office staff or President for information about current plans available and pricing information.

### **Orientation**

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

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

### **Requesting Help**

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

Department	Email
Academic	<a href="mailto:academic@uona.edu">academic@uona.edu</a>
Admissions	<a href="mailto:admissions@uona.edu">admissions@uona.edu</a>
Finance	<a href="mailto:billing@uona.edu">billing@uona.edu</a>
International Student Questions	<a href="mailto:isa@uona.edu">isa@uona.edu</a>
Student Services	<a href="mailto:studentservices@uona.edu">studentservices@uona.edu</a>
IT Services	<a href="mailto:itservices@uona.edu">itservices@uona.edu</a>

In addition, students may request help at any time by sending an email to [info@uona.edu](mailto:info@uona.edu). Students will be directed to an appropriate staff member to answer questions or provide services.

## FINANCIAL INFORMATION

Tuition and Fees Effective January 1, 2025



Tuition Rates by Program	Tuition Rate Per Credit	Tuition Per 4.5 Credit Course	Total Program Tuition Cost
Master's Degree Programs <b>54 credits</b> (MBA, MSCS, MSHM, MSEIT, MSIT, MSMDA, MSSAE, MSCYS, MSAF)	\$450	\$2,025	\$24,300
Post-Bachelor's Certificate Programs <b>27 credits</b> (OL)	\$450	\$2,025	\$12,150
Bachelor's Degree Programs <b>180 credits</b> (BSBA, BSIT)	\$410	\$1,845	\$73,800
Associate's Degree Program <b>90 credits</b> (AD-SPM)	\$410	(credits per course vary)	\$36,900
Operations Mgt for Technical Industries <b>31.5 credits</b> (OMTI)	\$410	(credits per course vary)	\$12,915
<b>Mandatory Fees</b>			<b>Amount</b>
Application Fee for all programs, one-time, non-refundable (waived for US Veteran students)			\$100
Registration Fee, per course, non-refundable			\$50
<b>As-Incurred Fees (non-refundable)</b>			<b>Amount</b>
CPA Exam Review Lab Fee, per course			\$100
Cyberbit Lab Fee, per course			\$500
English Proficiency Examination Fee, non-refundable (if required at the time of enrollment)			\$50
English Language Studies electives examination fee, per course, non-refundable			\$25
Health Insurance Fee, per quarter, non-refundable			\$180
Change of Status (COS) & SEVIS Reinstatement Fee			\$100
Practical Training AQO Administrative Fee			\$650
Replacement Student ID Card Fee			\$25
Graduation Fee, per the first degree			\$300
Graduation Fee, per the second or each additional degree			\$200
Budget Plan Fee			\$200
Supporting Documentation Fee (per document)			\$75
Returned Check Fee, per occurrence			\$50
I-20 Shipping & Handling Charge (Express international shipping)			\$100
Regular international shipping (non-express)			\$50
<b>Late Fees (non-refundable)</b>			<b>Amount</b>
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:

- New Students** registering for the first time are not assessed Late Registration Fees.
- Returning Students** incur a Late Manual Processing Fee in addition to the Late Registration Fee after the late registration period has ended.
- GI-Bill® Beneficiary Students:** The school does not impose any penalty, including assessing late fees, denial of access to classes, libraries, or school facilities, or require the student to borrow additional funds due to the inability to meet their financial obligations to the institution as a result of delayed payments for education assistance under Chapter 31, 33, or 35 unless the student is less than 100% covered.
- International Students** who are applying for an F1 Visa or Change of Status (COS) are:
  - Required to pay a \$200 non-refundable deposit fee on acceptance to UoNA. The deposit will be applied toward the student's first quarter of tuition.
  - Allowed to defer enrollment for 1 term at no additional fee, and required to pay a \$100 non-refundable fee each term if requesting a deferral for a 2<sup>nd</sup>, 3<sup>rd</sup>, or 4<sup>th</sup> time. A deferral cannot be requested for greater than 4 terms. After 4 deferrals, a new application must be submitted.
  - Required to submit written documentation to have a deposit or deferral fee refunded only if their F1 Visa/COS is denied.

## **Tuition**

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

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

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

The University does not charge extra fees for its applied learning curriculum within each program. However, **international students**, who hold an F1 visa and wish to maintain active CPT during an approved quarter off (vacation term) will be required to pay a non-refundable administrative fee of \$650 and follow all requirements as designated by UoNA in order to maintain eligibility for CPT during an Approved Quarter Off (AQO).

## ***Financial Policies***

### **Registration**

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

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

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

### **Payment of Fees**

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

### **Cancellation Period**

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

### **Add/Drop Period**

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

## Refund Policy

Students should notify the school in writing if they wish to cancel their enrollment or withdraw from a course or program. The percentage/total dollar amount of a refund is calculated based on the student's Last Day of Attendance (LDA). Any outstanding balance at the time of withdrawal requires payment in full minus the calculated refund. Students electing to withdraw from courses or programs receive refunds on a percentage basis according to the student's LDA in relation to the most recent period of enrollment for which the student has paid tuition and fees.

Refunds are processed within 45 business days from the date of official withdrawal. The table below identifies the applicable refund due to the student based on the withdrawal date.

Status of Student	Date of Withdrawal	Refund Amount
New Student	During Cancellation Period	All monies paid; less the non-refundable \$100 Application Fee
New Student	After the Cancellation Period prior to the first day of class <u>or</u> within 3 days after signing an enrollment agreement and making an initial payment <u>or</u> 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), <u>not</u> 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) <u>not</u> 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 1 <sup>st</sup> class session but before the end of the 3 <sup>rd</sup> 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 5 <sup>th</sup> 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 5 <sup>th</sup> week of the term*	0% of all monies paid

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



## **Scholarships**

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

### **Military Scholarship**

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

Award Amount:  
\$250 per course

#### **Eligibility Guidelines:**

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

### **Transition Scholarships**

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

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

#### Eligibility Guidelines:

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

### **Transfer Student Scholarships**

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

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

#### **Transfer Student – Scholarship**

##### Award Amount:

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

##### Eligibility Guidelines:

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

## **Transfer Student – Adverse Circumstances Scholarship**

### **Award Amount:**

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

### **Eligibility Guidelines:**

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

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

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

### **Award Amount:**

\$150 per course until the completion of the degree program.

### **Eligibility Guidelines:**

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



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

## **MASTER'S DEGREE PROGRAMS**

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

### **College of Business and Management**

- Master of Science in Accounting and Finance (MSAF)
- Master of Business Administration (MBA)
- Master of Science in Educational/Instructional Technology (MSEIT)
- Master of Science in Hospitality Management (MSHM)
- Master of Science in Management and Data Analytics (MSMDA)

### **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 System and Application Engineering (MSSAE)

### ***Elective Courses***

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

### ***Earning Multiple Master's Degrees***

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

### ***Integrated Applied Learning***

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

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

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

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

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

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 \$650 non-refundable administrative/maintenance fee; (2) fulfillment of all AQO activities in Moodle; and (3) all policies as stated on the approved quarter-off form at the time of their request. Failure to follow the stated policies will result in ineligibility to participate in CPT while on an approved quarter off.

#### **Optional Practical Training (OPT)**

Following the successful completion of a degree and employment history, international students *may* be eligible to participate in Optional Practical Training (OPT) for up to 12 months. Optional Practical Training is immediate employment authorization that provides an opportunity for F-1 students to apply the knowledge acquired from their academic program to a work experience in their major field of study for a period of time up to one year. Students who have successfully completed a Science, Technology, Engineering, or Mathematics, STEM-designated degree program *may* apply for an additional 24 months of OPT.

## **COLLEGE OF BUSINESS AND MANAGEMENT**

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

#### ***Overview***

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

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

#### ***Course/Credit Requirements***

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

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

#### ***Program Objectives***

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

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

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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

Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.



## Curriculum

The curriculum for the MSAF degree is shown below:

Course #	Course Title	Credit Hours
<b>Common Core Courses (9 credits):</b>		
MGMT 515	Management that Transforms	4.5
TECH 515	Technology that Transforms	4.5
<b>Program Core Courses (22.5 credits):</b>		
ACCT 520	Accounting for Decision Making	4.5
ACCT 521	Advanced Accounting (with CPA Exam Review Applications)	4.5
ECON 520	Managerial Economics	4.5
FINS 520	Finance for Decision Making	4.5
QANT 510	Statistics for Decision Making	4.5
<b>Elective Courses (18 credits):</b>		
A <u>minimum</u> of four 4.5 credit elective courses, which include at least <u>one</u> course from Elective Group 1 and one course from Elective Group 2.	Group 1 Electives	ACCT 522 Principles of Taxation (with CPA Exam Review Applications)
		ACCT523 Auditing (with CPA Exam Review Applications)
		ACCT524 International Accounting
	Group 2 Electives	FINS 530 Financial Data / Statistics Management
		FINS 540 Investment Portfolio Management
		FINS 550 Case Studies in Financial Analysis and Reporting
		Elective Total 18
<b>Capstone Course (4.5 credits):</b>		
CAPS 600	Graduate Capstone	4.5
<b>Minimum Credits Required for the MSAF Degree</b>		<b>54</b>

### Elective Courses

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

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

# MASTER OF BUSINESS ADMINISTRATION (MBA)

## Overview

The goal of the Master of Business Administration program is to prepare students to become managers in leadership positions for industry, government, and the not-for-profit sector and to provide them with a breadth and depth of knowledge that is supported by the ability to effectively address real world issues. The program has an international focus, and themes and cases drawn from all parts of the world are interwoven throughout.

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

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

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

2. Integrate principles and techniques of problem solving, critical thinking, and business ethics in the development of business strategies, which are demonstrated by successful completion of the individual and group exercises, reflection papers, and applied learning exercises required in the two-common core and five program core courses, and the comprehensive capstone project; and
3. Demonstrate mastery of theory, concepts, and skills in addressing focused topics of business management, which are demonstrated by successful completion of the applied learning and lab activities / simulations required in the elective courses, and research and analyses for the comprehensive capstone project.

### ***Program Length***

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

### ***Program Sequence***

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

Students then take a set of 5 Program Core courses which are designed to provide the tools necessary to address the business problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select electives that provide focused training for specific positions / industries / concentrations. Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.

### ***Curriculum***

The curriculum for the MBA degree is shown below:

<b>Course #</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b><i>Common Core Courses (9 credits):</i></b>		
MGMT 515	Management that Transforms	4.5
TECH 515	Technology that Transforms	4.5
<b><i>Program Core Courses (22.5 credits):</i></b>		
ACCT 520	Accounting for Decision Making	4.5
ECON 520	Managerial Economics	4.5
FINS 520	Finance for Decision Making	4.5
MKTG 571	Marketing Management	4.5
QANT 510	Statistics for Decision Making	4.5
<b><i>Elective Courses (18 credits):</i></b>		
	Four courses selected from master's program electives	18
<b><i>Capstone Course (4.5 credits):</i></b>		
CAPS 600	Graduate Capstone	4.5
<b><i>Minimum Credits Required for MBA</i></b>		<b>54</b>

### ***Elective Courses***

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

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

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

## Overview

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

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

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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

Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.

## Curriculum

The curriculum for the MSEIT degree is shown below:

Course #	Course Title	Credit Hours
<b>Common Core Courses (9 credits):</b>		
MGMT 515	Management that Transforms	4.5
TECH 515	Technology that Transforms	4.5
<b>Program Core Courses (22.5 credits):</b>		
EITE 510	Principles of Learning/Teaching Strategies and Methods	4.5
EITE 520	Transformational Education/Instruction	4.5
EITE 530	Contemporary Classroom Approaches	4.5
EITE 540	Integrating Technology in the Classroom	4.5
EITE 550	Ethical Considerations for Educational/Instructional Technologies	4.5
<b>Elective Courses (18 credits):</b>		
A <u>minimum</u> of 4 4.5 credit elective courses, which includes at least <u>2</u> EITE elective courses.	EITE 505	Adaptive Teaching and Learning Approaches
	EITE 515	Tools for Digital-Age Learning Strategies
	EITE 525	Data-Driven Instruction for Individualized Learning
	EITE 535	Outcome-Based Instructional Applications
	EITE 545	Active Learning in the Collaborative Classroom
	EITE 555	Strategies for Adapting System-Wide Technologies
		Total Electives 18
<b>Capstone Course (4.5 credits):</b>		
CAPS 600	Graduate Capstone	4.5
<b>Minimum Credits Required for the MSEIT Degree</b>		<b>54</b>

### Elective Courses

MSEIT degree students may pursue electives within a specific discipline/concentration or from a range of disciplines 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 HOSPITALITY MANAGEMENT (MSHM)

## Overview

The goal of the Master of Science in Hospitality Management is a business-focused hospitality degree designed to help students with hospitality industry experience rise to new levels. It provides the executive management, leadership and analytical skills needed to advance within the industry. The curriculum is designed to be experiential, and project orientated. There is a strong focus on the business side of the hospitality industry to prepare students to solve the real challenges of working at an advanced level as managers in a range of hospitality environments.

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

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

## Course/Credit Requirements

The course/credit requirements for the MSHM 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 MSHM, 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 hospitality industry organizations, 4 elective courses comprise required and student-selected courses in a specific discipline or across disciplines, 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 hospitality management career fields. Specifically, each group of courses in the MSHM curriculum measures a student's competency in the three Program Objectives as described on the subsequent page.



1. Compile, analyze, and assess the applicability of best practices in addressing 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 management 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 hospitality industry 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.

### ***Admission Requirements***

In addition to the admission requirements for all master's programs, to be accepted to the MSHM program, applicants are required to have an undergraduate or graduate degree in hospitality and/or a relevant concentration. Requests to consider prior professional experience are reviewed at the time of admission and must meet UoNA policies.

### ***Program Length***

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

### ***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 management problems that face hospitality industry businesses today, integrated with 4 Elective courses. Chosen in consultation with their advisor, students select electives that provide focused training for specific positions / industries / concentrations. Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.

## Curriculum

The curriculum for the MSHM degree is shown below:

Course #	Course Title	Credit Hours
<b>Common Core Courses (9 credits):</b>		
MGMT 515	Management that Transforms	4.5
TECH 515	Technology that Transforms	4.5
<b>Program Core Courses (22.5 credits):</b>		
ACCT 520	Accounting for Decision Making	4.5
MGMT 560	Human Resource Management	4.5
MKTG 571	Marketing Management	4.5
MGMT 582	Legal Issues in the Hospitality Industry	4.5
TECH 582	Technology for the Hospitality Industry	4.5
<b>Elective Courses (18 credits):</b>		
A <u>minimum</u> of 4 elective courses at 4.5 credits per course, including		
2 Required electives		
FINS 520	Finance for Decision Making	4.5
MGMT 581	Strategic Management in the Hospitality Industry	4.5
2 Self-selected electives		
Elective 1		4.5
Elective 2		4.5
	Elective Total	18.0
<b>Capstone Course (4.5 credits):</b>		
CAPS 600	Graduate Capstone	4.5
<b>Minimum Credits Required for MSHM</b>		<b>54.0</b>

### Elective Courses

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

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

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

## Overview

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

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

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

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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

Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.

## Curriculum

The curriculum for the MSMDA degree is shown below:

Course #	Course Title	Credit Hours		
<b>Common Core Courses (9 credits):</b>				
MGMT 515	Management that Transforms	4.5		
TECH 515	Technology that Transforms	4.5		
<b>Program Core Courses (22.5 credits):</b>				
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		
<b>Elective Courses (18 credits):</b>				
A <u>minimum</u> of 4 4.5 credit elective courses, which includes at least <u>one</u> course from Elective Group 1 and one course from Elective Group 2.	Group 1 Electives	DATA 523	Big Data Technologies	
		INST 525	Business Intelligence and Data Warehousing	
		DATA 526	Advanced Analytics and Modeling	
		DATA 530	Demonstrated Solutions with Analytics	
Group 2 Electives	QANT 525	Probabilistic and Scholastic Models		
	QANT 530	Statistical Estimation and Regression Analysis		
	DATA 540	Deterministic Optimization Models		
			Elective Total	18
<b>Capstone Course (4.5 credits):</b>				
CAPS 600	Graduate Capstone			4.5
<b>Minimum Credits Required for the MSMDA Degree</b>				<b>54</b>

### Elective Courses

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

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

## COLLEGE OF TECHNOLOGY

### MASTER OF SCIENCE IN COMPUTER SCIENCE (MSCS)

#### *Overview*

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

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

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

#### *Course/Credit Requirements*

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

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

#### *Program Objectives*

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

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

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

2. Integrate principles and techniques of problem solving, critical thinking, and technical solutions in the development of technical strategies, which are demonstrated by successful completion of the individual and group exercises, reflection papers, and applied learning exercises required in the two-common core and five program core courses, and the comprehensive capstone project; and
3. Demonstrate mastery of theory, concepts, and skills in addressing focused topics of computer science, which are demonstrated by successful completion of the applied learning and lab activities / simulations required in the elective courses, and research and analyses for the comprehensive capstone project.

### ***Program Length***

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

### ***Program Sequence***

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

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 electives that provide focused training for specific positions / industries / concentrations. Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.

### ***Curriculum***

The curriculum for the MSCS degree is shown below:

<b>Course #</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b><i>Common Core Courses (9 credits):</i></b>		
MGMT 515	Management that Transforms	4.5
TECH 515	Technology that Transforms	4.5
<b><i>Program Core Courses (22.5 credits):</i></b>		
CMSC 501	Structure of Programming Languages	4.5
CMSC 512	Computer Architecture	4.5
CMSC 530	Operating System Internals	4.5
INST 569	Data and System Security	4.5
TECH 540	Database Management Systems	4.5
<b><i>Elective Courses (18 credits):</i></b>		
	Four courses selected from master's program electives	18
<b><i>Capstone Course (4.5 credits):</i></b>		
CAPS 600	Graduate Capstone	4.5
<b><i>Minimum Credits required for MSCS</i></b>		<b>54</b>

### ***Elective Courses***

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

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



# MASTER OF SCIENCE IN CYBER SECURITY (MSCYS)

## Overview

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

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

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

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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 electives that provide focused training for specific positions / industries / concentrations. Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.

## Curriculum

The curriculum for the MSCYS degree is shown below:

Course #	Course Title	Credit Hours
<b>Common Core Courses (9 credits):</b>		
MGMT 515	Management that Transforms	4.5
TECH 515	Technology that Transforms	4.5
<b>Program Core Courses (22.5 credits):</b>		
INST 540	Principles of Information Security	4.5
CYBR 541	Information Security Policy (with Cyberbit Applications)	4.5
INST 542	Information Security Risk and Vulnerability Assessment	4.5
INST 569	Data and System Security	4.5
INST 570	Information Security Ethics and Legal Aspects	4.5
<b>Elective Courses (18 credits):</b>		
A <u>minimum</u> of four 4.5 credit elective courses, which includes at least <u>2</u> of the MSCYS elective courses listed.	CYBR 501	Cloud and Security Control (with Cyberbit Applications)
	CYBR 502	System Defense and Network Security (with Cyberbit Applications)
	CYBR 550	Cybersecurity Range Lab Simulations and Training
	CMSC 530	Operating System Internals
	CMSC 580	System Architecture and Security Design
	CYBR 543	Forensics and Incident Response Security (with Cyberbit Applications)
		Total Electives 18.0
<b>Capstone Course (4.5 credits):</b>		
CAPS 600	Graduate Capstone	4.5
<b>Minimum Credits Required for the MSCYS Degree</b>		<b>54</b>

### Elective Courses

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

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

# MASTER OF SCIENCE IN INFORMATION TECHNOLOGY (MSIT)

## Overview

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

Managers, whether their responsibility is technology or human resources, must be able to express themselves clearly and compellingly if they are to serve as leaders in business. Thus, the program has a strong emphasis on the development and demonstration of the ability to communicate effectively in both written and oral formats. Students are provided with opportunities in each course to develop and hone these skills.

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

1. Compile, analyze, and assess the applicability of best practices in addressing technology issues within a business enterprise, which are demonstrated by successful completion of the case study analyses, written reports, and projects required in the two-common core and five program core courses, and comprehensive capstone course project;
2. Integrate principles and techniques of problem solving, critical thinking, and business ethics in the development of technical strategies, which are demonstrated by successful completion of the individual and group exercises, reflection papers, and applied learning exercises required in the two-common core and five program core courses, and the comprehensive capstone project; and
3. Demonstrate mastery of theory, concepts, and skills in addressing focused topics of technology management, which are demonstrated by successful completion of the applied learning and lab activities / simulations required in the elective courses, and research and analyses for the comprehensive capstone project.

### ***Program Length***

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

### ***Program Sequence***

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

Students 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 electives that provide focused training for specific positions / industries / concentrations.

Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.

## **Curriculum**

The curriculum for the MSIT degree is shown below:

<b>Course #</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b>Common Core Courses (9 credits):</b>		
MGMT 515	Management that Transforms	4.5
TECH 515	Technology that Transforms	4.5
<b>Program Core Courses (22.5 credits):</b>		
INST 534	Computer and Information Networking	4.5
INST 574	Management Information Systems	4.5
INST 569	Data and System Security	4.5
TECH 540	Database Management Systems	4.5
TECH 581	Electronic Business Systems	4.5
<b>Elective Courses (18 credits):</b>		
	Four courses selected from master's program electives	18
<b>Capstone Course (4.5 credits):</b>		
CAPS 600	Graduate Capstone	4.5
<b>Minimum Credits required for MSIT</b>		<b>54</b>

### **Elective Courses**

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

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

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

## Overview

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

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

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

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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

Finally, after completing the required program core and elective courses, students complete a Capstone course in which they synthesize concepts and applications learned throughout their program to create a final project.



## Curriculum

The curriculum for the MSSAE degree is shown below:

Course #	Course Title	Credit Hours	
<b>Common Core Courses (9 credits):</b>			
MGMT 515	Management that Transforms	4.5	
TECH 515	Technology that Transforms	4.5	
<b>Program Core Courses (22.5 credits):</b>			
CMSC 509	Software Methodology	4.5	
CMSC 512	Computer Architecture	4.5	
DATA 521	Tackling Big Data Challenges	4.5	
INST 534	Computer and Information Networking	4.5	
CMSC 580	System Architecture and Security Design	4.5	
<b>Elective Courses (18 credits):</b>			
A <u>minimum</u> of 4 4.5 credit elective courses, which includes at least <u>one</u> course from Elective Group 1 and one course from Elective Group 2.	Group 1 Electives	CMSC 530	Operating Systems Internals
		CMSC 583	Software Programming Testing and Integration
		CMSC 589	JAVA Programming
		MSAE 530	Cloud and Mobile Computing
	Group 2 Electives	DATA 523	Big Data Technologies
		INST 518	Technology and Operations Management
		MSAE 550	Emerging Systems and Technologies
		CYBR 501	Cloud and Security Controls
		CYBR 502	System Defense and Network Security
<b>Capstone Course (4.5 credits):</b>			
CAPS 600	Graduate Capstone	4.5	
<b>Minimum Credits Required for the MSSAE Degree</b>		<b>54</b>	

### Elective Courses

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

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



## POST-BACHELOR'S CERTIFICATE PROGRAM

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

### ORGANIZATIONAL LEADERSHIP (OL)

#### **Overview**

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

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

#### **Course/Credit Requirements**

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

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

#### **Program Objectives**

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

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

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

### **Admission Requirements**

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

### **Program Length**

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

### **Program Sequence**

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

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

### **Curriculum**

The curriculum for the OL certificate is shown below:

<b>Course #</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b>Common Core Courses (9 credits):</b>		
MGMT 572	Strategic Planning and Management	4.5
MGMT 542	Principles of Global Management	4.5
<b>Total Common Core</b>		<b>9.0</b>
<b>Elective Courses (18 credits):</b>		
Elective 1	Student-selected electives may include a	4.5
Elective 2	concentration in one area or elective	4.5
Elective 3	courses across more than one area.	4.5
Elective 4		4.5
<b>Total Electives</b>		<b>18</b>
<b>Minimum Credits Required for the OL certificate</b>		<b>27</b>

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

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

### ***Elective Courses***

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

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

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

### Overview

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

It is the goal of the University to make entry into the programs it offers as seamless as possible. To this end, admission representatives and University staff work with each applicant to ensure that he/she is guided into a program that will best meet the student's needs.

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

### Application Deadlines

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

### ***Program Admission Requirements***

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

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

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

## Master's Program Admissions Checklist

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

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

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

## Post-bachelor's Certificate Program Admissions Checklist

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

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

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

## International Applicant Criteria

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

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

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

## International Credentials

Transcripts sent from any school, college, or university that is recorded in a language other than English must be accompanied by a certified translation. All documents must be originals or certified copies. If an applicant requests international transcripts be reviewed for determining eligible college transfer credit, the transcripts must be assessed for course-by-course equivalency by a credential evaluation agency that is approved by UoNA.

## English Language Proficiency Policy

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

- Take the Pearson English Level Test (PTE) on arrival to UoNA prior to registering for courses.
  - If a score of **greater than or equal to**  $\geq$  B1 level is achieved, the student may proceed directly into their selected degree program courses.
  - If a score of **less than**  $<$  B1 is achieved, the student will be required to take English Language Studies electives in addition to appropriate program courses in their first two quarters of study. Up to four (4) English Language Studies elective courses may be required based on the student's post-test scores, which are given at the end of each elective course.
- OR during the admissions process, an applicant **may** have elected to provide one of the following documents that fulfills the UoNA English proficiency requirement:
  - Documentation of an earned degree in which English is the principle language of instruction from an accredited institution recognized by the U.S. Dept. of Education or a non-U.S. institution that is recognized by its government's higher education authority
  - Verification from a non-U.S. post-secondary institution in which English is the principle language of instruction and evidence that certifies the applicant successfully completed a minimum of two years of study at the institution
  - Acceptable test score from an English proficiency exam that is  $\geq$  B1 level of proficiency, and recognized as a valid measure by collegiate institutions.

## **Admission Procedure**

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

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

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

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

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

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

## ***Program Policies and Regulations***

### ***Program and Course Prerequisite Policy***

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

### ***Course Substitutions***

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



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

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

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

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

### **CREDIT TRANSFER FROM OTHER INSTITUTIONS**

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

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

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

### **MILITARY TRANSFER**

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

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

### **ADVANCED PLACEMENT**

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

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

### **PROFESSIONAL WORK EXPERIENCE CREDIT EQUIVALENCY**

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

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

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

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

### ***Credit Transfer to Other Institutions***

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

### ***Dually Applied Credits***

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

### ***Graduation Requirements***

To be considered a program graduate, a student must:

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

To fulfill UoNA graduate status requirements, a student must pay all tuition and fees and fulfill all other administrative obligations to the University of North America, including completing the Graduation form. A UoNA diploma will not be issued to any student who has an outstanding financial obligation to the University.

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

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

Students with full-time enrollment in the master's degree programs may complete their degree in six (6) quarters or 18 months. Students 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, which must be within the SAP maximum credit allowance as specified in the catalog.

Students with full-time enrollment in the post-bachelor's degree programs may complete the program in three (3) quarters or 12 months. Students given up to 1.5 years (18 months) 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, which must be within the SAP maximum credit allowance as specified in the catalog.

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

### ***Transcript Requests***

Students may request copies of their official UoNA transcript online directly from Parchment services, [University of North America Transcript Request | Parchment](#).

Transcripts or a UoNA diploma will not be released for any student who has an outstanding financial obligation to the University.

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

## COURSE DESCRIPTIONS



### Graduate Course Prefix Abbreviation

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

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

### Prerequisites

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

### Common Core Courses

Two 4.5 quarter-hour credit common core courses, *MGMT 515* and *TECH 515*, are a program sequence requirement for all master's students to be taken in a student's first quarter of study. Based on individual circumstances, a master's student may request the Director of Education waive the sequence requirement and allow him/her to take an elective course in his/her first quarter of study. The director's decision whether to waive the sequence requirement is final.

#### **MGMT 515 Management that Transforms**

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**

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

### Program Core and Elective Courses

Each master's degree curriculum has **five required program core and four elective courses**. Refer to each master's program curriculum section in this catalog. Prerequisites as indicated for specific courses must be completed prior to taking a course that requires requisite knowledge. All of the master's program courses listed below are 4.5 quarter-hour credits.

**ACCT 520 Accounting for Decision Making**

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.

**ACCT 521 Advanced Accounting**

*Prerequisite:* ACCT 520. 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. (includes CPA exam review applications)

**ACCT 522 Principles of Taxation**

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. (includes CPA exam review applications)

**ACCT 523 Auditing**

*Prerequisite:* ACCT 520. In this course, students examine auditing methodology through a study of auditing standards including the nature of evidence, program planning, work papers, internal control evaluation, types of audit tests, the audit process, audit reports and the auditor's role in ensuring that publicly issued financial statements are fairly presented. (includes CPA exam review applications)

**ACCT 524 International Accounting**

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 between the two systems and will assess the impact of *each* standard on a firm's financial statements.

**CMSC 501 Structure of Programming Languages**

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 509 Software Methodology**

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 512 Computer Architecture**

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**

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 575 Advanced Artificial Intelligence**

In this course, students will explore theories and advanced applications of Artificial Intelligence (AI), including, machine learning, deep learning, natural language processing, Large Language Models (LLMs), computer vision, robotics, and the ethical and societal implications of AI. The focus of the course is on strategic and conceptual aspects of AI without delving into the technical intricacies of machine learning algorithms.

**CMSC 580 System Architecture and Security Design**

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.

**CMSC 583 Software Testing and Integration**

*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**

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**

In this course, students advance their utilization of Java programming language; including topics such as memory allocation and the manipulation of variables, objects, and classes. Students will also examine the use of static and dynamic data structures, as well as basic sorting and conditional branching and looping in Java.

**CYBR 501 Cloud and Security Controls**

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. (includes Cyberbit applications).

**CYBR 502 System Defense and Network Security**

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. (includes Cyberbit applications)

**CYBR 541 Information Security Policy**

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. (includes Cyberbit applications)

**CYBR 543 Forensics and Incident Response**

*Prerequisite: INST 540 or CYBR 541.* In this course, students identify and analyze the nature of security incidents, methods of discovery and forensic evaluation, the source of potential threats, and approaches used in incident management and mitigation. Students analyze the technical and business issues which affect the actions of an enterprise in responding to a security incident. (includes Cyberbit applications)

**CYBR 550 Cybersecurity Range Lab Simulations and Training**

This course uses the Cybersecurity Range Lab Platform to provide students with the theory and hands-on exercises for a variety 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**

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

**DATA 522 Solving Big Data Problems – Data Analytics**

*Prerequisite: DATA 521.* 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**

*Prerequisite: DATA 521.* In this course, students will explore various technical aspects involved when solving big data problems, challenges posed by the ability to scale, and the constraints of today's computing platforms and algorithms. This course provides general knowledge of the technologies used in big data solutions. Students will review the Hadoop ecosystem, and how to implement big data architecture stack and load large sets, and apply algorithms using software code to define analytical problem statements.

**DATA 524 Information Visualization**

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

**DATA 526 Advanced Analytics and Modeling**

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

**DATA 530 Demonstrated Solutions with Analytics**

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

**DATA 540 Deterministic Optimization Models**

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

**ECON 520 Managerial Economics**

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

**ECON 540 Global Markets and Competitive Positioning**

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

**EITE 505 Adaptive Teaching and Learning Approaches**

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

**EITE 510 Principles of Learning/Teaching Strategies and Methods**

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 515 Tools for Digital-Age Learning Strategies**

*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 520 Transformational Education/ Instruction**

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 525 Data-Driven Instruction for Individualized Learning**

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 530 Contemporary Classroom Approaches**

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 535 Outcome-Based Instructional Applications**

*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 540 Integrating Technology in the Classroom**

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 545 Active Learning in the Collaborative Classroom**

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 550 Ethical Considerations for Educational / Instructional Technologies**

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.

**EITE 555 Strategies for Adapting System-Wide Technologies**

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 520 Finance for Decision Making**

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

**FINS 530 Financial Data / Statistics Management**

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

**FINS 540 Investment Portfolio Management**

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



**FINS 550 Case Studies in Financial Analysis and Reporting**

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

**FINS 559 Health Care Finance**

*Prerequisite:* FINS 520. In this course, students will review health care finance from a management perspective, with an emphasis on provider and patient 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. Financial challenges of US and non-US health care systems will be analyzed.

**INST 518 Technology and Operations Management**

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

**INST 522 Database Design and Processing**

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

**INST 523 Database Administration**

*Prerequisite:* INST 522. 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**

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**

*Prerequisite:* INST 522. In this course, students will gain an overview of data warehousing and business intelligence, including the role of data in an organization, and the need for developing a data warehouse and business intelligence strategy. Students will explore topics such as components of data warehouse architecture, enterprise data models, data governance, data marts, and data quality. Topics include components and different alternatives involved in building a data warehouse, and how to weigh the advantages and disadvantages in choosing one option over another.

**INST 534 Computer and Information Networking**

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

**INST 540 Principles of Information Security**

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

**INST 542 Information Security Risk and Vulnerability Assessment**

*Prerequisite:* INST 540 or CYBR 541. 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 560 Internet of Things**

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

**INST 569 Data and System Security**

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 570 Information Security Ethics and Legal Aspects**

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.

**INST 574 Management Information Systems**

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**

In this course, students examine international commerce, trade, and business, and the impact of worldwide cultural and economic influences. Students will assess a range of business structures and legal systems, and examine major world trade agreements, including The World Trade Organization (WTO), The European Union (EU), and The North American Free Trade Agreement (NAFTA). Students will evaluate various national approaches to the management of risk and to importing and exporting goods and services, competition, investments, licensing, franchising, and the availability of global venture capital.

**MGMT 542 Principles of Global Management**

In this course, students investigate the global environment facing all organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. Students will explore topics such as global trade policy; international political actions including diplomacy and conflict; institutional, ethical, and legal variations among societies; and capital, human, and technology transfers across national boundaries.

**MGMT 555 Issues in Health Care Administration**

In this course, students will examine the relationship between health care providers and the government in the US. Students will explore issues of preventive care, delivery systems and points of access; and patient, health care provider, and government agency accountability. Comparative analyses will be used to consider how US models could be adopted to resolve non-US health care system issues.

**MGMT 558 Health Care Policy**

In this course, students will review the historical, socio-economic, and political context of US health care systems. The review will include the impact on health care policies from government agendas and agencies at both the Federal and state levels. Case studies will be used to query how the US healthcare system works toward achieving positive outcomes for institutions and patients.

**MGMT 560 Human Resource Management**

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

**MGMT 561 Organizational Behavior and Ethics**

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

**MGMT 572 Strategic Planning and Management**

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

### **MGMT 573 Project Management and Performance**

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**

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**

*Prerequisite: MGMT 573.* 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**

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.

### **MGMT 581: Strategic Management in the Hospitality Industry**

*Prerequisites: ACCT 520 and MGMT 560.* In this course, students will examine how strategic planning is the foundation for operations management that limits risk and increases achieving goals and objectives. Exercises are focused on formulating and navigating frameworks for a range of hospitality enterprises, including hotel and lodging, restaurant and food service, and tourism. Students work through simulations to evaluate the viability of short- and long-term strategies to assess the impact on effective management of businesses within the hospitality industry.

### **MGMT 582: Legal Issues in the Hospitality Industry**

In this course, students will assess legal issues from a managerial perspective with a focus on compliance and prevention of liable circumstances. Case studies of the application of laws that apply to hospitality private and corporate organizations are reviewed to enhance awareness of the scope of issues in this industry. Class discussions and activities emphasize the legalities that impact management of hospitality enterprises, and creating environments that help to limit liability.

### **MKTG 571 Marketing Management**

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.

### **MSAE 530 Cloud and Mobile Computing**

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**

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 510 Statistics for Decision Making**

This course provides an introduction to the fundamentals of statistics and quantitative methods for decision making. Students will be given an overview of the basic elements of statistics including measurement, error, sampling, and analysis, and will learn how to detect unreliable statements backed by faulty statistical methods. Students will apply their knowledge of statistics to various areas of business decision making and management including creating surveys and applying statistics to marketing, forecasting, and quality management.

**QANT 525 Probabilistic and Stochastic Models**

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

**QANT 530 Statistical Estimation and Regression Analysis**

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

**TECH 540 Database Management Systems**

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**

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

**TECH 581 Electronic Business Systems**

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.

**TECH 582: Technical Issues in the Hospitality Industry**

In this course, students will review how contemporary technologies influence the management of hospitality businesses and impact other aspects from attracting customers to acquiring employees to sustainability in a dynamic marketplace. Students investigate internal versus external technical and IT support for customer relationship management, operations and guest services, security, and future trends. Applications of managing and budgeting for technology in entrepreneurial to corporate hospitality businesses are explored through individual and group projects.

**TECH 583 Information Systems in Health Care Management**

In this course, students will survey the legal, ethical, technical, and cost issues of information management in health care environments, including telemedicine. Students will investigate issues of privacy, digital record storage and access, and security of communications between patients and providers and among private and public systems. Applications that advance the integrity and integration of health care systems will be explored.

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**Capstone Course****CAPS 600 Graduate Capstone**

*Prerequisites:* All core courses for degree; or concurrent. This course provides the student with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to the student's academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project that addresses a defined problem within an organization, develops a strategy to mitigate or resolve the problem, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context.

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## **English Language Studies Elective Courses**

Supporting a diverse and global student population is aligned with the mission of the University of North America. To ensure English language proficiency the University has developed English Language Studies elective courses for its academic programs.

Academic program students, based on the English proficiency criteria stated in this catalog, may be required to take these courses to ensure professional and academic success. Students who are not required to take these courses may take them with approval from their academic advisor. Pre- and post-tests of recognized English proficiency exams are administered in each course to assess student learning outcomes.

Master's degree program student transcripts will list these as undergraduate courses, which will not be included toward the graduate program required minimum total of 54 quarter-hour credits. Undergraduate degree program students may petition to have these courses included as program electives.

### **ENGR 101 English Language Proficiency**

This course provides students with a comprehensive review of proficiency in English language written and spoken competencies. Exercises include the development, organization, clarity, flow, and coherence of written and oral content and presentations. Lessons include writing paragraphs and delivering short speeches, and identifying and correcting common errors in grammar, mechanics, and usage.

### **ENGR 102 Writing Essentials**

In this course, students complete an intensive review of writing in English for a range of readers including academic, technical, and professional audiences. Drafting, revising, and editing processes are emphasized to reinforce essential writing skills. Exercises on syntax and formats are provided throughout the course to reinforce writing proficiency in English.

### **ENGR 103 Speaking Essentials**

In this course, students focus on spoken English and oral presentations through applications of speech organization, content writing, and delivery. Delivery and critiques of prepared and impromptu speeches provide opportunities for applications of effective and fluent communications in English for academic and professional audiences.

### **ENGR 104 Research Essentials**

In this course, students review and practice the following skills: (1) reading, selecting, and evaluating online and print sources for research reports; and (2) reviewing the principles and skills essential for writing professional and academic research reports. Exercises include developing proposals, technical narratives, concept maps, and the correct usage of copyright material.



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



## UNDERGRADUATE PROGRAMS

### **Overview**

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

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

- **Communication Skills**  
To demonstrate the ability to communicate effectively in both oral and written capacities as evidenced by the proper use of English grammar, phraseology, and organizational skills.
- **Awareness of Humanities, Mathematics and Science (including STEM), and Social Sciences**  
To demonstrate the ability to discuss aspects of arts and science, including cultural and societal issues.
- **Critical Thinking and Analytical Skills**  
To demonstrate the ability to apply critical thinking and deductive reasoning in solving problems, and making sound business and technology decisions.
- **Effective Leadership and Management Skills**  
To demonstrate effective leadership and entry-level supervisory and/or management skills.

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

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

## ***Applied Learning Model***

The UoNA applied learning approach allows students to integrate theories learned into practical applications, gain insight into the workplace, collaborate with peers as professionals in their field, improve their interpersonal skills, and enhance their marketability after graduation.

In the undergraduate programs, methods include the integration of each faculty member's professional experiences in discussions and exercises, assignments that require interaction with professionals and writing up the experience, interaction with peers who have work experience or who are currently employed in related fields, and simulations. Each course concludes with a reflection paper, where students reflect on and describe how the knowledge and applications acquired in the course have relevancy to their current or recent employment and/or to future professional and career goals.

Working with student services, students are assisted in obtaining a workplace position that is directly related to their field of study while pursuing their studies, and on completion of their program.

## ***International Undergraduate Students***

### **Curricular Practical Training (CPT)**

As a component of the applied learning curriculum, the University is authorized to issue I-20s for international students who may supplement their learning through work experience in the US utilizing CPT. Undergraduate program students may apply for CPT on completion of one year of study or 40 quarter-hour credits. 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 through self-employment.

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 \$650 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 program and employment history, international students *may* be eligible to participate in Optional Practical Training (OPT) for up to 12 months. Optional Practical Training is immediate employment authorization that provides an opportunity for F-1 students to apply the knowledge acquired from their academic program to a work experience in their major field of study for a period of time up to one year. Students who have successfully completed a Science, Technology, Engineering, or Mathematics, STEM-designated degree program *may* apply for an additional 24 months of OPT.



## ***College of Business and Management***

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

#### **Overview**

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

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

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

#### **BSBA Program Objectives**

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

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

#### **Graduation Criteria**

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

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

## Program Length

The program length is 14 quarters/3.5 years of continuous enrollment for a full-time student taking 3 courses per term. The program length for many non-US students, who opt to take one approved quarter-off (AQO) each year while studying at UoNA, is 4.67 years.

## Sequence

A full-time student will be able to complete the BSBA degree in 3.5 years by taking 13.5 credits (3 courses) for 14 consecutive quarters. The sequence of required courses consists of an integrated approach of common and program core courses, and general education and elective courses, which includes a minimum of one common or program core course and one general education or elective each quarter. The undergraduate capstone course is taken in the last quarter of study, with the remaining 2 core, general education, or elective courses.

A program sequence is developed for each student in consultation with his/her academic advisor within their first quarter of study at UoNA. Individualized sequences enable adult and traditional college-age learners the ability to maximize their career-oriented interests with an emphasis on the connectedness of technology and business management, grounded by general education principles. Many UoNA adult and college-age learners have credits from other institutions that are eligible for transfer, and are seeking to complete their bachelor's degree at UoNA. An individualized sequence helps to maintain student engagement and motivation to complete a degree that will help advance their career goals.

## Curriculum

A student pursuing a bachelor's degree is required to earn a minimum of 63 credits from general education courses with a minimum of one course from each of the three general education categories. General education courses present topics that contribute to the quality of life for all citizens and societies. The following three (3) categories comprise the disciplines of general education: (1) Mathematics & Science, quantitative and objective insight to increase understanding of the world we live in, i.e., math & digital literacy, algebra, biology, physics, environmental & engineering science, and astronomy; (2) Humanities, qualitative and subjective insight to increase appreciation of the world around us, i.e., the arts, language, logic, communications, and philosophy; and (3) Social Science, insight to increase perspectives of how societies and groups within societies develop, function, and are organized, i.e., sociology, political science, education, history, civics, and psychology.

In addition to the general education courses, students take 76.5 credits, 17 core courses, 7 common core courses for all bachelor's programs and 10 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 administrative problems that face organizations today and to place these concepts in a cross-cultural context. The courses acquaint students with an understanding of management and its interconnectedness with technology as it affects businesses and governments, and for-profit, non-profit, private, and public organizations.

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

The courses outlined below, by category, comprise the BSBA degree program. All courses are 4.5 credit hours. The minimum quarter-hour credits and number of UoNA courses, by category are as follows: (1) General Education 63 credits, 14 courses; (2) Common Core 31.5 credits, 7 courses; (3) Program Core 45 credits, 10 courses; (4) Electives 36 credits, 8 courses; and (5) Capstone 4.5 credits, 1 course, comprise the 180-credit, 40 course UoNA BSBA curriculum.

<b>General Education Courses (GE)</b>	
ENGL 101	Oral Communications
ENGL 102	English Composition
ENGL 103	Advanced Writing
DIGI 201	Information Literacy in Contemporary Society
MATH 101	College Algebra
MATH 102	Calculus
QANT 301	Statistics
SOSC 101	Sociology
SOSC 102	Psychology
SOSC 103	Political Science
SOSC 201	Law and Ethics
SOSC 202	American Cultural Studies
SOSC 203	World History – Ancient to 1750
SOSC 204	World History – 1750 to Present
SCIN 201	Future Studies
<b>Capstone Course</b>	
CAPS 490	Undergraduate Capstone
<b>Elective Courses (EL):</b> Students choose 8 elective courses from the undergraduate-level core or electives offered for the UoNA bachelor's programs (refer to undergraduate course descriptions).	

<b>Common Core Courses (CC)</b>	
INST 201	Introduction to Information Systems
MGTM 110	Business Communications
MGMT 201	Principles of Management
<b>MGMT 203</b>	<b>Principles of Project Management</b>
	<b><u>OR</u></b>
<b>MGMT 306</b>	<b>Small Business Management</b>
RESH 401	Research Methods
TECH 101	Introduction to Computers
TECH 301	Technology Management
<b>Program Core (PC) Courses</b>	
MGMT 202	Introduction to Business
MGMT 204	Human Resources Management
MGMT 302	Principles of Marketing
MGMT 303	Business Finance
MGMT 304	Leadership Theories and Practices
MGMT 401	Organizational Behavior
MGMT 402	Business Law and Ethics
ECON 201	Principles of Economics
ACCT 301	Principles of Accounting I
ACCT 302	Principles of Accounting II

## ***College of Technology***

### **Bachelor of Science in Information Technology (BSIT)**

#### **Overview**

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

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

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

#### **BSIT Program Objectives**

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

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

#### **Graduation Criteria**

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

1. Students enrolled in any undergraduate degree program must earn a Cumulative Grade Point Average (CGPA) of at least 2.0 (C), out of 4.0, and a minimum letter grade of not less than D in all courses to graduate.
2. The student must have completed a minimum of 180 quarter-hour credits. The required distribution of these credit hours is charted by category in the program curriculum.
3. The maximum number of credit hours permitted for the completion of any bachelor's degree program is 270 quarter credits.
4. Bachelor's students may transfer up to 70% (126 quarter-hour credits) earned at other accredited institutions.

## **Program Length**

The program length is 14 quarters/3.5 years of continuous enrollment for a full-time student taking 3 courses per term. The program length for many non-US students, who opt to take one approved quarter-off (AQO) each year while studying at UoNA, is 4.67 years.

## **Sequence**

A full-time student will be able to complete the BSIT degree in 3.5 years by taking 13.5 credits (3 courses) for 14 consecutive quarters. The sequence of required courses consists of an integrated approach of common and program core courses, and general education and elective courses, which includes a minimum of one common or program core course and one general education or elective each quarter. The undergraduate capstone course is taken in the last quarter of study, with the remaining 2 core, general education, or elective courses.

A program sequence is developed for each student in consultation with his/her academic advisor within their first quarter of study at UoNA. Individualized sequences enable adult and traditional college-age learners the ability to maximize their career-oriented interests with an emphasis on the connectedness of technology and business management, grounded by general education principles. Many UoNA adult and college-age learners have credits from other institutions that are eligible for transfer, and are seeking to complete their bachelor's degree at UoNA. An individualized sequence helps to maintain student engagement and motivation to complete a degree that will help advance their career goals.

## **Curriculum**

A student pursuing a bachelor's degree is required to earn a minimum of 63 credits from general education courses with a minimum of one course from each of the three general education categories. General education courses present topics that contribute to the quality of life for all citizens and societies. The following three (3) categories comprise the disciplines of general education: (1) Mathematics & Science, quantitative and objective insight to increase understanding of the world we live in, i.e., math & digital literacy, algebra, biology, physics, environmental & engineering science, and astronomy; (2) Humanities, qualitative and subjective insight to increase appreciation of the world around us, i.e., the arts, language, logic, communications, and philosophy; and (3) Social Science, insight to increase perspectives of how societies and groups within societies develop, function, and are organized, i.e., sociology, political science, education, history, civics, and psychology.

In addition to the general education courses, students take 76.5 credits, 17 core courses, 7 common core courses for all bachelor's programs and 10 program core courses which are specific to each program. The core courses of the BSIT program are designed to acquaint all students with an understanding of information technology management as it affects private business, government, and non-profit organizations and to place these concepts in a cross-cultural context.

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

The courses outlined below, by category, comprise the BSIT degree program. All courses are 4.5 credit hours. The minimum quarter-hour credits and number of UoNA courses, by category are as follows: (1) General Education 63 credits, 14 courses; (2) Common Core 31.5 credits, 7 courses; (3) Program Core 45 credits, 10 courses; (4) Electives 36 credits, 8 courses; and (5) Capstone 4.5 credits, 1 course, comprise the 180-credit, 40 course UoNA BSIT curriculum.

<p><b>General Education Courses (GE)</b></p> <p>ENGL 101 Oral Communications</p> <p>ENGL 102 English Composition</p> <p>ENGL 103 Advanced Writing</p> <p>DIGI 201 Information Literacy in Contemporary Society</p> <p>MATH 101 College Algebra</p> <p>MATH 102 Calculus</p> <p>QANT 301 Statistics</p> <p>SOSC 101 Sociology</p> <p>SOSC 102 Psychology</p> <p>SOSC 103 Political Science</p> <p>SOSC 201 Law and Ethics</p> <p>SOSC 202 American Cultural Studies</p> <p>SOSC 203 World History – Ancient to 1750</p> <p>SOSC 204 World History – 1750 to Present</p> <p>SCIN 201 Future Studies</p>	<p><b>Common Core Courses (CC)</b></p> <p>INST 201 Introduction to Information Systems</p> <p>MGTM 110 Business Communications</p> <p>MGMT 201 Principles of Management</p> <p><b>MGMT 203 Principles of Project Management</b> <b>OR</b></p> <p><b>MGMT 306 Small Business Management</b></p> <p>RESH 401 Research Methods</p> <p>TECH 101 Introduction to Computers</p> <p>TECH 301 Technology Management</p>
<p><b>Capstone Course</b></p> <p>CAPS 490 Undergraduate Capstone</p>	<p><b>Program Core (PC) Courses</b></p> <p>CMSC 200 Discrete Mathematics</p> <p>CMSC 201 Design and Analysis of Algorithms</p> <p>INST 202 Data Communications and Networking</p> <p>TECH 203 Network Management and Infrastructure</p> <p>INST 301 Computer Hardware and Software</p> <p>INST 302 Computer Server Environment</p> <p>INST 401 Business Intelligence</p> <p>CMSC 301 Introduction to Programming Logics</p> <p>CMSC 302 Operating Systems</p> <p><b>CMSC 303 JAVA Programming</b> <b>OR</b></p> <p><b>CMSC 304 Software Engineering</b></p>
<p><b>Elective Courses (EL):</b> Students choose 8 elective courses from the undergraduate-level core or electives offered for the UoNA bachelor's programs (refer to undergraduate course descriptions).</p>	

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

### **Overview**

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

Graduates from the program will have the tools to transition from technician to front-line supervisor and/or entry-level manager of field operations. Supervisors with the competencies to lead skilled-trades crews within technology fields. The main objective of the AD-SPM program is career preparation with a focus in technical and interpersonal skills grounded by general education attributes.

### **AD-SPM Program Objectives**

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

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

### **Graduation Criteria**

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

1. Students enrolled in an associate's degree program must earn a Cumulative Grade Point Average (CGPA) of at least 2.0 (C), out of 4.0, and a minimum letter grade of not less than D in all courses to graduate.
2. The student must have completed a minimum of 90 quarter-hour credits. The required distribution of these credit hours is charted by category in the program curriculum.
3. The maximum number of credit hours permitted for the completion of an associate's degree program is 135 quarter-hour credits.
4. Associate's degree students may transfer up to 70% (63 quarter-hour college credits) earned at other accredited institutions.

## Minimum Program Credit Hours by Category

Category	Minimum Quarter-hour Credits	Number of UoNA Courses
General Education Courses	31.5 credits minimum	7 courses
Program Core Courses	39.5 credits required	8 required courses 3 required labs
Elective Courses	19 credits minimum	~ 4 to 5 courses
Program Total	90 credits minimum	~ 20 courses minimum

### Program Length

Full-time students will take an average of 4 courses per term throughout the program. Based on this expectation, the normal program length is 18 months or 6 quarters for full-time students with continuous enrollment.

### Curriculum

Of the 90 quarter-hour credits required to earn the AD-SPM degree, 39.5 credits of program core courses provide knowledge and applications essential for all supervisors and entry-level managers, 19 elective credits minimum, emphasize intra- or inter-industry-specific topics, and 31.5 general education credits minimum, provide insight for all citizens to enhance the quality of life and societies.

Students pursuing an associate's degree are required to earn a minimum of 31.5 quarter-hour credits from general education courses, which are relevant to the student's educational goals and interests. General education courses present topics that contribute to the quality of life for all citizens and societies. To fulfill an associate's degree general education requirement, a minimum of one (1) course is required from each of the following three (3) categories that distinguish the disciplines of general education:

- (1) Mathematics & Science, quantitative and objective insight to increase understanding of the world we live in, i.e., math & digital literacy, algebra, biology, physics, environmental & engineering science, and astronomy;
- (2) Humanities, qualitative and subjective insight to increase appreciation of the world around us, i.e., the arts, language, logic, communications, and philosophy; and
- (3) Social Science, insight to increase perspectives of how societies and groups within societies develop, function, and are organized, i.e., sociology, political science, education, history, civics, and psychology.



The courses outlined below comprise the 90-credit Associate’s Degree in Supervision and Project Management curriculum within each of the following 3 categories, (1) General Education, (2) Program Core, and (3) Elective.

<p><b>General Education Courses (GE)</b> Seven courses minimum (31.5 credits) selected from the following 4.5 credit courses</p> <p>ENGL 101 Oral Communications</p> <p>ENGL 102 English Composition</p> <p>ENGL 103 Advanced Writing</p> <p>DIGI 201 Information Literacy in Contemporary Society</p> <p>MATH 101 College Algebra</p> <p>MATH 102 Calculus</p> <p>QANT 301 Statistics</p> <p>SOSC 101 Sociology</p> <p>SOSC 102 Psychology</p> <p>SOSC 103 Political Science</p> <p>SOSC 201 Law and Ethics</p> <p>SOSC 202 American Cultural Studies</p> <p>SOSC 203 World History – Ancient to 1750</p> <p>SOSC 204 World History – 1750 to Present</p> <p>SCIN 201 Future Studies</p>	<p><b>Program Core (PC) Courses</b> Eleven required courses 8 (4.5 credit courses) and 3 required labs (2@1.0 credit &amp; 1@1.5 credits)</p> <p>ACCT 201 Budgeting for Projects and Departments</p> <p>ACCL 201 Budgeting for Projects and Departments LAB</p> <p>INST 201 Introduction to Information Systems</p> <p>MGMT 201 Principles of Management</p> <p>MGMT 203 Principles of Project Management</p> <p>MGMT 150 Field Operations Management</p> <p>MGML 150 Field Operations Management LAB (1.5 cr.)</p> <p>MGMT 225 Supervision of Field Technicians</p> <p>MGML 225 Supervision of Field Technicians LAB</p> <p>MGMT 304 Leadership Theories and Practice</p> <p>TECH 101 Introduction to Computers</p> <hr/> <p><b>Elective Courses (EL):</b> Students with guidance from their advisor select 19 credits of elective courses from undergraduate technical courses designated between 100 to 399. Includes 0.5 – 2.0 credit lab courses. Students may petition to take a 400, 401, or 402 technical elective course based on career interests and academic status.</p>
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**Example** of an AD-SPM Program Sequence of Courses (6 Quarters)

QTR: 1	Cr	QTR: 4	Cr
MGMT 150 Field Operations Management & MGML 150 LAB	6.0	MGMT 203 Principles of Project Management	4.5
GE 1	4.5	GE 4	4.5
GE 2	4.5	Electives 2 w/lab	6.0
Total credits	15.0	Total credits	15.0
QTR: 2	Cr	QTR: 5	Cr
MGMT 201 Principles of Management	4.5	MGMT 225 Supervision of Field Technicians & MGML 225 lab	5.5
INST 201 Introduction to Information Systems	4.5	GE 5 & GE 6 (4.5 each)	9.0
Elective 1 w/ lab	6.0	Technical lab	1.0
Total credits	15.0	Total credits	15.5
QTR: 3	Cr	QTR: 6	Cr
ACCT 201 Budgeting for Projects and Depts & ACCL 201 LAB	5.5	MGMT 304 Leadership Theories and Practice	4.5
TECH 101 Introduction to Computers	4.5	GE 7	4.5
GE 3	4.5	Elective 3 w/lab	6.0
Total credits	14.5	Total credits	15.0

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

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

### **Overview**

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

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

### **OMTI Program Objectives**

A total of 31.5 quarter-hour credits are required to earn the OMTI diploma. The program core courses provide the fundamentals for a range of field operations management, and the self-selected technical elective courses complete the sequence. The electives are selected from the 100 to 299 designated undergraduate program courses. A student may request, or as recommended by the student's academic advisor, take an elective course at the 300 level. The advisor will consider a student's individual circumstances whether to approve or deny the request.

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

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

### **Graduation Criteria**

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

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

## Program Length

Full-time students will take an average of 4 courses per term throughout the program. Full-time students with continuous enrollment will complete the program in two (2) quarters.

## Course/Credit Requirements

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

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

## Example of OMTI Program Sequence of Courses

Quarter 1	Credits
MGMT 150 Field Operations Management & 1.5 LAB	6.0
Elective 1 & 1.5 LAB	6.0
Elective 2	4.5
Q 1 Total credits	16.5
Quarter 2	
MGMT 201 Principles of Management	4.5
INST 201 Introduction to Information Systems	4.5
Elective 3 & 1.5 LAB	6.0
Q 2 Total credits	15.0
<b>Total Diploma Program Credits</b>	<b>31.5</b>

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

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

## **UNDERGRADUATE ADMISSION PROCEDURES AND POLICIES**

### **BACHELOR'S AND ASSOCIATE'S DEGREE AND DIPLOMA PROGRAMS**

#### ***Overview***

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

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

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

#### ***Application Deadlines***

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

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

#### ***Undergraduate Admission Procedures***

The process for undergraduate admission to the university is designed to assist students in making their 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 the university has received all materials and application fee. When the review process has been completed by the Academic Department, applicants will be notified of the decision.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### ***International Applicant Criteria***

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

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

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

### International Credentials

Transcripts sent from any school, college, or university that is recorded in a language other than English must be accompanied by a certified translation. All documents must be originals or certified copies. If an applicant requests international transcripts be reviewed for determining eligible college transfer credit, the transcripts must be assessed for course-by-course equivalency by a credential evaluation agency that is approved by UoNA.

## English Language Proficiency Policy

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

- Take the Pearson English Level Test (PTE) on arrival to UoNA prior to registering for courses.
  - If a score of **greater than or equal to**  $\geq$  B1 level is achieved, the student may proceed directly into their selected degree program courses.
  - If a score of **less than**  $<$  B1 is achieved, the student will be required to take English Language Studies electives in addition to appropriate undergraduate program courses in their first two quarters of study. Up to four (4) English Language Studies elective courses may be required based on the student's post-test scores, which are given at the end of each elective course.
- OR during the admissions process, an applicant **may** have elected to provide one of the following documents that fulfills the UoNA English proficiency requirement:
  - Documentation of an earned degree in which English is the principle language of instruction from an accredited institution recognized by the U.S. Dept. of Education or a non-U.S. institution that is recognized by its government's higher education authority
  - Verification from a non-U.S. post-secondary institution in which English is the principle language of instruction and evidence that certifies the applicant successfully completed a minimum of two years of study at the institution
  - Acceptable test score from an English proficiency exam that is  $\geq$  B1 level of proficiency, and recognized as a valid measure by collegiate institutions.

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

### ***Program and Course Prerequisite Policy***

Course and program prerequisites courses are designed to ensure that students registered for a program can acquire the 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 with the ability to acquire the skills and knowledge needed to participate in the appropriate and desired programs of study.

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

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

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

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

Students must submit their requests for transfer of credit and advanced standing to an academic advisor no later than the fifth quarter of enrollment in a bachelor's program or the third quarter of an associate's program or before the end of the first quarter of a diploma program. Following submission of the request, an academic advisor will schedule a meeting with the student to review the validity of the request, approval for submission, and a deadline for submitting official documentation.

### **Credit Transfer from Other Institutions**

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

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

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



## **Military Transfer**

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

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

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

## **Advanced Placement**

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

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

## **Course Substitutions**

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

## ***Credit Transfer to Other Institutions***

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

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

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

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

UoNA bachelor's degree graduates seeking a second bachelor's degree from UoNA may have a maximum of 126 eligible credits from their first UoNA degree transferred to a second UoNA bachelor's degree. Associate's degree or diploma program UoNA graduates seeking to matriculate to a UoNA bachelor's or associate's degree may have a maximum of 90 eligible credits transferred to a UoNA bachelor's or associate's degree.

## ***Graduation Requirements***

To be considered a program graduate, a student must:

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

To fulfill UoNA graduate status requirements, a student must pay all tuition and fees and fulfill all other administrative obligations to the University of North America, including completing the Graduation form. A UoNA diploma will not be issued to any student who has an outstanding financial obligation to the University.

### ***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.

Students enrolled in an undergraduate program are expected to complete their program within the maximum completion percentage based on the UoNA SAP policy. Students may petition the academic department to request an extension if it is aligned within the UoNA SAP policy.

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

### ***Transcript Requests***

Students may request copies of their official UoNA transcript online directly from Parchment services, [University of North America Transcript Request | Parchment](#).

Transcripts or a UoNA diploma will not be released to any student who has an outstanding financial obligation to the University.



## UNDERGRADUATE COURSE DESCRIPTIONS

### **Course Prefix Abbreviation**

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

All course codes are preceded by four-character abbreviations that are used to represent the area of study. These areas of study abbreviations are followed by three numbers that are used to qualify the level of study. All UoNA Undergraduate courses are within the range of 100 – 499. All undergraduate courses are 4.5 quarter-hour credits unless specified as a lab course with number of credits noted.

### **Prerequisites**

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

### **General Education Courses**

#### **DIGI 201 Information Literacy in Contemporary Society**

In this course, students will be introduced to the essential principles of digital literacy, focusing on the intersection of technology, society, and personal development. The students will navigate through the basics of computing, the internet, social media impact, cybersecurity principles, and digital ethics. The knowledge and its applications necessary to participate in the modern digital world will be emphasized.

#### **ENGL 101 Oral Communications**

In this course, students will develop their conversation, presentation, and public speaking skills. They will review appropriate words and phrases for use in everyday conversations and formal presentations, along with many opportunities to speak

with or in front of others. Applications include exercises to increase students' abilities to discuss and share information on a wide range of topics confidently and accurately.

#### **ENGL 102 English Composition**

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

**ENGL 103      Advanced Writing**

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

**MATH 101      College Algebra**

Students in this course will be introduced to quadratics, polynomials; rational, exponential, and logarithmic functions; and systems of equations. Topics will include matrices, inequalities, systems of linear equations and determinants, sequences, permutations, combinations, and binomial theorems. Students will apply these mathematical theories to solve a range of problems.

**MATH 102      Calculus**

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

**QANT 301      Statistics**

*Prerequisite: MATH 101 College Algebra.* In this course, students will be introduced to the concepts of modern statistical methods and their applications. Topics to be covered include data collection techniques, graphical and numerical summaries of data, probability and probability distributions, normal distributions, inference for a single mean, a single proportion, difference in means using confidence intervals and hypothesis testing, simple linear regression and correlation, association between categorical variables, and decision trees. Students will utilize Microsoft Excel during the course to advance their competencies.

**SCIN 201      Future Studies**

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

**SOSC 101      Sociology**

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

**SOSC 102      Psychology**

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

**SOSC 103      Political Science**

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

**SOSC 201      Law and Ethics**

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

**SOSC 202      American Cultural Studies**

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

**SOSC 203 World History – Ancient to 1750**

In this course, students will survey world history from prehistory to 1750, including the development of ancient societies in Asia, Europe, Africa, and the Americas. The following themes will be explored throughout the course that encourage the identification of broad patterns found within societies: change and continuity; impacts of interaction, technology, economics, and demography; social structure and gender roles; cultural, religious, and intellectual development; and changes in functions and structures of states in attitudes toward states and political identities, including the emergence of the nation state.

**SOSC 204 World History – 1750 to Present**

In this course, students will survey world history from 1750 to the present, which includes developments throughout Asia, Europe, Africa, and the Americas. The following themes will be explored throughout the course that encourage the identification of broad patterns found within societies: change and continuity; impacts of interaction, technology, economics, and global warfare; social structure and gender roles; cultural, religious, and political differences; and changes in functions and structures of states and nations as societies move toward a more globalized world.

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**Undergraduate Core Courses & Electives**

This section includes the common and program core, and elective courses for the undergraduate programs. General education courses cannot be applied as elective courses for undergraduate degree or diploma programs.

Bachelor's program students may take courses designated from 100 to 499; associate's from 100 to 399.; and diploma program from 100 to 299. Associate degree and diploma program students may submit a request to his/her academic advisor to take a course that is designated above the level of their program. Requests will be reviewed based on individual circumstances.

**ACCT 201 Budgeting for Projects and Departments**

This course is for students who do not have an accounting or finance background and intend to pursue a supervisory or management position. Students are introduced to fundamental accounting and financial concepts. Monetary resource management is examined with an emphasis on how to read common financial statements and ways in which cost management influences various aspects of a project or department. Students will apply these concepts to create a budget from a manager's perspective through exercises and practice sets using relevant software. Associate's Degree and Diploma program students are required to take ACCL 201, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**ACCL 201 Budgeting for Projects and Departments LAB 1.0 credit hours**

*Co-requisite (Concurrent): ACCT 201.* This course is for students who do not have an accounting or finance background and intend to pursue a supervisory or management position. Students are introduced to fundamental accounting and financial concepts. Monetary resource management is examined with an emphasis on how to read common financial statements and ways in which cost management influences various aspects of a project or department. Students will apply these concepts to create a budget from a manager's perspective through exercises and practice sets using relevant software. Associate's Degree and Diploma program students are required to take ACCL 201, which is a 1-credit lab course that supports the 4.5-credit didactic course ACCT 201.

**ACCT 301 Principles of Accounting I**

In this course, students will be introduced to the basic theory and techniques of contemporary financial accounting. They will identify the fundamental principles of accounting, recognize and analyze business transactions, prepare financial statements, and communicate this information to users with different needs. Topics covered in this course include the accounting cycle, transactions, and the preparation of financial statements for single-owner business organizations that operate as service companies or merchandisers.

**ACCT 302 Principles of Accounting II**

*Prerequisite: ACCT 301 Principles of Accounting I.* In this course, students will delve deeper into contemporary accounting practices, focusing on financial and managerial accounting. The goal is to identify and analyze business transactions, define the characteristics of business entities, recognize the interdependency of financial statements, employ managerial accounting techniques, and communicate this information to users with different needs. Financial accounting topics explored will include liabilities, equities, investments, and business entities. The managerial accounting topics covered encompass job order and process costing, cost-volume-profit analysis, and budgets.

**ACCT 303 Taxation**

*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**

*Prerequisite: ACCT 302 Principles of Accounting II.* In this course, students will gain an understanding of the principles and analytical techniques that relate to corporate financial management. Students will review, interpret, develop, and apply accounting information used in effective managerial decision making. In addition, students will be exposed to reporting and analysis requirements associated with inventory, fraud, internal control and cash, receivables, long-lived assets and liabilities.

**CADE 101 Career Development LAB  
0.5 credits**

In this course, students will consider career development opportunities, including professional networking, internships, social media, and visits to potential employers. Exercises will include completing employment applications, creating resumes and cover letters, and interviewing techniques. The career development cycle from education to gaining employment in a specific industry or business will be examined.

**CMSC 200 Discrete Mathematics**

In this course, students will be introduced to discrete mathematical objects and an overview of abstraction, notation, and critical thinking directly related to computer science and engineering. Topics include logic, relations, functions, basic set theory, countability and counting arguments, proof techniques, mathematical induction, graph theory, combinatorics, discrete probability, recursion, recurrence relations, and elementary number theory, and their applications relative to computer science.

**CMSC 201 Design and Analysis of Algorithms**

*Prerequisite: CMSC 200 Discrete Mathematics.* Students in this course will be introduced to important data structures and fundamental principles of algorithm design in computer science that are used to efficiently solve computing problems. Topics explored include analysis of algorithm efficiency, plus hash, heap, graph, tree, sorting and searching, brute force, decrease-and-conquer, and transform-and-conquer. Dynamic programming, greedy programming, and the divide-and-conquer design paradigm, with applications to fast sorting, searching, and multiplication will also be integrated into course material.

**CMSC 301 Introduction to Programming Logics**

Students taking this course will gain an understanding of programming concepts and logic. Previous programming experience is not required. Contemporary programming models and the logical thought processes used in programming will be introduced to students with examples but without language syntax in order to familiarize them with this subject. Flowcharts and pseudocodes will additionally be used to demonstrate program logic designs.

**CMSC 302 Operating Systems**

In this course, students will examine the key structures and mechanisms of operating systems. Topics covered, and applications and exercises, will include CPU scheduling, multi-threads, concurrent processes, memory management, file systems, storage subsystems, and input/output management. Students will explore the latest operating systems technologies and developments, and future implications. If Associate's Degree program students elect to take CMSC 302, they are required to take CMSL 302, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**CMSL 302 Operating Systems LAB  
1.0 credits**

*Co-requisite (Concurrent): CMSC 302.* In this course, students will examine the key structures and mechanisms of operating systems. Topics covered, and applications and exercises, will include CPU scheduling, multi-threads, concurrent processes, memory management, file systems, storage subsystems, and input/output management. Students will explore the latest operating systems technologies and developments, and future implications. Associate's Degree program students are required to take CMSL 302, which is a 1-credit lab course that supports the 4.5-credit didactic course CMSC 302.

**CMSC 303 JAVA Programming**

*Prerequisite: CMSC 301 Introduction to Programming Logics.* In this course, students will acquire the Java programming language with a fundamentals-first approach, as well as conduct hands-on projects utilizing the UoNA Virtual Lab. Topics include basic JAVA programming concepts, building elements and techniques including selection, looping, method definitions, strings, stepwise refinement, and arrays. In addition to the essential concepts, students will further explore object-oriented programming using common tools. Students will create simple programs in JAVA, and read and edit source code within an integrated development environment (IDE).

**CMSC 304 Software Engineering**

In this course, students will gain an essential understanding of what software engineering involves, including the processes and techniques fundamental to the development of reliable software systems. Agile methods will be discussed, along with the topics of software reuse and traditional plan-driven software engineering. Students will be introduced to design issues such as error handling, performance, and inter-process communication.

**CMSC 401 Database Management Systems**

Students participating in this upper-division course will gain an understanding of data structures, file organizations, concepts and principles of database management systems (DBMS), data analysis/modeling, as well as database design/management/implementation. Students will be introduced to hierarchical, network and relational data models; entity-relationship modeling; the Structured Query Language (SQL); data normalization; and database design. Using Microsoft's SQL Server DBMSs, students will gain hands-on experience in database design and implementation. Advanced database concepts, including web-based database applications will be introduced.

**CMSC 402 Web Design and Development**

Students will use computers to creatively design web pages using HTML and CSS during this course. Through real-world, hands-on experiences they will also acquire the ability to develop programs and algorithms, use Java-script and provide business solutions. Web design standards, Search Engine Optimization, and image manipulation will be presented as well.

**CMSC 403 Mobile Technology**

Students in this upper-division course will be exposed to one of the newest and fastest developing fields in the discipline: mobile and wireless computing technologies. The topics and trends that will be covered include basic mobile and wireless computing principles and technologies, components, architecture and infrastructure of systems and services to support mobile platforms, overview of different wireless communication networks such as Code Division Multiple Access (CDMA), Wideband CDMA (WCDMA), High Speed Packet Access (HSPA) and Long-Term Evolution (LTE). A brief introduction to mobile platforms like Android, iOS, and smart devices will be reviewed.

**ECON 201 Principles of Economics**

Students participating in this finance-oriented course will gain foundational knowledge about basic economics as it applies to themselves, institutions, businesses, and societies at large. Student consideration of solutions to economic challenges in the 21<sup>st</sup> Century is emphasized. The phenomena of how consumer choice, enterprises, and the government frequently interact with each other within commodity and factor markets is reviewed. Students will be introduced to methods that incorporate economic analyses to gain a better understanding of key topics such as technology, education, environmental pollution, property, income and wealth distribution, and financialization of the world economy.

**ECON 302 Global Economy**

*Prerequisite: ECON 201 Principles of Economics.* In this course, students will reflect on the challenges international businesses and entrepreneurs are facing in today's globalized world as well as potential solutions. Using an interdisciplinary approach, this class will explain to students how globalization intersects with other areas such as economic development, political science, the environment and gender issues.

**INST 201 Introduction to Information Systems**

Students will explore information systems and concepts related to the development of information systems, information technology, and application software. They will be introduced to ways in which information is used in organizations, along with the effect IT has on an organization's structure, processes, employees, customers, and suppliers. The structure and functions of computers and telecommunications systems, plus how IT enables improvement in quality, timeliness, and competitive advantage will also be examined.

**INST 202 Data Communications and Networking**

This course concentrates on introducing students to primary aspects of data communications networking and includes exploration of Open Systems Interconnection (OSI) and Internet models. Course topics and applied exercises are focused on basic computer networking, data communications / transmission/encoding/link control, communications network techniques, network protocols, wireless networking, network server configuration, and planning and deploying local area networks.

**INST 301 Computer Hardware and Software**

Students will acquire and practice key skills in computer hardware and software management. Topics include the design of computing systems, computer hardware and software components, and telecommunications. Through a combination of lecture and applications, students will explore specific PC components and the setup of basic PC workstations; conduct basic software installations; identify compatibility issues; recognize/prevent basic security risks. Preventative maintenance of computers along with the concept of Green IT will be reviewed.

**INST 302 Computer Server Environment**

*Prerequisite: INST 202 Data Communications and Networking.* In this course, students will engage in the installation and administration of a Windows/Linux Server network operating system. Topics covered include managing and maintaining physical and logical devices, access to resources, the server environment, managing users, computers and groups, and managing/implementing disaster recovery. Students will apply the information acquired to the successful management and maintenance of a Windows/Linux Server environment.



**INST 401 Business Intelligence**

*Prerequisite: INST 201 Introduction to Information Systems or INST 202 Data Communications and Networking.* Students in this business-oriented course will investigate core concepts, technologies, and techniques generally referred to as 'data analytics' but also known by other names, including Business Intelligence (BI). Topics to be covered include the impact of big data analytics on businesses and relevant decision-making models. Students will examine how organizations have employed analytics to make decisions or to gain a competitive edge, and the future implications of BI.

**MGMT 103 Project Management Tools for Supervisors**

This course is for students who do not have managerial experience and intend to transition to a supervisory or team leader position. Students are introduced to key project management (PM) concepts, terms and tools, including human, financial, and information technology tools used by project managers. Emphasis is on common PM vocabulary and industry definitions, enabling supervisors/team leads to advance their ability to work with project managers. Ways in which PM influences all projects, whether intra- or inter-departmental or across an enterprise are organized and managed for effective use of resources and to maximize the value of the project investment. Students will apply PM concepts from a supervisor's perspective in a range of circumstances through exercises and simulations.

**MGMT 110 Business Communications**

In this course, students will develop essential business communication skills needed to function and succeed in business and workplace settings, while at the same time increasing their knowledge about major business management areas. Marketing and human resource management (HRM) will be focused on utilizing industry studies on these topics. Class activities will include discussions, vocabulary previews, applied exercises, and task-based assignments. If Associate's Degree and Diploma program students elect to take MGMT 110, they are required to take MGML, which is a 1.5-credit lab course that supports the 4.5-credit didactic course.

**MGML 110 Business Communications  
LAB 1.5 credits**

*Co-requisite (Concurrent): MGMT 110.* In this course, students will develop essential business communication skills needed to function and succeed in business and workplace settings, while at the same time increasing their knowledge about major business management areas. Marketing and human resource management (HRM) will be focused on utilizing industry studies on these topics. Class activities will include discussions, vocabulary previews, applied exercises, and task-based assignments. Associate's Degree and Diploma program students are required to take MGML 110, which is a 1.5-credit lab course that supports the 4.5-credit didactic course MGMT 110.

**MGMT 150 Field Operations Management**

In this course, students will be presented with the expectations and responsibilities of a field operations manager. The role of an operations manager who oversees all aspects of the business at the job site will be examined, including scheduling, workflow, productivity, and inventory and equipment control. Students will engage in applications of quality management, supply-chain management, and traditional and transformational management approaches from the perspective of an on-site manager. Software applications to advance efficiency will be introduced and used to reinforce student competencies. Associate's Degree and Diploma program students are required to take MGML 150, which is a 1.5-credit lab course that supports the 4.5-credit didactic course.

**MGML 150 Field Operations Management  
LAB 1.5 credits**

*Co-requisite (Concurrent): MGMT 150.* In this course, students will be presented with the expectations and responsibilities of a field operations manager. The role of an operations manager who oversees all aspects of the business at the job site will be examined, including scheduling, workflow, productivity, and inventory and equipment control. Students will engage in applications of quality management, supply-chain management, and traditional and transformational management approaches from the perspective of an on-site manager. Software applications to advance efficiency will be introduced and used to reinforce student competencies. Associate's Degree and Diploma program students are required to take MGML 150, which is a 1.5-credit lab course that supports the 4.5-credit didactic course MGMT 150.

**MGMT 201 Principles of Management**

Students will be introduced to the major functions of management (planning, organizing, leading, and controlling), and the significance each function plays in the continued existence and operations of companies. Topics include how companies use management to set and accomplish goals through individuals, groups, efficient use of resources and communications; and the influence of ethics. Other topics to be covered include decision making, change, employee development, organizational structures, management control, leadership, conflict resolution, information security, and globalization.

**MGMT 202 Introduction to Business**

This course introduces students to the many facets of the private enterprise system and the businesses that operate within that framework. Business systems, workforce demographics, social responsibility, business ethics, organizations, entrepreneurship, small businesses, and franchise systems will be examined. Students will further explore management processes, human resource management, marketing management, business finance, and business decision-making. Quantitative tools used in international business, MIS, and the future dimensions of business opportunities in a global economy will be discussed.

**MGMT 203 Principles of Project Management**

In this course, students will be introduced to project management from a manager's perspective, including organization, planning, implementation, and control tasks to achieve an organization's objectives. Tools and concepts such as a project charter, scope statement, work breakdown structure, project estimating, and scheduling methods are reviewed. Discussions include key phases of the project lifecycle, including initiating a project, developing project plans, executing and managing a project, and closing out a project. Students will review how to identify and address change management and political issues associated with project management.

**MGMT 204 Human Resources Management**

Students will be introduced to the functions of personnel/human resource management within a range of organizations and work environments. Topics covered will include equal opportunity and the legal environment, recruitment and selection, performance appraisal, employee development, compensation planning, and employee relations. Students will also investigate how organizations can acquire, reward, motivate, use, and generally manage human resources effectively.

**MGMT 215 Construction Project Management**

*Prerequisite: MGMT 201 Principles of Management.* In this course, students will consider the coordination of all resources throughout the life of a construction project to achieve predetermined objectives, including cost, time, quality, and stakeholder satisfaction. Construction projects for a range of field applications with specific objectives and constraints will be examined. Students will engage in exercises with increasing depth and scope for the life cycle of construction projects—initiation, planning, implementation, monitoring, and completion. Software applications will be introduced, and applications utilized to increase student competencies. If Associate's Degree and Diploma program students elect to take MGMT 215, they are required to take MGML 215, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**MGML 215 Construction Project Management LAB 1.0 credits**

*Co-requisite (Concurrent): MGMT 215.* In this course, students will consider the coordination of all resources throughout the life of a construction project to achieve predetermined objectives, including cost, time, quality, and stakeholder satisfaction. Construction projects for a range of field applications with specific objectives and constraints will be examined. Students will engage in exercises with increasing depth and scope for the life cycle of construction projects—initiation, planning, implementation, monitoring, and completion. Software applications will be introduced, and applications utilized to increase student competencies. Associate's Degree and Diploma program students are required to take MGML 215, which is a 1-credit lab course that supports the 4.5-credit didactic course MGMT 215.

**MGMT 225 Supervision of Field Technicians**

*Prerequisite: MGMT 201 Principles of Management.* In this course, students will consider the management attributes critical for supervising field technicians with an emphasis on skilled trades professionals, workers who perform labor tasks on job sites that require specific training. The responsibilities of a front- or direct-line manager are examined. Hands-on applications include job site orientation and training, coaching, motivation, assigning jobs, and performance assessment. Dealing with labor/management issues are introduced. Students work through simulations that prepare them to transition from a field technician to a supervisory role. Associate's Degree and Diploma program students are required to take MGML 225, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**MGML 225 Supervision of Field Technicians LAB 1.0 credits**

*Co-requisite (Concurrent): MGMT 225.* In this course, students will consider the management attributes critical for supervising field technicians with an emphasis on skilled trades professionals, workers who perform labor tasks on job sites that require specific training. The responsibilities of a front- or direct-line manager are examined. Hands-on applications include job site orientation and training, coaching, motivation, assigning jobs, and performance assessment. Dealing with labor/management issues are introduced. Students work through simulations that prepare them to transition from a field technician to a supervisory role. Associate's Degree and Diploma program students are required to take MGML 225, which is a 1-credit lab course that supports the 4.5-credit didactic course MGMT 225.

**MGMT 302 Principles of Marketing**

In this course, students will examine essential concepts and specialized terminology related to marketing within business environments. A range of domestic and international environments that impact marketing will be examined, with particular emphasis and applications placed on marketing environments, segmentation, positioning and targeting.

**MGMT 303 Business Finance**

*Prerequisite: MGMT 202 Introduction to Business.* In this course, students will gain a fundamental understanding of business finance. The course is corporate-oriented and emphasizes practical applications and problem-solving techniques in order to provide students with the tools they need to understand and solve the basic financial problems confronting the business world today. The topics covered include the time value of money, valuation of assets, capital budgeting techniques, capital-structure theory, and dividend policy assessment. The application of these subjects to international markets will be made whenever possible.

**MGMT 306 Small Business Management**

In this course, students will engage in exercises to gain insight into the multi-faceted nature of managing a small business. Topics to be covered will include managing employees, inventory management, accounting and financial concerns, merchandising, sales, planning and scheduling, basic legal issues, customer relations, and strategic partnerships/alliances.

**MGMT 304 Leadership Theories and Practice**

*Prerequisite: MGMT 201 Principles of Management.* Students will engage in exercises focused on an overview of the theoretical framework for the practice of leadership in organizations. Assignments will include how to apply theory and best practices to develop effective leadership. Emphasis will be placed on specific leadership styles, including strategic leadership, systems thinking, team leadership, change management, and developing personnel.

**MGMT 401 Organizational Behavior**

*Prerequisite: MGMT 201 Principles of Management or MGMT 202 Introduction to Business.* Students in this management course will investigate the key theories in the field of organizational behavior (OB) in order to acquire an understanding of how people and groups in organizations behave, react, and interpret events. Students will engage in activities focused on the role of organizational systems, structures, and processes in shaping behavior, as well as how organizations really function and strategies that create organizational effectiveness.

**MGMT 402 Business Law and Ethics**

*Prerequisite: MGMT 201 Principles of Management OR MGMT 202 Introduction to Business*

In this course, students will be introduced to basic jurisprudential discussions and debates that relate to business in society. Topics will include a general overview of the nature of law and its relationship to ethics; theories of contract, torts, and property; criminal law as it applies to business situations; and theories of the business enterprise and its regulation. The main focus will be on the organization and operation of the American legal system, legal rules, and ethical constraints that impact business, and the practical application of these rules and constraints to real-world situations.

**RESH 401 Research Methods**

*Prerequisites: ENGL 102 or MGMT 110* In this course, students will be introduced to applied research methods which provide the foundation for research projects or papers. This course covers the fundamentals of statements of purpose, research proposals and methods, and selection of appropriate academic and industry sources. The methods and skills needed to develop and complete an applied research project or paper, and how research can be utilized to support management decisions and applied in professional contexts, are emphasized.

**TECH 101 Introduction to Computers**

Students will be introduced to the fundamentals of how a computer works. Topics to be covered include the basic steps in building a modern computer utilizing fundamental design principles, as well as the essentials of device switching, computer logic (combinational and sequential), and computer architecture. The necessary functions and dynamics of machine language, assembly language, virtual machines, compilers, and high-level languages and operating systems are also presented and discussed in the course.

**TECH 203 Network Management and Infrastructure**

In this course, students will be introduced to today's networks and IT infrastructure components and how they are similar to nerves, enabling information to flow both within and outside organizations. Additional discussion about how progressive enterprises have always faced challenges when trying to manage and design IT infrastructure which will appropriately meet their respective business needs will be reviewed.

**TECH 301 Technology Management**

In this course, students will examine the steps necessary to successfully analyze information technology problems by identifying and defining computing requirements leading to appropriate solutions. Emphasis will be placed on how to design, implement, and evaluate a computer-based system, process, component, or program to meet desired outcomes. Exercises focus on developing the ability to analyze the local and global impact of technologies on individuals, organizations, and societies.

**WITE 101 Wireless Infrastructure Technology I**

In this course, students will be introduced to the telecommunications industry with a focus on wireless infrastructure technology. Essential network and electrical concepts, and safety regulations, including OSHA telecom safety and work site hazards, will be reviewed. Applications of technical, energy, and power concepts will be explored through fiber optics, cable, radio frequency, and other lab exercises. Industry career opportunities and certification options will be discussed. If Associate's Degree and Diploma program students elect to take WITE 101, they are required to take WITL 101, which is a 1.5-credit lab course that supports the 4.5-credit didactic course.

**WITL 101      Wireless      Infrastructure  
Technology I      LAB      1.5 credits**

*Concurrent (Co-requisite): WITE 101.* In this course, students will be introduced to the telecommunications industry with a focus on wireless infrastructure technology. Essential network and electrical concepts, and safety regulations, including OSHA telecom safety and work site hazards, will be reviewed. Applications of technical, energy, and power concepts will be explored through fiber optics, cable, radio frequency, and other lab exercises. Industry career opportunities and certification options will be discussed. Associate's Degree and Diploma program students are required to take WITL 101, which is a 1.5-credit lab course that supports the 4.5-credit didactic course WITE 101.

**WITE 111      Wireless      Infrastructure  
Technology II**

In this course, students will investigate concepts and applications with an emphasis on wireless infrastructure technology, including Passive Intermodulation (PIM) and Radio Frequency (RF) Drive testing. The impact of wireless technology on the *DNA* of telecommunications, Maintenance Operation Protocol (MOP), and Common Network Interface (CNI) will be examined. WITE II prepares students to pursue industry technical and certification opportunities. If Associate's Degree and Diploma program students elect to take WITE 111, they are required to take WITL 111, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**WITL 111      Wireless      Infrastructure  
Technology II      LAB      1.0 credits**

*Concurrent (Co-requisite): WITE 111.* In this course, students will investigate concepts and applications with an emphasis on wireless infrastructure technology, including Passive Intermodulation (PIM) and Radio Frequency (RF) Drive testing. The impact of wireless technology on the *DNA* of telecommunications, Maintenance Operation Protocol (MOP), and Common Network Interface (CNI) will be examined. WITE II prepares students to pursue industry technical and certification opportunities. Associate's Degree & Diploma program students are required to take WITL 111, which is a 1.0-credit lab course to support the 4.5-credit WITE 111.

## Bachelor's Degree Capstone

**CAPS 490      Undergraduate Capstone**

*Prerequisites or Concurrent: All core courses for a bachelor's degree.*

In this course, the student will be provided with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to his or her academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project that addresses a defined problem within an organization, develops a strategy to mitigate or resolve the problem, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context.

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### **English Language Studies Elective Courses**

Supporting a diverse and global student population is aligned with the mission of the University of North America. To ensure English language proficiency the University has developed English Language Studies elective courses for its academic programs.

Academic program students, based on the English proficiency criteria stated in this catalog, may be required to take these courses to ensure professional and academic success. Students who are not required to take these courses may take them with approval from their academic advisor. Pre- and post-tests of recognized English proficiency exams are administered in each course to assess student learning outcomes.

Master's degree program student transcripts will list these as preparatory courses, which will not be included toward the graduate program required minimum total of 54 quarter-hour credits. Undergraduate degree program students may petition to have these courses included as program electives.

**ENGR 101      English Language Proficiency**

This course provides students with a comprehensive review of proficiency in English language written and spoken competencies. Exercises include the development, organization, clarity, flow, and coherence of written and oral content and presentations. Lessons include writing paragraphs and delivering short speeches, and identifying and correcting common errors in grammar, mechanics, and usage.

**ENGR 102      Writing Essentials**

In this course, students complete an intensive review of writing in English for a range of readers including academic, technical, and professional audiences. Drafting, revising, and editing processes are emphasized to reinforce essential writing skills. Exercises on syntax and formats are provided throughout the course to reinforce writing proficiency in English.

**ENGR 103      Speaking Essentials**

In this course, students focus on spoken English and oral presentations through applications of speech organization, content writing, and delivery. Delivery and critiques of prepared and impromptu speeches provide opportunities for applications of effective and fluent communications in English for academic and professional audiences.

**ENGR 104      Research Essentials**

In this course, students review and practice the following skills: (1) reading, selecting, and evaluating online and print sources for research reports; and (2) reviewing the principles and skills essential for writing professional and academic research reports. Exercises include developing proposals, technical narratives, concept maps, and the correct usage of copyright material.