



UNIVERSITY OF  
NORTH AMERICA

# Catalog

2021

v.2



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[www.uona.edu](http://www.uona.edu)

# WELCOME

Welcome to the University of North America (UoNA)!

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

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

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

Have a wonderful educational experience. See you on campus!



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

SEVP-certified  
Authorized to Enroll Nonimmigrant Students  
in bachelor's and master's degree and ESOL  
certificate programs

## **GOVERNING DOCUMENTS**

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

This Catalog is valid through January 15, 2022, unless superseded. The University reserves the right to cancel or modify, for any reason, any course or program listed herein. Policies, regulations, requirements and fees are subject to change at any time at the discretion of the University of North America and its regulators. UoNA will provide students with no less than 30 days' notice of any changes in tuition and fees.

## **NON-DISCRIMINATION/EQUAL EMPLOYMENT POLICY**

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

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

## **ACCREDITATION AND CERTIFICATIONS**

### ***SCHEV – State Certification***

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



State Council of Higher Education for Virginia  
101 N. 14th Street, 10<sup>th</sup> Floor, James Monroe Building  
Richmond, VA 23219  
Tel: 1-804-225-2600  
[www.schev.edu](http://www.schev.edu)

## **ACICS**

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



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

## **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)



## **GI BILL EDUCATIONAL BENEFITS**

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

## **STUDENT EXCHANGE AND VISITOR PROGRAM**

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

### **E-VERIFY**



The University of North America is an E-Verify certified employer. U.S. law requires companies to employ only individuals who may legally work in the United States – either U.S. citizens, or foreign citizens who have the necessary authorization.

E-Verify is an Internet-based system that compares information from an employee's Form I-9, Employment Eligibility Verification, to data from U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility.

### **BBB**



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

BBB Code of Business Practices represents standards for business accreditation by BBB. The Code is built on the BBB Standards for Trust, eight principles that summarize important elements of creating and maintaining trust in business. [www.bbb.org](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 outcomes assessment and consultation with practitioner faculty and advisory committees. UoNA delivers its programs through an accessible, interactive, collaborative educational environment which strengthens learning and facilitates critical thinking and problem-solving competencies. Finally, it supports students with services that foster academic success.

#### ***Institutional Objectives***

The institutional objectives of the University are:

- To provide academic quality through rigorous academic standards with a commitment to interactive, effective learning for adults;
- To create a student-centered environment accessible to individuals of diverse ages, cultures and socioeconomic backgrounds;
- To enable students to achieve their career and professional goals by providing a relevant and supportive learning environment including on-campus 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 adult learners in the global community, regardless of background, to enable them to succeed in their careers. This goal is achieved as the University provides an advanced education that cultivates growth and development in the professional and personal lives of our students. With its teaching focused on the principles of applied learning, UoNA bridges the gap between the theoretical learning of traditional disciplines and the applied knowledge required to provide graduates with a comprehensive understanding and a competitive advantage in today's global society.

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

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

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

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

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

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

The academic model used by the University is designed to meet the unique needs of adult learners. Master's and bachelor's degree program students complete common core courses based on credential level as the first part of their program, independent of degree selected, and then proceed to program core courses, which are integrated with student-selected electives. Courses are scheduled according to a blended program sequence of online and on-ground courses to accommodate adult learners. Moodle is the learning management system used to delivered fully online courses and to supplement courses offered on-ground. The dual modalities provide working professionals the flexibility and convenience they need to easily communicate with faculty members and fellow students. Library services are provided 24 hours per day, seven days per week through the UoNA Virtual Library which encompasses a wide range of online resources including the Integrated Library System – Online Public Access Catalog, Proquest, Info-Trac, eLibrary, ACM Digital Library, e-Books Academic Complete Collection, and Library Information Resource Network (LIRN), a system that permits students to access journals and books from any location in the world with Internet access. The UoNA Librarian oversees the development of UoNA library resources and provides training and support to the faculty and students for the use of its Virtual Library.

### ***History***

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

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

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

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

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

In April 2017, the University received a four-year renewal grant of accreditation through December 31, 2021, from ACICS.

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

In October and December 2019, the University received approval from SCHEV and then ACICS to offer a post-bachelor's degree Certificate in Organizational Leadership (OL).

In March and April 2020, the University received approval from SCHEV then from ACICS to offer an Occupational Associate's in Supervision and Project Management (OA-SPM) degree. In April 2020, ACICS granted UoNA approval to offer an MBA program 100 percent online.

## **Governance**

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

The roles and powers of the owners, who comprise the Board of Directors, and administrators are similar to those of other U.S. for-profit institutions. The main function of the Board, as mandated in the corporate bylaws, is to develop policies for the University to ensure that the University complies with the policies, procedures, and regulations of all regulatory bodies. The Board and corporate staff members support the President of the University and its operations.

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

### **Board of Directors**

Claude C. Martin, Chairman, CEO  
Jill Martin, President  
Maskey Krishnarao

### ***Campus Administration***

Ms. Jill Martin	President / Primary Designated School Official (PDSO)
Mr. Jason Koo	Director of Campus Operations
Dr. Andrea Olson	Compliance Officer

### **Academic Directors**

Dr. Peter West	Director of Academic Affairs
Dr. Douglas Keevers	Director of Distance Education
Dr. Jimmy Tsai	Director – College of Technology

### **Department Administrators**

Mr. Culver Fortna	International Student Office (ISO) Manager/Designated School Official (DSO)
Mr. Glenn Garcia	Military Student Services Manager
Mr. James Moses	Education Manager – Academic and Student Support
Mr. Zhongjie Peng	Admissions Manager

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

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

### **Faculty**

To ensure that UoNA accomplishes its mission in providing high quality practitioner-oriented degree programs, it utilizes faculty with advanced academic credentials and experts who are senior practitioners in their fields. Faculty blend the latest in academic thinking with direct application in business, government, and nonprofit entities.



Faculty are dedicated to keeping students updated with accelerating trends and evolving issues in enterprise management and information technology so that they may rapidly apply what they learn to their jobs and continue to advance in their careers. UoNA faculty members are required to participate in professional development activities to remain current in their area(s) of expertise. They are also encouraged to engage in academic research and publication and make contributions to the advancements of knowledge in their fields.

Please refer to the **Catalog Addendum** for a list of faculty and program leads and directors.

### ***Statement on Academic Freedom***

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

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

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

The oversight/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, and technology program committees is to provide UoNA with a real-world view for academic planning and implementation of program activities. Although the purpose of each committee is advisory, its members perform an invaluable service to UoNA in the currency of its curricula, applied learning approach, and recommendations for future directions.

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

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

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

## **ACADEMIC DELIVERY**

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

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

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

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

### ***Class Size***

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

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

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

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

### ***Academic Advising***

To ensure student / instructor or academic staff engagement beyond scheduled class sessions, on acceptance to UoNA, each student is assigned an academic advisor and provided their contact information. Students are requested 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 instructors or academic staff personnel are assigned student advisees and communicate with their advisees a minimum of one time each quarter.

### **On-ground Education (On Campus Delivery)**

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

### **Distance Education (Online Delivery)**

UoNA recognizes the value of distance education for its urban, commuter adult learners. Eligible graduate students have the option to participate in a sequence of hybrid program delivery, including on-ground and online modalities up to a maximum of 92 percent online.

Eligible students in the Master of Business Administration (MBA) degree program have the option to take 100 percent of the MBA program through online delivery. Eligible undergraduate students may take up to a maximum of 90 percent of hybrid program courses online.

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 CIS and SEVP federal regulations.

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

Fees and tuition for online courses are equivalent to that of the on-ground course offerings. Online courses are offered using the Moodle LMS. These courses contain exactly the same content and expect the same level of learning outcomes as the equivalent on-ground courses.

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

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

Further individual assistance is available to students and faculty through the academic operational teams. Technical assistance is available by contacting the staff on campus or through email ([info@uona.edu](mailto:info@uona.edu)). Tutoring and academic support is available from the Director of Academic Affairs. Research support is available from the campus librarian. Reference materials and the majority of course texts are available through the UoNA Virtual Library, which is accessible 24/7. All administrative support staff may be contacted on campus or through email. The emails for all support departments are published in the catalog.

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

UoNA uses the Moodle Learning Management System to deliver online courses and to supplement on-ground courses. In Moodle, each course has a web page known as a course shell. By accessing the Moodle course shell, students may:

- Review syllabi, reading lists, class schedules and assignments, and instructor contact information
- Obtain copies of class presentations, handouts and notes
- Email the professor and fellow students throughout the entire course; professors are available for support through email Weeks 1 through 10.
- Participate in **weekly** graded discussion forums or other interactive activities with classmates related to course topics. This feature may also be used to supplement on campus discussions when taking courses on ground.
- Submit assigned **weekly** homework throughout the course shell.
- Submit a reflection paper/project **toward the end of each course**, which is a major applied learning assignment.
- Take quizzes or tests as assigned several times throughout the course.

## ***Holidays Observed***

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

New Year's Day (January 1)

Martin Luther King Day (Third Monday in January)

President's Day (Third Monday in February)

Memorial Day (Last Monday in May)

Independence Day (July 4)

Labor Day (First Monday in September)

Columbus Day (Second Monday in October)

Veteran's Day (November 11)

Thanksgiving Day (Fourth Thursday in November)

Christmas Day (December 25)

The administrative offices are closed and classes are not scheduled on these holidays.

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

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

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

#### **Midday Closures**

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

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

#### ***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 Calendar

<b>Winter 2021</b>		
November 21, 2020	Saturday	Early registration begins
November 27, 2020	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
November 28, 2020	Saturday	Registration begins
December 11, 2020	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
December 12, 2020	Saturday	Late registration begins
December 30, 2020	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
<b>January 4 - January 9</b>	<b>Monday - Saturday</b>	<b>First week of classes</b>
<b>January 4 - January 15</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>January 18</b>	<b>Monday</b>	<b>MLK Jr. Day (Offices &amp; Campus Closed)</b>
<b>January 23</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>February 14 - February 20</b>	<b>Sunday - Saturday</b>	<b>President's Day Holiday Week (No classes this week) (Offices closed on Monday, FEB 15)</b>
<b>February 20</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>March 14 - March 20</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>March 21 - April 4</b>	<b>2-week break</b>	<b>Term Break</b>
<b>Spring 2021</b>		
February 27	Saturday	Early registration begins
March 5	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
March 6	Saturday	Registration begins
March 19	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
March 20	Saturday	Late registration begins
March 31	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
<b>April 5 - April 10</b>	<b>Monday - Saturday</b>	<b>First week of classes</b>
<b>April 5 - April 16</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>April 24</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>May 23 - May 29</b>	<b>Sunday - Saturday</b>	<b>Holiday Week (No classes this week)</b>
<b>May 29</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>May 31</b>	<b>Monday</b>	<b>Memorial Day (Offices &amp; Campus Closed)</b>
<b>June 13 - June 19</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>June 20 - July 4</b>	<b>2-week break</b>	<b>Term Break Independence Day JUL 4 (Offices &amp; Campus Closed)</b>

<b>Summer 2021</b>		
May 29	Saturday	Early registration begins
June 4	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
June 5	Saturday	Registration begins
June 18	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
June 19	Saturday	Late registration begins
June 30	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
July 4	Sunday	Independence Day JUL 4 (Offices & Campus Closed)
<b>July 5 - July 10</b>	<b>Monday - Saturday</b>	<b>First week of classes</b>
<b>July 5 - July 16</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>July 24</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>August 21</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>August 29 - September 4</b>	<b>Sunday - Saturday</b>	<b>Holiday Week (No classes this week)</b>
<b>September 6</b>	<b>Monday</b>	<b>Labor Day (Offices &amp; Campus Closed)</b>
<b>September 12 - September 18</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>September 19 - September 26</b>	<b>1-week break</b>	<b>Term Break</b>
<b>Fall 2021</b>		
August 28	Saturday	Early registration begins
September 3	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
September 4	Saturday	Registration begins
September 17	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
September 18	Saturday	Late registration begins
September 22	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
<b>September 27 - October 2</b>	<b>Monday - Saturday</b>	<b>First week of classes</b>
<b>September 27 - October 8</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>October 16</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>November 13</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>November 21 - 27</b>	<b>Sunday - Saturday</b>	<b>Thanksgiving Holiday Week (No classes this week) (Offices closed TH - SAT, NOV 25 - 27)</b>
<b>December 5 - December 11</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>December 12 - January 2</b>	<b>3-week break</b>	<b>Term Break</b>
<b>December 24 &amp; 25</b>	<b>Friday &amp; Saturday</b>	<b>Christmas Holiday (Offices &amp; Campus Closed)</b>
<b>January 1</b>	<b>Saturday</b>	<b>New Year's Day (Offices &amp; Campus Closed)</b>

<b>Winter 2022</b>		
November 20, 2021	Saturday	Early registration begins
November 26, 2021	Friday	Early registration ends; <b>requests for an approved quarter off begins</b>
November 27, 2021	Saturday	Registration begins
December 10, 2021	Friday	Last day of registration - Full payment or Budget Plan Payment 1 DUE
December 11, 2021	Saturday	Late registration begins
December 29, 2021	Wednesday	Late registration ends, full tuition plus late fees DUE; <b>last day to request an approved quarter off</b>
<b>January 3 - January 8</b>	<b>Monday - Saturday</b>	<b>First week of classes</b>
<b>January 3 - January 14</b>	<b>Monday - Friday</b>	<b>Add/Drop period</b>
<b>January 17</b>	<b>Monday</b>	<b>MLK Jr. Day (Offices &amp; Campus Closed)</b>
<b>January 22</b>	<b>Saturday</b>	<b>Budget Plan Payment 2 DUE</b>
<b>February 19</b>	<b>Saturday</b>	<b>Budget Plan Payment 3 DUE</b>
<b>February 20 - February 26</b>	<b>Sunday - Saturday</b>	<b>President's Day Holiday Week (<u>No</u> classes this week) (Offices &amp; campus closed on MON, FEB 21)</b>
<b>March 13 - March 19</b>	<b>Sunday - Saturday</b>	<b>Last week of classes - Final week of term</b>
<b>March 20 - April 3</b>	<b>2-week break</b>	<b>Term Break</b>





## **ACADEMIC POLICIES AND PROGRAM EXPECTATIONS**

### ***Academic Calendar***

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

### ***Academic Year***

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

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

The master's, post-bachelor's certificate, bachelor's, and occupational associate's degree 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 = 1 quarter-hour credit, 20 hours of laboratory = 1 quarter-hour credit, and 30 hours of practicum = 1 quarter-hour credit. Students are required to complete a minimum of 2 hours of out-of-class work for each lecture hour of a course. Degree program syllabi designate the instructional method(s) and required contact and out-of-class hours. Unless otherwise noted, all degree program courses offered at the university are 4.5 quarter-hour credits. The ESOL certificate program is based on clock-hour credits.

### ***Academic Integrity Policy***

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

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

### ***Professional Conduct Policy***

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

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

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

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

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

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

## ***Grade Appeal Policy***

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

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

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

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

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

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

**Error:** The instructor made a mistake in fact. This grade appeal procedure applies only when a student initiates a grade appeal and not when the instructor decides to change a grade on his or her own initiative. This procedure does not cover instances where students have been

assigned grades based on academic dishonesty or academic misconduct, which are included in UoNA's Academic Integrity Policy.

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

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

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

### **Student Grade Appeal Procedure**

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

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

reasons. Should the instructor declines, he or she must provide a written explanation for refusing.

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

### **Faculty Grade Change Procedure**

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

### ***Attendance Policy***

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

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

### **Absence Policies**

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

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

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

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

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

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

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

Students with excessive absences *may* face disciplinary actions, including withdrawal from UoNA as specified by the withdrawal policy that is aligned with the satisfactory academic progress, imposed by the academic department or campus administration.

### **Tardiness to Class**

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

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

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

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

#### **Make-up work**

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

#### **Late assignments submitted Weeks 2 – 7**

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

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

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

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

### **Enrollment Status**

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

### **Continuous Enrollment**

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

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

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

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

### **Withdrawal Policy**

The following circumstances apply to withdrawal from UoNA:

- Voluntary withdrawal that is initiated by the student by submitting a withdrawal form to the academic or operational administrators. International students are required to meet with a campus DSO to ensure they understand the impact of withdrawing in accordance with SEVP requirements.
- Administrative withdrawal that is initiated by UoNA based on a student’s failure to register for and/or attend classes each quarter while enrolled as a program student or for failure to meet the student responsibilities, including financial obligations, as published in the catalog.

- Academic withdrawal that is initiated by UoNA based on a student's failure to make satisfactory academic progress (SAP) as specified in the complete SAP policies published in this catalog and summarized below.
- Students who do not meet the attendance requirement as published in this catalog or who fail to successfully complete all course requirements as published on each course syllabus will receive the grade of an "F" for the course.
- Students who receive a grade of "F" for any course will be placed on academic warning. Students will remain on warning until his/her academic performance improves. A student who is on academic warning for three consecutive terms may be placed on academic probation.
- Students who fail to maintain the required cumulative grade point average (CGPA) or are unable to reach the required Minimum Completion Percentage (MCP) at any of evaluation point as published in the SAP policies in this catalog will be placed on academic probation.
- Students who fail to improve their satisfactory academic progress or meet other specified requirements by the end of their probation period will be academically withdrawn.

### ***Reentry***

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

### ***Reentry with Good Academic Standing***

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

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

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

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

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

## **STUDENTS RIGHTS AND RESPONSIBILITIES**

### ***Overview***

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

### ***Student Responsibilities***

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

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

### **Academic Freedom**

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

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

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

### **Technology Requirements**

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

### **Academic Records Policy**

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



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

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

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

**Release of Transcripts** - A student transcript will be released within three business days of an online request accompanied by the appropriate fee. Requests are to be submitted to academic or campus administrators. Transcripts will not be released when a student is in arrears in his or her financial affairs with the University. A transcript required in fewer than three days may be requested at a higher fee.

### **Grievance Policy**

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

In the case of academic complaints or disputes:

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

In the case of non-academic complaints or disputes:

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

If the student complaint cannot be resolved after exhausting the university's grievance procedure, the student may file a complaint with the State Council of Higher Education for Virginia and/or the Accrediting Council of Independent Colleges and Schools (ACICS).

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

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

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

And/or

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

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

### **Harassment Policy**

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

### **Intellectual Property Policy**

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

### **Nondiscrimination Policy**

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

### **Safety and Security**

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

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

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

## **Campus Security Act Information**

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

## **Weapons On-Campus Policy**

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

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

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

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

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

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

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

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

## **Academic Integrity Policy**

An academic code of conduct encompasses standards of honesty, truth, and accountability. Students and each member of UoNA have a responsibility to uphold the integrity of this academic community and to be accountable for his/her actions. Academic inquiry that helps to ensure learning in an atmosphere that is free of intellectual dishonesty including, but not limited to, the following elements:

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

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

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

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

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

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

### **Appeals Process**

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

## **Copyright Policy**

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

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

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

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

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

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

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

## **Confidential Information Policy**

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

## **Drug and Alcohol Policy**

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

### **Health Insurance**

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

### **Professional Conduct Policy**

Students are expected to behave and treat others on campus as professional scholars. Students attend the University from all parts of the world and from many varied backgrounds. This diversity provides a rich environment for the free exploration and expression of ideas, and students are expected to participate fully and to uphold the right of others to do the same.

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

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

### **Registration**

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

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

### **End of Course Evaluations**

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

### **Misuse of Information Technology Resources**

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

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

### ***Student Identification***

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

### ***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 and career advisors to discuss their career plans and provide a copy of their latest resume with the ISO Manager. Students seeking employment while enrolled are directed to meet with the ISO Manager with respect to available job opportunities.

### ***Library Services***

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

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

## **Orientation**

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

- 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 domestic and international students,
- Review of policies, procedures, and forms used by the university, and
- Information on student support services and resources.

## **Requesting Help**

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

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

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





## FINANCIAL INFORMATION

*Tuition and Fees Effective August 15, 2021*

Tuition Rates by Program	Tuition Rate Per Credit	Tuition Per Course	Total Program Tuition Cost
Master's Degree Programs 54 credits; (MSAF, MBA, MSEIT, MSCS, MSCYS, MSMDA, MSIT, MSSAE)	\$390	\$1,755	\$21,060
Post-Bachelor's Certificate Programs 27 credits; (OL)	\$390	\$1,755	\$10,530
Bachelor's Degree Programs 180 credits, (BSBA, BSIT)	\$350	\$1,575	\$63,000
Occupational Associate's Degree Program 90 credits (OASPM)	\$350	(variable)	\$31,500
ESOL Certificate Program 72 credits	\$100	\$1,800	\$7,200

Mandatory Fees	Amount
Application Fee for all programs, one-time, non-refundable	\$100
ESOL national examination fee, non-refundable	\$25
Registration Fee, per course, non-refundable	\$50

As-Incurred Fees (non-refundable)	Amount
Returned Check Fee, per occurrence	\$50
I-20 Shipping & Handling Charge (Express international shipping)	\$100
Regular international shipping (non-express)	\$50
Transcript Fee, does not include international shipping costs if applicable	\$10
Expedited Transcript Fee, for requests received before 12:00 PM (noon) EST, for processing same day, does not include international shipping costs if applicable	\$25
Replacement Student ID Card Fee	\$10
Practical Training Maintenance Fee	\$585
Graduation Fee, per degree	\$300
Budget Plan Fee	\$200
Supporting Documentation Fee (per document)	\$75

Late Fees (non-refundable)	Amount
Late Registration Fee, per course	\$100
Late Budget Plan Payment Fee, 1 - 7 days late	\$50
Late Budget Plan Payment Fee, 8 -14 days late	\$150
Late Budget Plan Payment Fee, 15 – 21 days late	\$250
Late Manual Processing Fee	\$200

### Notes:

1. New Students registering for the first time are not assessed Late Registration Fees.
2. Returning Students will incur a Late Manual Processing Fee in addition to the Late Registration Fee after the late registration period has ended.
3. Veteran Students providing a certificate of eligibility (COE) 100% eligible under Chap. 31 or 33 are permitted to attend a course, beginning on the date the student provides the COE until the earlier date VA provides payment to the school or 90 days after the school certifies tuition and fees.
4. **Effective Summer Quarter 2021** - International Students who are applying for an F1 Visa or Change of Status (COS) to study in the US are
  - a. 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.
  - b. Allowed to defer enrollment for 1 term at no additional fee, and 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. A deferral cannot be requested for greater than 4 terms. After 4 deferrals, a new application must be submitted.

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

## **Tuition**

Tuition is charged for enrollment in courses offered by UoNA. The university charges tuition on a per credit hour basis and the cost for each program is dependent on the number of credit hours required to meet graduation requirements. Individual student costs may vary depending on transfer credit or additional costs for repeated courses. The tuition rate is dependent on the program in which the student is enrolled. Tuition and fees are established/reviewed annually. The University reserves the right to adjust tuition and fees as necessary to maintain a sound program for students. UoNA will provide students with no less than 30 days' notice of any changes in tuition and fees.

### **Administrative Fee during an Approved Quarter Off (Vacation Term)**

Success in the academic programs relies on students having access to a work environment that allows them to apply the course content and activities. The University does not charge extra fees for its applied learning curriculum within each program. However, international students who wish to maintain active CPT during an approved quarter off (vacation term) will be required to pay a non-refundable administrative fee of \$585 and follow all requirements as designated by UoNA in order to maintain eligibility for CPT during an approved quarter off.

## ***Financial Policies***

### **Registration**

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

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

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

### **Payment of Fees**

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

### **Cancellation Period**

The University makes every effort to assure that applicants are properly counseled and admitted into the school's programs. Should, however, a new applicant decides to cancel his or her enrollment within three (3) days of acceptance (excluding weekends and holidays), the University will refund all monies, with the exception of the non-refundable, one-time admission application fee.

### **Add/Drop Period**

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

## Withdrawals

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

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

## Refund Policy

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

Status of Student	Date of Withdrawal	Refund Amount
New Student	During Cancellation Period	All monies paid; less the non-refundable \$100 Application Fee
New Student	After the Cancellation Period prior to the first day of class <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](mailto:info@uona.edu) with Scholarship Application in the subject line. Students will be informed of the status of their applications by email. UoNA reserves the right to limit of number of scholarships awarded based on eligibility and timeliness of application, and discontinue a scholarship and stop accepting applications at any time. Discontinued scholarships will be removed from publication in the catalog or catalog addendum.

### **Military Scholarship**

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

Award Amount:  
\$250 per course

#### **Eligibility Guidelines:**

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

### **Transition Scholarships**

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

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

#### Eligibility Guidelines:

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

### **Transfer Student Scholarships**

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

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

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

##### Award Amount:

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

##### Eligibility Guidelines:

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

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

### **Award Amount:**

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

### **Eligibility Guidelines:**

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

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

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

### **Award Amount:**

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

### **Eligibility Guidelines:**

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

## **UoNA ESports Scholarship**

In an effort to support UoNA's Esports Varsity Team, Esports Scholarship applications are being accepted to recruit local top talent. The intent of the sports program is to bolster related career opportunities for UoNA business and technology students. Applicants must be a **first-time** enrollee in one of UoNA's academic programs. The Esports scholarship is effective from Fall 2021, is not retroactive, and limited to qualified applicants only.

### **Award Amount:**

Up to a maximum of \$1000 of tuition costs each term for the duration of the student's academic program.

### **Eligibility Guidelines:**

- Applicants must submit an Esports Scholarship Application Form, which includes a portfolio of gameplay experience and accomplishments.
- Applicants must be accepted to a degree program and enroll for the term of acceptance.
- Students must maintain satisfactory academic progress and continuous program enrollment with no more than one quarter off per year.
- Scholarships are awarded as tuition credit only. No cash value.
- UoNA may use the student's story for marketing and promotional purposes.

## **UoNA Association of the United States Army (AUSA) Scholarship**

To convey its appreciation of the US military service men and women, UoNA is offering two full-tuition scholarships to eligible winners of the Annual Best Warrior Competition, which is organized by the AUSA. Winners should submit documentation of his/her Annual Best Warrior Competition award that is verified by AUSA and complete the UoNA admission process for an occupational associate's or bachelor's degree program. The scholarship is effective from the Fall 2020 term and is not retroactive.

### **Award Amount:**

Either a \$31,500 scholarship that covers the OA-SPM program's full-tuition costs OR \$63,000 scholarship that covers the BSBA or BSIT bachelor's program full-tuition costs.

### **Eligibility Guidelines:**

- One scholarship will be awarded to the NCO of the Year winner.
- One scholarship will be awarded to the Solider of the Year winner.
- Scholarships apply to all undergraduate degree programs offered by the university.
- Scholarship recipients are required to fulfill the application process and be actively enrolled in the selected undergraduate degree program within one (1) year from the award date.
- Student must maintain continuous program enrollment with no more than one quarter off per year and a cumulative GPA of 2.0 or higher or the student will lose eligibility for this scholarship.
- 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**



## MASTER'S DEGREE PROGRAMS



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

### College of Business and Management

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

### College of Technology

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

### *Elective Courses*

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

### *Earning Multiple Master's Degrees*

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

### *Integrated Applied Learning*

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

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

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

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

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

### ***International Master's Students***

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

The University of North America is authorized to issue I-20s for international students who will supplement their learning through work experience in the US utilizing CPT. The UoNA applied learning curriculum meets the requirements for CPT as authorized through SEVP. A CPT work experience may be paid or unpaid. The position may be part- or full-time. The location of the CPT work experience must be at the client's premises or the company for which the student is employed. Given the knowledge learned from colleagues, managers, and co-workers and the possibility of mentorships, students are not allowed to work in any capacity from home.

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

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

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

## **COLLEGE OF BUSINESS AND MANAGEMENT**

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

#### ***Overview***

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

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

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

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

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

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

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

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

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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

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

## Curriculum

The curriculum for the MSAF degree is shown below:

Course #	Course Title	Credit Hours
<b>Common Core Courses (9 credits):</b>		
MGMT515	Management that Transforms	4.5
TECH515	Technology that Transforms	4.5
<b>Program Core Courses (22.5 credits):</b>		
ACCT520	Accounting for Decision Making	4.5
ACCT521	Advanced Accounting	4.5
ECON520	Managerial Economics	4.5
FINS520	Finance for Decision Making	4.5
QANT510	Statistics for Decision Making	4.5
<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	ACCT 522 Principles of Taxation
		ACCT523 Auditing
		ACCT524 International Accounting
	Group 2 Electives	FINS530 Financial Data / Statistics Management
		FINS540 Investment Portfolio Management
		FINS550 Case Studies in Financial Analysis and Reporting
		Elective Total 18
<b>Capstone Course (4.5 credits):</b>		
CAPS600	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/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

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

## MASTER OF BUSINESS ADMINISTRATION (MBA)

Eligible students may apply to take the MBA program through 100% online delivery

### **Overview**

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

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

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

### **Course/Credit Requirements**

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

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

### **Program Objectives**

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

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

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

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

### ***Program Length***

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

### ***Program Sequence***

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

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

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

### ***Curriculum***

The curriculum for the MBA degree is shown below:

<b>Course #</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b><i>Common Core Courses (9 credits):</i></b>		
MGMT515	Management that Transforms	4.5
TECH515	Technology that Transforms	4.5
<b><i>Program Core Courses (22.5 credits):</i></b>		
ACCT520	Accounting for Decision Making	4.5
ECON520	Managerial Economics	4.5
FINS520	Finance for Decision Making	4.5
MKTG571	Marketing Management	4.5
QANT510	Statistics for Decision Making	4.5
<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>		
CAPS600	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/area or from a range of disciplines/areas. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

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



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

## **Overview**

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

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

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

## **Course/Credit Requirements**

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

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

## **Program Objectives**

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

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

1. Utilize contemporary theories of education and training through the integration of technology, which is demonstrated by successful completion of the exercises and projects required in the common- and program-core courses, and capstone course;

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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

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

## Curriculum

The curriculum for the MSEIT degree is shown below:

Course #	Course Title	Credit Hours
<b>Common Core Courses (9 credits):</b>		
MGMT515	Management that Transforms	4.5
TECH515	Technology that Transforms	4.5
<b>Program Core Courses (22.5 credits):</b>		
EITE510	Principles of Learning/Teaching Strategies and Methods	4.5
EITE520	Transformational Education/Instruction	4.5
EITE530	Contemporary Classroom Approaches	4.5
EITE540	Integrating Technology in the Classroom	4.5
EITE550	Ethical Considerations for Educational/Instructional Technologies	4.5
<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>		
CAPS600	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/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

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

## COLLEGE OF TECHNOLOGY

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

#### *Overview*

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

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

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

#### *Course/Credit Requirements*

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

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

#### *Program Objectives*

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

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

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

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

### ***Program Length***

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

### ***Program Sequence***

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

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

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

### ***Curriculum***

The curriculum for the MSCS degree is shown below:

<b>Course #</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b><i>Common Core Courses (9 credits):</i></b>		
MGMT515	Management that Transforms	4.5
TECH515	Technology that Transforms	4.5
<b><i>Program Core Courses (22.5 credits):</i></b>		
CMSC501	Structure of Programming Languages	4.5
CMSC512	Computer Architecture	4.5
CMSC530	Operating System Internals	4.5
INST569	Data and System Security	4.5
TECH540	Database Management Systems	4.5
<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>		
CAPS600	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/area or from a range of disciplines/areas. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

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

# MASTER OF SCIENCE IN CYBER SECURITY (MSCYS)

## Overview

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

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

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

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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

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



## Curriculum

The curriculum for the MSCYS degree is shown below:

Course #	Course Title	Credit Hours
<b>Common Core Courses (9 credits):</b>		
MGMT515	Management that Transforms	4.5
TECH515	Technology that Transforms	4.5
<b>Program Core Courses (22.5 credits):</b>		
INST 540	Principles of Information Security	4.5
INST 541	Information Security Policy	4.5
INST 542	Information Security Risk and Vulnerability	4.5
INST 569	Data and System Security	4.5
INST 570	Information Security Ethics and Legal Aspects	4.5
<b>Elective Courses (18 credits):</b>		
A <u>minimum</u> of 4 4.5 credit elective courses, which includes at least <u>2</u> of the MSCYS elective course listed.	CYBR 501	Cloud and Security Control
	CYBR 502	System Defense and Network Security
	CYBR 550	Cybersecurity Range Lab Simulations and Training
	CMSC 530	Operating System Internals
	CMSC 580	System Architecture and Security Design
	INST 543	Forensics and Incident Response
		Total Electives 18
<b>Capstone Course (4.5 credits):</b>		
CAPS600	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/area or from a range of disciplines/areas. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

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

# MASTER OF SCIENCE IN INFORMATION TECHNOLOGY (MSIT)

## **Overview**

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

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

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

## **Course/Credit Requirements**

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

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

## **Program Objectives**

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

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

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

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

### ***Program Length***

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

### ***Program Sequence***

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

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

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

### ***Curriculum***

The curriculum for the MSIT degree is shown below:

<b>Course #</b>	<b>Course Title</b>	<b>Credit Hours</b>
<b><i>Common Core Courses (9 credits):</i></b>		
MGMT515	Management that Transforms	4.5
TECH515	Technology that Transforms	4.5
<b><i>Program Core Courses (22.5 credits):</i></b>		
INST534	Computer and Information Networking	4.5
INST574	Management Information Systems	4.5
INST569	Data and System Security	4.5
TECH540	Database Management Systems	4.5
TECH581	Electronic Business Systems	4.5
<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>		
CAPS600	Graduate Capstone	4.5
<b><i>Minimum Credits required for MSIT</i></b>		<b>54</b>

### ***Elective Courses***

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

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

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

## Overview

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

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

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

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

### ***Admission Requirements***

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

### ***Program Length***

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

### ***Program Sequence***

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

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

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

## Curriculum

The curriculum for the MSMDA degree is shown below:

Course #	Course Title	Credit Hours	
<b>Common Core Courses (9 credits):</b>			
MGMT515	Management that Transforms	4.5	
TECH515	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>			
CAPS600	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/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

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

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

## Overview

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

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

## Course/Credit Requirements

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

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

## Program Objectives

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

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

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



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

### ***Admission Requirements***

In addition to the admission requirements for all master's programs, to be accepted to the MSSAE program, applicants are required to have an undergraduate or graduate degree in information technology, or an undergraduate or graduate degree in engineering, computer science, mathematics, or other science majors. Requests for transfer credit, advanced standing or prior professional experience must meet UoNA policies.

### ***Program Length***

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

### ***Program Sequence***

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

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

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

## Curriculum

The curriculum for the MSSAE degree is shown below:

Course #	Course Title	Credit Hours	
<b>Common Core Courses (9 credits):</b>			
MGMT515	Management that Transforms	4.5	
TECH515	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
			Elective Total 18
<b>Capstone Course (4.5 credits):</b>			
CAPS600	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/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

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

## POST-BACHELOR'S CERTIFICATE PROGRAM



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

### ORGANIZATIONAL LEADERSHIP (OL)

#### *Overview*

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

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

#### *Course/Credit Requirements*

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

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

#### *Program Objectives*

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

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

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

### **Admission Requirements**

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

### **Program Length**

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

### **Program Sequence**

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

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

### **Curriculum**

The curriculum for the OL certificate is shown below:

Course #	Course Title	Credit Hours
<b>Common Core Courses (9 credits):</b>		
MGMT572	Strategic Planning and Management	4.5
MGMT542	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 concentration in one area or elective courses across more than one area.	4.5
Elective 2		4.5
Elective 3		4.5
Elective 4		4.5
<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:

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

### ***Elective Courses***

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

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

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



## Overview

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

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

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

## Application Deadlines

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

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

## ***Program Admission Requirements***

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

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

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

## Master's Program Admissions Checklist

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

- Completed UoNA Application for Admission form submitted with the \$100 Application Fee (one-time, non-refundable) in U.S. currency by electronic payment online.
- UoNA Master's Program Education and Career Goals Form.
- Copy of official transcript for an earned bachelor's degree from an accredited U.S. institution at the time of admission.
- Documentation of a bachelor's degree from a non-U.S. institution may be submitted for admissions and academic department review.
- An official academic transcript issued by the U.S. institution or a certified copy of international credentials from all institutions which awarded the applicant's bachelor degrees/coursework is required prior to students starting class (minimum credential level).
- 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.
- Copy of official transcript for an earned bachelor's or master's degree from an accredited U.S. institution at the time of admission.
- Documentation of a bachelor's or master's degree from a non-U.S. institution may be submitted for admissions and academic department review.
- An official academic transcript issued by the U.S. institution or a certified copy of international credentials from all institutions which awarded the applicant's bachelor's or master's degrees/coursework is required prior to students starting class.
- 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 the international transcripts be reviewed for determining eligible transfer credit, the transcripts must be reviewed by an approved educational credential evaluation agency—AACRAO International Education Services (prior to 2016), or a member of the Association of International Evaluators (AICE) or National Association of Credential Evaluation Services to confirm equivalency to a degree from an accredited U.S. institution.

## English Language Proficiency Master's and Post-Bachelor's Certificate Programs Policy

All master's and post-bachelor's certificate students are admitted to UoNA based on their potential to successfully complete their selected program. All accepted students whose native language is not English **must fulfill one** of the following requirements:

- Take the English placement pre-test on arrival to UoNA prior to registering for courses.
  - If a score of 75 or higher is achieved, English review courses will not be required and the student proceeds directly into the degree program courses.
  - If a score of 74 to 65 is achieved, the student will be required to take English Review courses in addition to the program's common core or elective courses in their first quarter of study. Up to three (3) subsequent English review courses *may* be required based on the student's post-test score, which is given at the end of each review course.
  - If a score of **less than** 65 is achieved, the student will be required to transfer to the ESOL certificate program, and enter the degree program when the student has demonstrated English Proficiency according to admissions requirements.
- OR during the admissions process, an applicant **may** elect to provide one of the following to fulfill the English Proficiency requirement:
  - Documentation of an earned degree in which English is the principle language of instruction from an accredited institution recognized by the U.S. Dept. of Education or a non-U.S. institution that is recognized by its government's higher education authority
  - Verification from a non-U.S. post-secondary institution in which English is the principle language of instruction and evidence that certifies the applicant successfully completed a minimum of two years of study at the institution
  - Acceptable test score from an English proficiency tests that is recognized by UoNA:

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



## **Admission Procedure**

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

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

When the admissions review process is complete, an acceptance or declination by academic department staff will be determined. All applicants will be notified of the decision electronically at the e-mail address provided by the applicant. A print-copy of the admission letter will also be sent to the applicant.

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

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

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

## ***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 course if the student has requisite knowledge of the content of the course being replaced or based on a student's career interest. A **maximum** of 9 credits may be approved for substitution of a master's program's 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 courses. Military transcripts to document American Council on Education (ACE) recommended college credit for US military training and occupational experience can be requested from the Joint Service Transcript (JST). A student may order his/her official JST electronically when they are accepted to UoNA. Credits may be applied toward appropriate core/elective courses.

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

### **ADVANCED PLACEMENT**

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

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

### **PROFESSIONAL EXPERIENCE CREDIT EQUIVALENCY**

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

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

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

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

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

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

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

Students seeking consecutive degrees from UoNA will have appropriate courses from the first degree earned at UoNA transferred to the second degree, provided the degrees are at the same credential level. Capstone course credits may not be transferred from the first UoNA degree to an additional degree, a capstone course must be completed for each program.

### ***Graduation Requirements***

In order to graduate, all students must:

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

### ***Graduation Process***

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

### ***Time Limits for Completion***

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

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

### ***Transcript Requests***

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

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

## SATISFACTORY ACADEMIC PROGRESS (SAP) POLICY



### ***Purpose***

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

### ***Definition***

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

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

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

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

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

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

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

### ***Maximum Time Frame (MTF)***

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

$$\text{MTF} = \text{NPL} \times 1.5$$

At UoNA, Normal Program Length is 54 credits for all Master's programs and 27 credits for all Post-Bachelor's Certificate programs. Therefore, the MTF in credit hours is calculated as follows:

**Master's Program MTF: 54 credits x 1.5 = 81 credits**

**Post-Bachelor's Certificate Program MTF: 27 credits x 1.5 = 40.5 credits**

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

## **Attempted Credits**

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

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

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

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

## **Earned Credits**

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

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

## **Transfer credits**

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

## ***Required Minimum Completion Percentage (MCP)***

To ensure that students are making SAP, all enrolled students are required to achieve a certain Minimum Completion Percentage at each evaluation point during their studies. The University evaluates the successful course completion percentages for each master's program student at 4 different evaluation points: 33%, 56%, 78% and 100% of the Maximum Time Frame, and at 2 different evaluation points for post-bachelor's program students: 50% and 100%.

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

## **Completion Percentage: Earned Credits / Attempted Credits**

The Required Minimum Completion Percentage based on attempted credits at each of the evaluation point are presented in Tables IA and IB.

**Table IA: Master's Program Evaluation Point and Required Minimum Completion Percentage**

<b>Evaluation Point % of MTF Attempted (in credits)</b>	<b>Minimum Credits Earned</b>	<b>Minimum Completion Percentage (% of Attempted Credits)</b>
At <b>33%</b> of MTF (27 Credits)	*13.5 Credits	*50%
At <b>56%</b> of MTF (45 Credits)	*27 Credits	*60%
At <b>78%</b> of MTF (63 Credits)	*40.5 Credits	*64%
At <b>100%</b> of MTF (81 Credits)	**54 Credits	**67%

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

***\*\*A student not meeting standards will be dismissed.***

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

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

**Table IB: Post-Bachelor's Certificate Program Evaluation Point and Required Minimum Completion Percentage**

<b>Evaluation Point % of MTF Attempted (in credits)</b>	<b>Minimum Credits Earned</b>	<b>Minimum Completion Percentage (% of Attempted Credits)</b>
At 50% of MTF (13.5 Credits)	*7 Credits	*50%
At <b>100%</b> of MTF (27 Credits)	**27 Credits	**67%

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

***\*\*A student not meeting standards will be dismissed.***

Following the above Table IB, after a student has attempted 13.5 credits, he/she must have successfully completed at least 7 credits. Failure to meet such a requirement will result in academic probation. When a student attempted 27 credits and still could not earn 27 credits, he/she will be dismissed from the program; no probation will be allowed.

***Required Minimum Cumulative Grade Point Average (CGPA)***

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

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

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

**Table IIA: Master’s Program CGPA Requirements**

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

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

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

**Table IIB: Post Bachelor’s Certificate Program CGPA Requirements**

<b>Evaluation Point % of MTF Attempted (in credits)</b>	<b>Dismissal Points</b>	<b>Probation Period</b>
At <b>50%</b> of MTF (13.5 Credits)	No dismissal is required	CGPA < 2.50
At <b>100%</b> of MTF (40.5 Credits)	CGPA < 3.00	No probation is allowed. Dismissal is required.

For example, if a student’s CGPA falls below 2.50 at the 50% evaluation point, the student will be put on academic probation. No dismissal is required at this stage. At 100% of MTF, or graduation, whichever occurs sooner, the student must have completed all of the program requirements with a CGPA of 3.0 or above in the program. The student who cannot bring his/her CGPA up to 3.0 at the end of 100% MTF will not be able to graduate and will be dismissed from the program; no degree will be awarded.

***Cumulative Grade Point Average (CGPA) Calculation***

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

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

$$\text{CGPA} = \text{GPAPTS} / \text{Credits Earned}$$



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

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

### **Grading Scale and Impact on SAP**

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

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

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

### **Incompletes**

The grade of Incomplete (“I”) is granted in cases where students in good standing are in need of additional time to complete course requirements due to extenuating circumstances. If the remaining coursework has not been submitted within 4 weeks of the end of the term, the “I” automatically becomes a grade of “F” or “U” unless an extension is granted by their Academic Advisor.

### **Withdrawals**

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

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

## **Repeat Courses**

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

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

## **NP Option**

Students who find that they are experiencing academic difficulties after the midpoint in the term may petition for a grade of “No Pass” which is designated as an “NP” on the transcript. Students are required to repeat courses for which a grade of NP was record if the course was a required course for their curriculum. If the course was an elective, students may replace the credits with an alternative course to fulfill curriculum requirements.

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

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

## ***SAP Academic Standings and Actions***

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

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

There are four different academic statuses:

### **1. Good Academic Standing:**

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

## **2. Academic Warning Status:**

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

## **3. Academic Probation Status:**

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

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

### **Veteran Students**

Students receiving US VA GI Bill benefits will continue to be eligible to receive benefits during their initial placement on academic probation after they have met with an academic department designee and agreed to an Individual Education Plan to improve their progress within the subsequent quarter.

Students who fail to improve their satisfactory academic progress by the end of the one-quarter probationary period will be academically withdrawn. Students receiving US VA GI benefits who fail to improve their progress within the subsequent quarter will no longer be eligible to receive benefits.

All students may file an appeal and, if approved, be granted an extended probationary period to make progress; however, during the appeal process and while on an extended probationary period, the student will be responsible for all tuition and fees during this time. On making satisfactory academic progress, students, including US VA GI benefit students, may re-apply for eligible benefits for subsequent quarters of study.

## **4. Academic Dismissal/Withdrawal:**

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

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

### ***Appeals and Readmissions***

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

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

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

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

### ***Change of Program***

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

### ***Additional Program***

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

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

## COURSE DESCRIPTIONS



### **Graduate Course Prefix Abbreviation**

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

All course codes are preceded by four-character abbreviations that are used to represent the area of study. These areas of study abbreviations are followed by three numbers that are used to qualify the level of study. All UoNA Master's level courses are within the range of 500 – 598, except the CAPSTONE course which is identified as 600.

### **Prerequisites**

Prerequisites denote the courses that must have been completed in prior quarters before taking certain courses. No prerequisite course is required unless it is specified in the individual course description below. The Common Core Courses, MGMT515 and TECH 515, are prerequisites before a master's student takes his/her declared **program** core courses.

### **Common Core Courses**

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

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

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

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

### **Program/Core Courses**

The Common Core Courses, MGMT515 and TECH 515, are prerequisites before a master's student takes his/her declared **program** core courses; if the student is taking a course from another program as an elective, the common core prerequisite may be waived.

**ACCT 520 Accounting for Decision Making****4.5 credit hours**

*Prerequisites: MGMT 515 and TECH 515.* In this course, students will gain an understanding of the principles and analytical techniques relating to corporate financial management. Students will develop, interpret and apply accounting information used in effective managerial decision making. In addition, students will be exposed to reporting and analysis requirements related to inventory, fraud, internal control and cash, receivables, long-live assets, and liabilities.

**CMSC 501 Structure of Programming Languages****4.5 credit hours**

*Prerequisites: MGMT 515 and TECH 515.* In this course, students will develop a foundational understanding of programming languages including programming paradigms, programming language processors, syntax and semantics, data types and structures, recursion, data control, storage management, and operating and programming environments.

**CMSC 512 Computer Architecture****4.5 credit hours**

*Prerequisites: MGMT 515 and TECH 515.* In this course, students are introduced to fundamentals of computer architecture and analyze efficiencies associated with computer hardware, systems software, CPU architecture, and memory hierarchies and data concepts. Through an in depth, non-engineering study of the inner workings of modern computer systems, students will gain insight into the organization and structure of computing systems.

**CMSC 530 Operating Systems Internals****4.5 credit hours**

*Prerequisites: MGMT 515 and TECH 515.* In this course, students will explore the internal operation of modern computing systems and develop an understanding of Software I/O buffering and concurrent processes, including mutual exclusion, synchronization, deadlock, processor scheduling, memory management, and resource control, Hoare's monitors and file systems. Students will analyze the operating system kernel and its relationship with network and application development.

**CMSC 580 System Architecture and Security Design****4.5 Credit Hours**

*Prerequisites: MGMT 515 and TECH 515.* This course presents students with system architecture and enterprise architecture design, and its implementation. Students will examine and apply basic skills required for architectural design for data systems, application systems, technology systems, and for enterprise security. System integration and security implementation, which are the foundation for cybersecurity management, are also investigated.

**ECON 520 Managerial Economics****4.5 credit hours**

*Prerequisites: MGMT 515 and TECH 515.* In this course, students develop an understanding of the application of economic theory to managerial decision-making. Students will apply economic tools and techniques to analyze business problems and formulate solutions from both normative and positive perspectives. Students will learn to factor in variables from other social disciplines that affect the process of economic decision-making. Students will investigate present economic problems that impact local and international markets and explore currents of economic thought and strategies currently evolving to address them.

**EITE 510 Principles of Learning/Teaching Strategies and Methods 4.5 credit hours**

*Prerequisites: MGMT 515 & TECH 515.* In this course, students will review the principles of teaching methods and strategies that motivate learning. Students will investigate, interpret, and apply techniques used in effective classroom knowledge acquisition and management decision making. A range of approaches and their effectiveness will be explored, including individual student and group techniques and instructor-driven methods.

**EITE 520 Transformational Education/Instruction****4.5 credit hours**

*Prerequisite or Concurrent: EITE 510.* This course builds an understanding of innovative practices that transform instruction by utilizing learner-centered practices and technology in a range of educational environments. Applications of available digital tools and media for various levels of learners are examined. The impact of the integration of innovative practices with current methods is explored.

**EITE 530 Contemporary Classroom Approaches****4.5 credit hours**

*Prerequisites: MGMT 515 & TECH 515.* In this course, students demonstrate the application of contemporary classroom theory to knowledge management decision making. Modern tools and techniques, including learner-centered and digital resources, to address a range of challenges and formulate solutions are presented. Students will investigate and evaluate best practices for various classroom settings.

**EITE 540 Integrating Technology in the Classroom****4.5 credit hours**

*Prerequisites: MGMT 515 & TECH 515.* Students will develop an understanding of how to integrate technology in specific classrooms and learning environments. Applications and techniques to motivate learners and to collect, measure, and analyze learner outcomes are investigated. Students will explore practical methods to engage learners who are immersed in a technology- and media-driven society.

**EITE 550 Ethical Considerations for Educational / Instructional Technologies****4.5 credit hours**

*Prerequisites: MGMT 515 & TECH 515.* This course emphasizes the impact of technology on the values and behaviors of learners and teachers. The accountability and responsibility of digital users in learning / teaching contexts are considered. Students explore the effect of technology on interactions with others in and outside of the classroom, including online environments, and ways to promote ethical behaviors.

**FINS 520 Finance for Decision Making****4.5 credit hours**

*Prerequisites: MGMT 515 and TECH 515.* In this course, students will develop an understanding of essential concepts in finance and apply them to decision making. Students will explore how to link together strategic decision-making concepts with day-to-day management decisions. The course provides a practical approach as students examine risks and returns within organizations and in capital markets, budgeting and cost management, and investments for short- and long-term goals. Topics include key areas required to build and grow a fiscally healthy organization.

**INST 534 Computer and Information Networking****4.5 credit hours**

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

**INST 569 Data and System Security****4.5 credit hours**

*Prerequisites: MGMT 515 and TECH 515.* In this course, students examine the basic principles of data and information system security in the business enterprise. Students will explore topics such as identification, confidentiality, authentication, and integrity. Students will also focus on risk management including intrusion detection and mitigation. In addition, students will evaluate issues of organizational security and the attendant policy, legal, and ethical concerns.

**INST 574 Management Information Systems 4.5 credit hours**  
*Prerequisites: MGMT 515 and TECH 515.* In this course, students gain an overview of information systems in the business world. Students will study hardware; software; databases; telecommunication systems; the development and strategic use of information systems; and the social, legal, and ethical issues involved with information systems.

**MKTG 571 Marketing Management 4.5 credit hours**  
*Prerequisites: MGMT 515 and TECH 515.* In this course, students will develop an understanding of the marketing resources, activities and personnel required to identify customer requirements for products and services. Students will analyze marketing opportunities through new product or service development, strategic planning, electronic commerce, product strategies, and product mix. Students will also examine the relationship of marketing to overall organization planning.

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

**TECH 540 Database Management Systems 4.5 credit hours**  
*Prerequisites: MGMT 515 and TECH 515.* In this course, students will be introduced to the fundamental concepts of database management including aspects of database design, languages and implementation. Students will explore topics such as relational databases, database design, data storage and querying, transaction management, and system architecture. Students will also be given a brief overview of data warehousing, data mining and information retrieval.

**TECH 580 Technology in the Business Enterprise 4.5 credit hours**  
*Prerequisites: MGMT 515 and TECH 515.* In this course, students will investigate the value and uses of information systems and technology for business operations, management decision making, and strategic operations. Students will assess how managers can utilize information systems to facilitate planning, operations, and growth. Students will explore the role that technology currently plays and will increasingly play in enterprise operations.

**TECH 581 Electronic Business Systems 4.5 credit hours**  
*Prerequisites: MGMT 515 and TECH 515.* In this course, students will be introduced to electronic commerce applications in accounting, finance, information systems, computer science, and engineering. Students will examine electronic commerce from a global perspective in order to gain an understanding of applications of electronic commerce.

### ***Elective Courses***

Prerequisites as indicated for specific courses must be completed prior to taking the elective. Students have the option to take a program core course from a program in which they are not enrolled as an elective.



**ACCT 521    Advanced Accounting****4.5 credit hours**

*Prerequisite: ACCT520.* This course builds an understanding of the issues of the provision of relevant operational information to all of an organization's constituents - management, shareholders, auditors, and the public. Strategic cost analysis, firm valuation, and mergers and acquisitions will be discussed.

**ACCT 522    Principles of Taxation****4.5 credit hours**

This course introduces basic concepts of federal income taxation that are common to all types of taxpayers (i.e. individuals, corporations, and flow-through entities). Topics to be covered include tax policy objectives, tax accounting methods that affect the timing of income and expense recognition, concepts of gross income and trade or business expenses, income character, and tax issues associated with various property transactions.

**ACCT 523    Auditing****4.5 credit hours**

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

**ACCT 524    International Accounting****4.5 credit hours**

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

**CMSC 509    Software Methodology****4.5 credit hours**

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

**CMSC 583    Software Testing and Integration****4.5 credit hours**

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

**CMSC 585    Object Oriented Programming****4.5 credit hours**

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

**CMSC 589    Java Programming****4.5 credit hours**

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

**CMSC 580 System Architecture and Security Design****4.5 credit hours**

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

**CYBR 501 Cloud and Security Controls****4.5 credit hours**

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

**CYBR 502 System Defense and Network Security****4.5 credit hours**

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

**CYBR 550 Cybersecurity Range Lab Simulations and Training****4.5 credit hours**

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

**DATA 521 Tackling Big Data Challenges - Intro to Big Data****4.5 Credit Hours**

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

**DATA 522 Solving Big Data Problems – Data Analytics****4.5 Credit Hours**

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

**DATA 523 Big Data Technologies****4.5 Credit Hours**

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

**DATA 524 Information Visualization****4.5 Credit Hours**

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

**DATA 526 Advanced Analytics and Modeling****4.5 credit hours**

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

**DATA 530 Demonstrated Solutions with Analytics****4.5 credit hours**

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

**DATA 540 Deterministic Optimization Models****4.5 credit hours**

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

**ECON 540 Global Markets and Competitive Positioning****4.5 credit hours**

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

**EITE 505 Adaptive Teaching and Learning Approaches****4.5 credit hours**

*Prerequisite or Concurrent: EITE 510.* 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 515 Tools for Digital-Age Learning Strategies** **4.5 credit hours**

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

**EITE 525 Data-Driven Instruction for Individualized Learning** **4.5 credit hours**

This course focuses on data-driven instruction that is based on the continuous loop of introducing new and deeper content and assessing individual learner outcomes. Technologies that support compiling data and the analysis of information within this loop are examined. Students will evaluate the similarities and differences of data-driven instruction versus traditional approaches and the impact of each method.

**EITE 535 Outcome-Based Instructional Applications** **4.5 credit hours**

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

**EITE 545 Active Learning in the Collaborative Classroom** **4.5 credit hours**

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

**EITE 555 Strategies for Adapting System-Wide Technologies** **4.5 credit hours**

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

**FINS 530 Financial Data / Statistics Management** **4.5 credit hours**

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

**FINS 540 Investment Portfolio Management** **4.5 credit hours**

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

**FINS 550 Case Studies in Financial Analysis and Reporting** **4.5 credit hours**

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

**INST 518 Technology and Operations Management** **4.5 credit hours**

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

**INST 522 Database Design and Processing** **4.5 credit hours**

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

**INST 523 Database Administration** **4.5 credit hours**

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

**INST 524 Big Data and the Enterprise** **4.5 credit hours**

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

**INST 525 Business Intelligence and Data Warehousing** **4.5 credit hours**

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

**INST 540 Principles of Information Security** **4.5 credit hours**

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

**INST 541 Information Security Policy 4.5 credit hours**

In this course, students examine the role of security policies, standards and procedures in addressing business and technical risks. Students evaluate the importance of information assurance policies and deployment plans as part of the comprehensive strategic plan and operational objectives of the enterprise.

**INST 542 Information Security Risk and Vulnerability Assessment 4.5 credit hours**

*Prerequisite: INST541.* In this course, students research leading tools, technologies and methodologies used in identifying, prioritizing and mitigating information system threats and vulnerabilities; identify and evaluate security controls; and formulate risk mitigation strategies.

**INST 543 Forensics and Incident Response 4.5 credit hours**

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

**INST 570 Information Security Ethics and Legal Aspects 4.5 Credit Hours**

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

**MGMT 541 International Business 4.5 credit hours**

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

**MGMT 542 Principles of Global Management 4.5 credit hours**

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

**MGMT 560 Human Resource Management 4.5 credit hours**

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

**MGMT 561 Organizational Behavior and Ethics 4.5 credit hours**

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

**MGMT 572 Strategic Planning and Management 4.5 credit hours**

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

**MGMT 573 Project Management and Performance 4.5 credit hours**

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

**MGMT 574 Project Performance Management 4.5 credit hours**

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

**MGMT 575 Managing Project Risk and Quality 4.5 credit hours**

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

**MGMT 576 Teamwork and Project Management 4.5 credit hours**

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

**MSAE 530 Cloud and Mobile Computing****4.5 Credit Hours**

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

**MSAE 550 Emerging Systems and Technologies****4.5 Credit Hours**

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

**QANT 525 Probabilistic and Stochastic Models****4.5 credit hours**

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

**QANT 530 Statistical Estimation and Regression Analysis****4.5 credit hours**

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

**Capstone Course****CAPS 600 Graduate Capstone****4.5 credit hours**

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

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### ***English Review Courses***

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

#### **ENGR 001 English Review**

**4.5 credit hours**

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

#### **ENGR 002 Writing Essentials**

**4.5 credit hours**

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

#### **ENGR 003 Speaking Essentials**

**4.5 credit hours**

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

#### **ENGR 004 Review of Reading and Writing for Research**

**4.5 credit hours**

This course is focused on the following skills: (1) selecting, reading, and evaluating online and print sources for research; and (2) reviewing the principles and skills essential for professional writing using research. Exercises include developing technical worksheets, concept maps, and proposals.



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



## UNDERGRADUATE DEGREE PROGRAMS

In line 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.

In addition to the UoNA accredited master's degree programs, our undergraduate programs continue the tradition of providing quality education and ensuring affordability to a diverse group of students.

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

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

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

The main objective of UoNA's occupational associate's degree and diploma programs is career-preparation for entry- to mid-level employment positions upon graduation. Courses taken in these programs may or may not be eligible for transfer to higher credentials.

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

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

#### **Overview**

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

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

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

#### **BSBA Program Objectives**

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

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

#### **Graduation Requirements**

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 grade of not less than 0.7 (D-), out of 4.0, in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any bachelor's degree program is 270 quarter-hour credits.
3. Bachelor's students may transfer up to 126 quarter-hour credits of college credits earned at other accredited institutions.
4. The student must have completed a minimum of 180 quarter credit hours. The required distribution of these credit hours is shown below:

Course Type	BSBA	
General Education Courses	54 credits	12 courses
Common Core Courses	36 credits	8 courses
Program Core Courses	49.5 credits	11 courses
Elective Courses	36 credits	8 courses
Capstone Course	4.5 credits	1 course
Program Total	180 credits	40 courses

### **Program Length**

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

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

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

### **Program Sequence**

A student pursuing a bachelor's degree is required to earn a minimum of 54 credits from general education courses in the disciplines of (1) humanities, (2) social sciences, and (3) math and science; including a minimum of one general education course from each of the three disciplines.

In addition to the general education courses, students take 19 core courses (6 common core courses for all bachelor's programs and 13 program core courses which are specific to each program). The core courses of the BSBA program are designed to provide the tools necessary to address the business problems that face organizations today. They are designed to acquaint all students with an understanding of management and technology as they affect business, government, as well as not-for-profit organizations and to place these concepts in a cross-cultural and real-world context.

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

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

### **Curriculum**

The curriculum for the BSBA program is shown on the subsequent pages:

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

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
ENGL 101	Oral Communications	4.5
ENGL 102	English Composition	4.5
ENGL 103	Advanced Writing	4.5
MATH 101	College Algebra	4.5
MATH102	Calculus	4.5
QANT 301	Statistics	4.5
SOSC 101	Sociology	4.5
SOSC 102	Psychology	4.5
SOSC 103	Political Science	4.5
SOSC 201	Law and Ethics	4.5
SOSC 202	American Cultural Studies	4.5
SCIN 201	Future Studies	4.5

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

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
TECH 101	Introduction to Computers	4.5
ENGL 201	Business Communication	4.5
INST 201	Introduction to Information Systems	4.5
MGMT 201	Principles of Management	4.5
MGMT 203	Principles of Project Management	4.5
TECH 301	Technology Management	4.5
MGMT 306	Small Business Management	4.5
RESH 401	Research Methods	4.5

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

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
MGMT 202	Introduction to Business	4.5
MGMT 204	Human Resources Management	4.5
MGMT 302	Principles of Marketing	4.5
MGMT 303	Business Finance	4.5
MGMT 304	Leadership Theories and Practices	4.5
ECON 201	Principles of Economics	4.5
ECON 301	Introduction to Managerial Economics	4.5
ACCT 301	Principles of Accounting I	4.5
ACCT 302	Principles of Accounting II	4.5
MGMT 401	Organizational Behavior	4.5
MGMT 402	Business Law and Ethics	4.5

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

Students may choose from the various undergraduate-level core or elective courses offered in this and other programs. A sample selection of electives is listed as follows.

Course Number	Course Title	Credit Hours
ACCT 303	Taxation	4.5
ACCT 401	Financial Accounting	4.5
CMSC 201	Design and Analysis of Algorithms	4.5
CMSC 301	Introduction to Programming Logics	4.5
CMSC 403	Mobile Technology	4.5
ECON 302	Global Economy	4.5
ECON 303^	History of Economic Thought (Gen Ed elective)	4.5
ENGL 301^	Creative Writing (Gen Ed elective)	4.5
ENGL 302^	Asian American Writers (Gen Ed elective)	4.5
INST 202	Data Communications and Networking	4.5
INST 302	Computer Server Environment	4.5
INST 401	Business Intelligence	4.5
MATH 201	Discrete Mathematics	4.5

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

Course Number	Course Title	Credit Hours
CAPS 490	Undergraduate Capstone	4.5

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

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

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

Term	Type	Number	BSBA by Term	Credit Hours
5	GE	SOSC 202	American Cultural Studies	4.5
	GE	SCIN 201	Future Studies	4.5
	CC	MGMT 201	Principles of Management	4.5
6	CC	MGMT 203	Principles of Project Management	4.5
	PC	MGMT 202	Introduction to Business	4.5
	PC	MGMT 204	Human Resources Management	4.5
7	PC	ECON 201	Principles of Economics	4.5
	GE	QANT 301	Statistics	4.5
	CC	TECH 301	Technology Management	4.5
8	PC	MGMT 302	Principles of Marketing	4.5
	PC	MGMT 303	Business Finance	4.5
	PC	ACCT 301	Principles of Accounting I	4.5
9	PC	ECON 301	Introduction to Managerial Economics	4.5
	PC	MGMT 304	Leadership Theories and Practices	4.5
	PC	ACCT 302	Principles of Accounting II	4.5
10	EL	ENGL 301	Creative Writing	4.5
	PC	MGMT 401	Organizational Behavior	4.5
	EL	ACCT 303	Taxation	4.5
11	PC	MGMT 402	Business Law and Ethics	4.5
	CC	MGMT 306	Small Business Management	4.5
	EL	ECON 302	Global Economy	4.5
12	EL	ENGL 302	Asian American Writers	4.5
	EL	ACCT 401	Financial Accounting	4.5
	EL	ECON 303	History of Economic Thought	4.5
13	EL	INST 401	Business Intelligence	4.5
	EL	CMSC 403	Mobile Technology	4.5
	CC	RESH 401	Research Methods	4.5
14	CAP	CAPS 490	Undergraduate Capstone	4.5
			<b>Total Credits</b>	<b>180</b>



## ***College of Technology***

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

#### **Overview**

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

The purpose of the Bachelor of Science in Information Technology (BSIT) program is to prepare students to acquire knowledge in theoretical and practical applications in computer hardware, software, and information systems. Students participate in intensive computer laboratory assignments, become skilled in solving research problems, and conducting oral and written presentations.

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

#### **BSIT Program Objectives**

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

- Demonstrate the skills necessary to obtain an intermediate/advanced level position in computer and business-related industry.
- Demonstrate the basic knowledge and skills needed to continue the educational process toward more advanced training that leads to career advancement.
- Demonstrate strong proficiency in commonly used software applications.
- Perform effectively with other computer professionals in the field of information technology.
- Adapt to changing software applications through the use of reference manuals and software updates.

#### **Graduation Requirements**

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 grade of not less than 0.7 (D-), out of 4.0, in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any bachelor's degree program is 270 quarter credits.
3. Bachelor's students may transfer up to 126 quarter credit hours of college credits earned at other accredited institutions.
4. The student must have completed a minimum of 180 quarter credit hours. The required distribution of these credit hours is on the subsequent pages:

Course Type	BSIT	
General Education Courses	54 credits	12 courses
Common Core Courses	36 credits	8 courses
Program Core Courses	49.5 credits	11 courses
Elective Courses	36 credits	8 courses
Capstone Course	4.5 credits	1 course
Program Total	180 credits	40 courses

### **Program Length**

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

### **Program Sequence**

A student pursuing a bachelor's degree is required to earn a minimum of 54 credits from general education courses in the disciplines of (1) humanities, (2) social sciences, and (3) math and science; including a minimum of one general education course from each of the three disciplines.

In addition to the general education courses, students take 19 core courses (8 common core courses for all bachelor's programs and 11 program core courses which are specific to each program). The core courses of the BSIT program are designed to acquaint all students with an understanding of management and technology as they affect business, government, as well as not-for-profit organizations and to place these concepts in a cross-cultural context.

In addition to the core courses, students can personalize their course of study through a selection of 8 elective courses. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to develop their career paths.

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

### **Curriculum**

The curriculum for the BSIT program is shown on the subsequent pages:

**General Education Courses****12 Courses**

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
ENGL 101	Oral Communications	4.5
ENGL 102	English Composition	4.5
ENGL 103	Advanced Writing	4.5
MATH 101	College Algebra	4.5
MATH102	Calculus	4.5
QANT 301	Statistics	4.5
SOSC 101	Sociology	4.5
SOSC 102	Psychology	4.5
SOSC 103	Political Science	4.5
SOSC 201	Law and Ethics	4.5
SOSC 202	American Cultural Studies	4.5
SCIN 201	Future Studies	4.5

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

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
TECH 101	Introduction to Computers	4.5
ENGL 201	Business Communication	4.5
INST 201	Introduction to Information Systems	4.5
MGMT 201	Principles of Management	4.5
MGMT 203	Principles of Project Management	4.5
TECH 301	Technology Management	4.5
MGMT 306	Small Business Management	4.5
RESH 401	Research Methods	4.5

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

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
MATH 201	Discrete Mathematics	4.5
CMSC 201	Design and Analysis of Algorithms	4.5
INST 202	Data Communications and Networking	4.5
TECH 203	Network Management and Infrastructure	4.5
INST 301	Computer Hardware and Software	4.5
INST 302	Computer Server Environment	4.5
INST 401	Business Intelligence	4.5
CMSC 301	Introduction to Programming Logics	4.5
CMSC 302	Operating Systems	4.5
CMSC 303	JAVA Programming	4.5
CMSC 304	Software Engineering	4.5

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

Students may choose from the various undergraduate-level core or elective courses offered in this and other programs. A sample selection of electives is listed as follows.

Course Number	Course Title	Credit Hours
ACCT 301	Principles of Accounting I	4.5
CMSC 401	Database Management Systems	4.5
CMSC 402	Web Design and Development	4.5
CMSC 403	Mobile Technology	4.5
ECON 201	Principles of Economics	4.5
ECON 301	Introduction to Managerial Economics	4.5
ECON 302	Global Economy	4.5
ENGL 301^	Creative Writing (Gen Ed Elective)	4.5
ENGL 302^	Asian American Writers (Gen Ed Elective)	4.5
MGMT 202	Introduction to Business	4.5
MGMT 204	Human Resources Management	4.5
MGMT 302	Principles of Marketing	4.5
MGMT 303	Business Finance	4.5
MGMT 304	Leadership Theories and Practices	4.5
MGMT 402	Business Law and Ethics	4.5

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

Course Number	Course Title	Credit Hours
CAPS 490	Undergraduate Capstone	4.5

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

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

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

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

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

### **Overview**

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

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

### **OA-SPM Program Objectives**

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

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

### **Graduation Requirements**

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

1. Students enrolled in any undergraduate program must earn a Cumulative Grade Point Average (CGPA) of at least 2.0 (C), out of 4.0, and a minimum grade of not less than 0.7 (D-), out of 4.0, in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any occupational associate's degree program is 135 quarter credits.
3. Occupational associate's degree students may transfer up to 63 quarter-hour college credits earned at other accredited institutions.
4. The student must have completed a minimum of 90 quarter-hour credits. The required distribution of these credit hours is provided below.

Course Type	OA-SPM	
General Education Courses	19 credits minimum	4 to 5 courses
Program Core Courses	54 credits required	11 required courses
Elective Courses	17 credits minimum	3 to 4 courses
Program Total	90 credits minimum	18 courses minimum

### Program Length

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

### Program Sequence

Of the 18 required courses (90 minimum required credits) to earn the OA-SPM degree, 11 program core courses provide knowledge and applications essential for all supervisors and entry-level managers; 4 general education courses, minimum, provide insight for all citizens who want to contribute to society; and 3 self-selected elective courses, minimum, with an intra- or inter-industry-specific focus.

Students pursuing an occupational associate's degree in OA-SPM are required to earn a minimum of 19 but less than 22.5 quarter-hour credits from general education courses in the disciplines of humanities, social sciences, math and science, that are relevant to the student's education and career goals.

### Curriculum

The curriculum for the program includes the following courses:

Occupational Associate's Degree in Supervision and Project Management				
	Program Core	Didactic Credits (CR)	Lab CR	Total CR
<b>PROGRAM CORE</b> 11 courses	ACCT 201 Budgeting for Projects and Departments	4.5	1.0	5.5
	INST 201 Introduction to Information Systems	4.5		4.5
	MATH 201 Discrete Mathematics	4.5		4.5
	MGMT 201 Principles of Management	4.5		4.5
	MGMT 203 Principles of Project Management	4.5		4.5
	MGMT 204 Human Resource Management	4.5		4.5
	MGMT 225 Supervision of Field Technicians	4.5	1.0	5.5
	MGMT 250 Field Operations Management	4.5	1.5	6.0
	MGMT 304 Leadership Theories and Practice	4.5		4.5
	MGMT 401 Organizational Behavior	4.5		4.5
	TECH 301 Technology Management	4.5	1.0	5.5

	<b>General Education (Gen ED) Course Examples</b>	Didactic Credits (CR)	Lab CR	Total CR
<b>Example of 4 GEN ED courses minimum of 19 credits total</b>	SOCS 101 Sociology	4.5		4.5
	SOCS 201 Law and Ethics	4.5		4.5
	ENGL 101 Oral Communications	4.5		4.5
	MATH 101 College Algebra	4.5	1.0	5.5
	<b>Elective Courses Examples</b>			
<b>Example of ELECTIVE courses minimum of 17 credits total</b>	WITE 101 Wireless Infrastructure Technology I	4.5	1.5	<b>6.0</b>
	WITE 111 Wireless Infrastructure Technology II	4.5	1.0	<b>5.5</b>
	MGMT 215 Construction Project Management	4.5	1.0	<b>5.5</b>
	INST 202 Data Communications and Networking	4.5	1.5	<b>6.0</b>
	CMSC 302 Operating Systems	4.5	1.0	<b>5.5</b>
	INST 301 Computer Hardware and Software	4.5	1.0	<b>5.5</b>
	MGMT 306 Small Business Management	4.5	1.5	<b>6.0</b>
	ENGL 201 Business Communications	4.5	1.0	<b>5.5</b>
	MGMT 302 Principles of Marketing	4.5	1.0	<b>5.5</b>
	<b>Minimum Total Program Credits</b>	81	9	<b>90</b>

Example of an OA-SPM Program Sequence of Courses

### Academic Year (AY) 1

QTR: 1	Cr
MGMT 201 Principles of Management	4.5
INST 201 Introduction to Information Systems	4.5
Elective 1	6.0
Total credits	15.0
QTR: 2	Cr
ACCT 201 Budgeting for Projects and Depts	5.5
MGMT 203 Principles of Project Management	4.5
Elective 2	5.5
Total credits	15.5
QTR: 3	Cr
MATH 101 College Algebra	5.5
MGMT 204 Human Resource Management	4.5
TECH 301 Technology Management	5.5
Total credits	15.5
<b>Total Credits AY 1: 46.0</b>	

### Academic Year (AY) 2

QTR: 4	Cr
MATH 201 Discrete Mathematics	4.5
SOSC 101 Sociology	4.5
Elective 3	5.5
Total credits	14.5
QTR: 5	Cr
MGMT 225 Supervision of Field Technicians	5.5
ENGL 101 Oral Communications	4.5
MGMT 304 Leadership Theories and Practice	4.5
Total credits	14.5
QTR: 6	Cr
SOSC 201 Law and Ethics	4.5
MGMT 401 Organizational Behavior	4.5
MGMT 250 Field Operations Management	6.0
Total credits	15.0
<b>Total Credits AY 2: 44.0</b>	

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



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

### **Overview**

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

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

### **OA-SPM Program Objectives**

Of the 6, quarter-hour credit courses (31.5 minimum required credits) to earn the OMTI diploma, 3 program core courses provide the fundamentals for a range of field operations management and 3 self-selected elective courses with an intra- or inter-technical or management focus.

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 Requirements**

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 grade of not less than 0.7 (D-), out of 4.0, in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any diploma program is 1.5 times the minimum number of required credits.
3. Diploma program students may transfer up to 70 percent quarter-hour college credits earned at other accredited institutions.

### **Program Length**

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

## Course/Credit Requirements

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

Program Core (Concentration) Courses (15.0 Credits Required)	Required Core Courses, specifically as follows:  MGMT 201 Principles of Management                    4.5 Cr. – No Prerequisites INST 201 Introduction to Information Systems        4.5 Cr. – No Prerequisites MGMT 250 Field Operations Management            6.0 Cr. Prerequisite of MGMT 201
Elective Courses (16.5 required minimum)	16.5 Credits Minimum (3 Self-selected Technical Courses; each course is a total of 5.5 credits, 4.5 didactic; 1 lab)
Program Total (31.5 required minimum)	31.5 Credits

### Examples of OMTI Program Sequence of Courses\*

Example 1    Total Credits 31.5

QTR: 1	Cr
MGMT 201 Principles of Management	4.5
INST 201 Introduction to Information Systems	4.5
Elective 1	5.5
QTR 1 Total credits	14.5

QTR: 2	Cr
MGMT 250 Field Operations Management	6.0
Elective 2	5.5
Elective 3	5.5
QTR 2 Total credits	17.0

Example 2    Total Credits 31.5

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

QTR: 2	Cr
MGMT 250 Field Operations Management	6.0
INST 201 Introduction to Information Systems	4.5
Elective 3	5.5
QTR 2 Total credits	16.0

Example 3    Total Credits 31.5

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

QTR: 2	Cr
MGMT 250 Field Operations Management	6.0
INST 201 Introduction to Information Systems	4.5
Elective 3	5.5
QTR 2 Total credits	16.0

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

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

## **ADMISSION PROCEDURES AND POLICIES**

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

#### ***Overview***

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### ***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, for Permanent Residents, a copy of the Green Card).
- Proof of US high school, US GED, or evaluated, equivalent foreign institution transcript (minimum credential level).

Documentation of high school equivalency from a non-U.S. institution may be submitted for admissions and academic department review.

An official transcript issued by the US institution\* or an evaluated international credential from all institutions which awarded the applicant's high school diploma is required prior to students starting classes.

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

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

- Completed UoNA Application for Admission form submitted with the \$100 Application Fee (non-refundable) by electronic payment, cashier/bank checks, or money order payable to "The University of North America" in US currency.
- Completed UoNA Occupational Associate's / Diploma Program Education & Career form.
- Copy of a valid government-issued form of identification (a current passport or birth certificate, or, for Permanent Residents, a copy of the Green Card).
- Proof of US high school, US GED, or evaluated, equivalent foreign institution transcript (minimum credential level).

Documentation of high school equivalency from a non-U.S. institution may be submitted for admissions and academic department review.

An official transcript issued by the US institution\* or an evaluated international credential from all institutions which awarded the applicant's high school diploma is required prior to students starting classes.

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

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

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

A conditional acceptance may be granted for US or permanent residence applicants, who have graduated from a US high school. due to circumstances that are causing a delay with the transmission of the official copy of the student's HS transcript. However, official copies 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. This option is not available for non-US students.

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 a 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.

***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 the international transcripts be reviewed for determining eligible transfer credit, the transcripts must be reviewed by an approved educational credential evaluation agency—AACRAO International Education Services (prior to 2016), or a member of the Association of International Evaluators (AICE) or National Association of Credential Evaluation Services to confirm equivalency to a degree from an accredited U.S. institution.

## English Language Proficiency Undergraduate Policy

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

- Take the English placement pre-test on arrival to UoNA prior to registering for courses.
  - If a score of 70 or higher is achieved, English review courses will not be required and the student proceeds directly into the degree program courses.
  - If a score of 69 to 60 is achieved, the student will be required to take English Review courses in addition to appropriate program core and common core courses in their first quarter of study. Up to three (3) subsequent English review courses *may* be required based on the student's post-test score, which is given at the end of each review course.
  - If a score of **less than** 60 is achieved, the student will be required to transfer to the ESOL certificate program, and enter an undergraduate degree program when the student has demonstrated English Proficiency according to admissions requirements.
- OR during the admissions process, an applicant **may** elect to provide one of the following to fulfill the English Proficiency requirement:
  - Documentation of an earned degree in which English is the principle language of instruction from an accredited institution recognized by the U.S. Dept. of Education or a non-U.S. institution that is recognized by its government's higher education authority
  - Verification from a non-U.S. secondary or post-secondary institution in which English is the principle language of instruction and evidence that certifies the applicant successfully completed a minimum of two years of study at the institution
  - Acceptable test score from an English proficiency tests that is recognized by UoNA:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Military Transfer**

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

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

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

### **Advanced Placement**

Credit may be awarded for competency in a UoNA technical course’s objectives that is demonstrated through achieving a score of 80% or higher on an 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.

### **Course Substitutions**

Students may receive approval to substitute an elective course for a required bachelor’s or occupational associate’s program core course if the student has requisite knowledge of the content of the course being replaced. A maximum of 18 credits may be approved for substitution of a bachelor’s program’s core courses and a maximum of 9 credits may be approved for substitution of an occupational associate’s degree program. 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 the individual student’s education and future career goals and UoNA policies.



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

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

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

Bachelor's degree program students who are within 40 credits of completion of their degree may apply to register for select master's degree program courses, which will be applied toward their bachelor's program and may be applied as credit toward a related UoNA master's degree. Eligible students may take a maximum of 4 master's program courses (18 credits). To be eligible, students are required to have completed a minimum of 140 credits toward their bachelor's degree, including any transfer credits, with a CGPA of 2.5 or above, schedule an academic advising session, and submit their request to the Director of Academic Affairs for approval.

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

Bachelor's degree UoNA graduates seeking a second bachelor's degree from UoNA may have a maximum of 126 eligible credits from their first UoNA degree earned transferred to a second UoNA bachelor's degree.

Occupational associate's degree UoNA graduates seeking to matriculate to a UoNA bachelor's degree may have a maximum of 90 eligible credits from their degree earned transferred to a UoNA bachelor's degree.

### ***Graduation Requirements***

In order to graduate, all undergraduate students must:

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

### ***Time Limits for Completion***

Students enrolled in a bachelor's degree program are expected to complete their programs in 4.67 years. They are given up to 7 years from the date of initial enrollment to complete degree requirements. However, students may petition the academic department to receive an extension if it is aligned within the UoNA SAP policy.

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

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

### ***Transcript Requests***

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

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



## SATISFACTORY ACADEMIC PROGRESS (SAP) POLICY

### **Purpose**

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

### **Definition**

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

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

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

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

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

The University's Academic Department will conduct and manage all the activities involving the SAP policy. Students who fail to meet the SAP standards will be notified and advised. The specific policies, procedures, and standards of the University's SAP are explained in the following sections.

### **Maximum Time Frame (MTF)**

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

$$\text{MTF} = \text{NPL} \times 1.5$$

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

$$\text{MTF} = 180 \text{ credits} \times 1.5 = 270 \text{ credits}$$

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

At UoNA, Normal Program Length is 90 credits an Occupational Associate's Program. The MTF in credit hours is calculated as follows:

$$\text{MTF} = 90 \text{ credits} \times 1.5 = 135 \text{ credits}$$

Occupational Associate's program students must complete the program within 135 attempted credits. If a student is unable to complete the program within the MTF, the individual will be dismissed from the University and will not be eligible to receive a degree.

### **Attempted Credits**

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

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

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

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

### **Earned Credits**

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

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

### **Transfer credits**

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

### ***Required Minimum Completion Percentage (MCP)***

To ensure that students are making SAP, all enrolled students are required to achieve a certain Minimum Completion Percentage at each evaluation point during their studies. The University evaluates the successful course completion percentages for bachelor's program students at 5 different evaluation points at 20%, 40%, 60%, 80% and 100%; and 4 different evaluation points at 33%, 56%, 78% and 100% for occupational associate's program students of the Maximum Time Frame.

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

$$\text{Completion Percentage: Earned Credits / Attempted Credits}$$

The Required Minimum Completion Percentage based on attempted credits at each of the evaluation point are presented in Table I and 2.

**Table I: Bachelor’s Program Evaluation Point and Required Minimum Completion Percentage**

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

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

***\*\*A student not meeting standards will be dismissed.***

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

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

**Table 2: Occupational Associate’s Program Evaluation Point and Required Minimum Completion Percentage**

Evaluation Point % of MTF Attempted (in credits)	Minimum Credits Earned	Minimum Completion Percentage (% of Attempted Credits)
At <b>33%</b> of MTF (45 Credits)	*22.5 Credits	*50%
At <b>56%</b> of MTF (76 Credits)	*47 Credits	*60%
At <b>78%</b> of MTF (105 Credits)	*67 Credits	*64%
At <b>100%</b> of MTF (135 Credits)	**90 Credits	**67%

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

***\*\*A student not meeting standards will be dismissed.***

Following Table II, after an occupational associate’s program student has attempted 45 credits, he/she must have successfully completed at least 22.5 credits. Failure to meet such a requirement will result in academic probation.

An occupational associate’s program student who has attempted 76 or 105 credits must complete a minimum of 47 or 67 credits successfully. Otherwise, the student will be put on probation. When a student has attempted 135 credits and still could not earn 90 credits, he/she will be dismissed from the program; no probation will be allowed.

**Table 3: Diploma Program Evaluation Point and Required Minimum Completion Percentage**

Evaluation Point % of MTF Attempted (in credits)	Minimum Credits Earned	Minimum Completion Percentage (% of Attempted Credits)
At <b>50%</b> of MTF (Minimum Required Credits times 1.5)	*50%	*67%
At <b>100%</b> of MTF (Minimum Required Credits times 1.5)	*100%	**100%

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

***\*\*A student not meeting standards will be dismissed.***

***Required Minimum Cumulative Grade Point Average (CGPA)***

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

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

As shown in Table 3 and Table 4 below, bachelor's and occupational associate's degree program students must meet the required minimum CGPA at each MTF evaluation point. The corresponding probation or dismissal points are listed.

**Table 4: Bachelor's Degree Program CGPA Requirement**

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

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

**Table 5: Occupational Associate's Degree Program CGPA Requirement**

Evaluation Point % of MTF Attempted (in credits)	Dismissal Points	Probation Period
At <b>33%</b> of MTF (45 Credits)	No dismissal is required	CGPA < 1.00
At <b>56%</b> of MTF (76 Credits)	CGPA < 1.25	1.25 < CGPA < 1.50
At <b>78%</b> of MTF (105 Credits)	CGPA < 1.50	1.50 < CGPA < 1.75
At <b>100%</b> of MTF (135 Credits)	CGPA < 2.00	No probation is allowed. Dismissal is required.

For example, if an occupational associate's degree student's CGPA falls below 1.00 at the 33% evaluation point, the student will be put on academic probation. No dismissal is required at this stage. However, if a student's CGPA falls below 1.25 at the 56% MTF evaluation point, the student will be dismissed from the program.

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

**Table 6: Diploma Program CGPA Requirement**

Evaluation Point % of MTF Attempted (in credits)	Dismissal Points	Probation Period
At <b>50%</b> of MTF (Minimum Required Credits times 1.5)	No dismissal is required	CGPA < 2.00
At <b>100%</b> of MTF (Minimum Required Credits times 1.5)	CGPA < 2.00	No probation is allowed. Dismissal is required.

### **Cumulative Grade Point Average (CGPA) Calculation**

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

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

$$\text{CGPA} = \text{GPAPTS} / \text{Credits Earned}$$

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

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

### **Grading Scale and Impact on SAP**

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

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



## **Incompletes**

The grade of Incomplete (“I”) is granted in cases where students in good standing are in need of additional time to complete course requirements due to extenuating circumstances. If the remaining coursework has not been submitted within 4 weeks of the end of the term, the “I” automatically becomes a grade of “F” or “U” unless an extension is granted by their Academic Advisor.

## **Withdrawals**

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

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

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

## **Repeat Courses**

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

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

## **NP Option**

Students who find that they are experiencing academic difficulties after the midpoint in the term may petition for a grade of “No Pass” which is designated as an “NP” on the transcript. Students are required to repeat courses for which a grade of NP was record if the course was a required course for their curriculum. If the course was an elective, students may replace the credits with an alternative course to fulfill curriculum requirements.

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

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

## **SAP Academic Standings and Actions**

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

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

There are four different academic statuses:

### **1. Good Academic Standing:**

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

### **2. Academic Warning Status:**

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

### **3. Academic Probation Status:**

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

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

## **Veteran Students**

Students receiving US VA GI Bill benefits will continue to be eligible to receive benefits during their initial placement on academic probation after they have met with an academic department designee and agreed to an Individual Education Plan to improve their progress within the subsequent quarter.

Students who fail to improve their satisfactory academic progress by the end of the one-quarter probationary period will be academically withdrawn. Students receiving US VA GI benefits who fail to improve their progress within the subsequent quarter will no longer be eligible to receive benefits.

All students may file an appeal and, if approved, be granted an extended probationary period to make progress; however, during the appeal process and while on an extended probationary period, the student will be responsible for all tuition and fees during this period. On making satisfactory academic progress, students, including US VA GI benefit students, may re-apply for eligible benefits for subsequent quarters of study.

#### **4. Academic Dismissal:**

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

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

#### ***Appeals and Readmissions***

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

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

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

In the case that a student fails to attain a minimum GPA of 2.0 at the end of the academic probationary period, the student will be dismissed and the statement "Academic Dismissal" will be entered into the student's permanent record. Academic dismissal normally is permanent unless, with a good cause, students reapply and are accepted under special consideration for readmission by the University.

#### ***Change of Program***

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

#### ***Additional Program***

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

# UNDERGRADUATE COURSE DESCRIPTIONS



## **Course Prefix Abbreviation**

ACCT	Accounting	MGMT	Management
CMSC	Computer Science	MKTG	Marketing
COMM	Communication	QANT	Quantitative Studies
DATA	Big Data	RESH	Research
ECON	Economics	SOSC	Social Science
ENGL	English	SCIN	Science
FINS	Finance	TECH	Technology
INST	Information Systems	CAPS	Capstone
MATH	Mathematics	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 – 400. Master’s level courses are within the range of 500 – 598, except Master’s level Capstone courses which are identified as 600.

## **Prerequisites**

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

## **General Education Courses**

The four (4) general education courses suggested for the occupational associate’s (OA) degree programs are annotated with an “\*\*\*”

### **ENGL 101 Oral Communications \*\* 4.5 credit hours**

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

### **ENGL102 English Composition 4.5 credit hours**

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

**ENGL 103    Advanced Writing****4.5 credit hours**

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

**MATH 101    College Algebra \*\*****4.5 credit hours**

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

Occupational associate's degree program students are required to take a 1 credit lab in addition to the 4.5 didactic component of Math 101.

**MATH 102    Calculus****4.5 credit hours**

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

**QANT 301    Statistics****4.5 credit hours**

*Prerequisite: MATH 101 College Algebra.*

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

**SCIN 201    Future Studies****4.5 credit hours**

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

**SOSC 101    Sociology \*\*****4.5 credit hours**

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

**SOSC 102 Psychology 4.5 credit hours**

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

**SOSC 103 Political Science 4.5 credit hours**

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

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

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

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

*Prerequisite: SOSC 101 Sociology.* In this course, students will explore the concept of American culture and develop a better understanding of the different cultural groups which constitute American society today. Through readings and discussions, numerous cultural groups will be investigated, with their respective socio-historical developments and diverse impacts on American culture. Additional 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.

**Core Courses**

This section includes bachelor's program common and program core courses. Courses for occupational associate's degree programs are annotated with an "\*\*\*"

**ACCT 201 Budgeting for Projects and Departments \*\* 5.5 credit hours**

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

**ACCT 301 Principles of Accounting I 4.5 credit hours**

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

**ACCT 302 Principles of Accounting II****4.5 credit hours**

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

**ACCT 303 Taxation****4.5 credit hours**

*Prerequisite: ACCT 302 Principles of Accounting II.* In this course, students will be introduced to taxation with emphasis on the five sections of the Income Tax Act and how these laws and regulations apply in the preparation of personal and business tax returns. This course provides an overview of federal income taxes for individuals, partnerships, and corporations. Topics include tax law, electronic research and methodologies and the use of technology for the preparation of individual and business tax returns.

**ACCT 401 Financial Accounting****4.5 credit hours**

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

**CMSC 201 Design and Analysis of Algorithms****4.5 credit hours**

*Prerequisite: MATH 201 Discrete Mathematics.* Students in this course will be introduced to important data structures and fundamental principles of algorithm design in computer science that are used to efficiently solve computing problems. Topics explored include analysis of algorithm efficiency, plus hash, heap, graph, tree, sorting and searching, brute force, decrease-and-conquer, and transform-and-conquer. Dynamic programming, greedy programming, and the divide-and-conquer design paradigm, with applications to fast sorting, searching, and multiplication will also be integrated into course material.

**CMSC 301 Introduction to Programming Logics****4.5 credit hours**

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

**CMSC 302 Operating Systems \*\*****4.5 credit hours**

In this course, students will examine the key structures and mechanisms of operating systems. Topics covered, and applications and exercises, will include CPU scheduling, multi-threads, concurrent processes, memory management, file systems, storage subsystems, and input/output management. Students will explore the latest operating systems technologies and developments, and future implications.

Occupational associate's degree program students are required to take a **1-credit lab** in addition to the 4.5-didactic component of CMSC 302.

**CMSC 303 JAVA Programming****4.5 credit hours**

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

**CMSC 304 Software Engineering****4.5 credit hours**

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

**ECON 201 Principles of Economics****4.5 credit hours**

Students participating in this finance-oriented course will gain foundational knowledge about basic economics as it applies to themselves, institutions, business firms and societies at large. Student consideration of solutions to economic challenges in the 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 301 Introduction to Managerial Economics****4.5 credit hours**

*Prerequisite: ECON 201 Principles of Economics.* Students in this course will explore how the profitability of companies can be increased through the application of economic analysis to a wide array of business problems. Emphasis will be placed on practically applying various economic tools to real-world issues rather than relying only on purely theoretical understandings of managerial economics.

**ENGL 201 Business Communication \*\*****4.5 credit hours**

In this course, students will develop essential business communication skills needed to function and succeed in business and workplace settings, while at the same time increasing their knowledge about major business management areas. Marketing and human resource management (HRM) will be focused on by utilizing industry studies on these topics. Class activities will include discussions, vocabulary previews, applied exercises, and task-based assignments.

Occupational associate's degree program students are required to take a 1 credit lab in addition to the 4.5 didactic component of ENGL 201.

**INST 201 Introduction to Information Systems \*\*****4.5 credit hours**

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





**MGMT 201 Principles of Management \*\*****4.5 credit hours**

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

**MGMT 202 Introduction to Business****4.5 credit hours**

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

**MGMT 203 Principles of Project Management \*\*****4.5 credit hours**

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

**MGMT 204 Human Resources Management \*\*****4.5 credit hours**

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

**MGMT 225 Supervision of Field Technicians \*\*****5.5 credit hours**

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

**MGMT 250 Field Operations Management \*\*****6.0 credit hours**

*Prerequisite: MGMT 201 Principles of 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, work flow, productivity, and inventory and equipment control. Students will engage in applications of quality management, supply-chain management, and traditional and transformational management approaches from the perspective of an on-site manager. Software applications to advance efficiency will be introduced and used to reinforce student competencies. Includes a 1.5-credit lab component.

**MGMT 302 Principles of Marketing \*\*****4.5 credit hours**

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

Occupational associate's degree program students are required to take a 1-credit lab in addition to the 4.5-didactic component of MGMT 302.

**MGMT 303 Business Finance****4.5 credit hours**

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

**MGMT 304 Leadership Theories and Practice \*\*****4.5 credit hours**

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

**MGMT 401 Organizational Behavior \*\*****4.5 credit hours**

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

**MGMT 402 Business Law and Ethics****4.5 credit hours**

*Prerequisite: MGMT 202 Introduction to Business.* In this course, students will be introduced to basic jurisprudential discussions and debates that relate to business in society. Topics will include a general overview of the nature of law and its relationship to ethics; theories of contract, torts, and property; criminal law as it applies to business situations; and theories of the business enterprise and its regulation. The main focus will be on the organization and operation of the American legal system, legal rules, and ethical constraints that impact business, and the practical application of these rules and constraints to real-world situations.



**CMSC 401 Database Management Systems 4.5 credit hours**

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

**CMSC 402 Web Design and Development 4.5 credit hours**

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

**CMSC 403 Mobile Technology 4.5 credit hours**

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

**ECON 302 Global Economy 4.5 credit hours**

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

**ECON 303 History of Economic Thought 4.5 credit hours**

Students participating in this upper-division economics course will acquire knowledge about and insight into the history and development of the world's main schools of economic thought. Throughout the course, various economic theories will be examined in light of the interrelationships between theory, policies and historical conditions including responses to the financial and economic global crises that have occurred since 2006. (General Education Elective)

**ENGL 301 Creative Writing 4.5 credit hours**

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

**ENGL 302 Asian American Writers****4.5 credit hours**

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

**MGMT 306 Small Business Management \*\*****4.5 credit hours**

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

Occupational associate's degree program students are required to take a 1-credit lab in addition to the 4.5-didactic component of MGMT 302.

**MGMT 215 Construction Project Management \*\*****5.5 credit hours**

*Prerequisite: MGMT 201 Principles of Management.* In this course, students will consider the coordination of all resources throughout the life of a construction project to achieve predetermined objectives, including cost, time, quality, and stakeholder satisfaction. Construction projects for a range of field applications with specific objectives and constraints will be examined. Students will engage in exercises with increasing depth and scope for the life cycle of construction projects—initiation, planning, implementation, monitoring, and completion. Software applications will be introduced and applications utilized to increase student competencies. Includes a 1-credit lab component.

**WITE 101 Wireless Infrastructure Technology I \*\*****6.0 credit hours**

In this course, students will be introduced to telecommunications with a focus on wireless infrastructure technology. Safety regulations for the technician and work site, including OSHA telecom safety, work site hazards, CPR, and first aid will be reviewed. Essential electrical concepts will be presented. Students will apply these technical, energy, and power concepts through hands-on structured wiring, radio frequency, and other lab exercises. WITE 101 prepares students with the foundation to pursue guided field experiences, and industry-provided externships and certification options. Includes a 1.5-credit lab component.

**WITE 111 Wireless Infrastructure Technology II \*\*****5.5 credit hours**

*Prerequisite: WITE 101 Wireless Infrastructure Technology I.* In this course, students will investigate advanced concepts and applications with an emphasis on wireless infrastructure technology, including Passive Intermodulation (PIM) and Radio Frequency (RF) Drive testing. The impact of wireless technology on the DNA of telecommunications, Maintenance Operation Protocol (MOP), and Common Network Interface (CNI) will be examined. Utilizing spectrum analyzers, students will determine which modifications are needed to decrease interference in order to increase Wi-Fi system and wireless router performance within a range of applications. WITE II prepares students to pursue advanced industry technical and certification opportunities. Includes a 1-credit lab component.

## ***Bachelor's Degree Capstone***

### **CAPS 490 Undergraduate Capstone**

**4.5 credit hours**

*Prerequisites: 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. An oral presentation of the project approach and findings is required.



**CERTIFICATE IN  
ENGLISH FOR  
SPEAKERS OF OTHER  
LANGUAGES (ESOL)  
PROGRAM**





## English for Speakers of Other Languages (ESOL) Certificate Program

### ***Mission***

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

To ensure English language proficiency and academic support for a diverse body of students, the University of North America has established a comprehensive English for Speakers of Other Languages (ESOL) certificate program.

The university is authorized by the Student Exchange and Visitor Program (SEVP) to enroll nonimmigrant (F1-Visa) students in its ESOL certificate program.

### ***Program Objectives***

The main objective of the UoNA ESOL program is to bolster the academic, English language proficiency of our students by developing meaningful English language courses based on content relating to their diverse backgrounds and experiences. Students at our university come from a wide range of different communities, countries, and educational backgrounds. For many of our students, English is not their first language.

Moreover, among the many individuals of the student population, there are various levels of individual skills in the four areas of English language acquisition: reading, writing, speaking, and listening. Objectives of the ESOL program, then, will be to provide a safe and supportive environment for daily, student-centered conversation, and reading and writing practice; in the content areas of real-life situations and experiences in order to improve each student's academic English language competency.

### ***Program Structure***

All classes offer a holistic approach to language learning. UoNA's ESOL program is designed to provide an avenue for students to quickly and successfully review or advance their English language proficiency. In addition, the program provides local area professionals with an opportunity to improve their English language skills to successfully advance in their careers.

UoNA has created English language courses that can successfully help a student achieve English proficiency for personal development, academic usage, or professional success. Graduates of the ESOL certificate program gain the fluency and competency to interact and pursue their goals in an English-speaking environment.

In addition to linguistic training, the UoNA Language program helps students adjust to life in the United States. The program includes various cultural activities that allow students to practice their language skills and learn about life in the United States at the same time.

### ***Learning Outcome Objectives***

Competency skills will be developed and practiced in each of the ESOL courses through learning the processes of reading, writing, researching, and presenting ideas in English. Reading short academic articles, summarizing information, taking notes, asking questions, gathering ideas, discussing the writing process, organizing projects, researching topics, building vocabulary, formulating a topic sentence, outlining, editing, revising, rewriting, orally presenting, and sharing quality projects and essays; are all part of the academic process.

### ***Teaching Methodology***

Students will receive constant feed-back through one-on-one conferences and tutoring sessions with a native English speaker. Also, students will work independently and with groups as they present, discuss, critique, write, rewrite and revise daily assignments, weekly projects, and papers and presentations concerning real-life situations and work experiences.

**Activities** include discussing the writing process, gathering ideas, organizing projects, interviewing, researching, building vocabulary, formulating topics, linking sentences, arranging paragraphs, outlining, editing, revising, rewriting, presenting information, field trips, and sharing quality projects and essays.

**Projects** include PPT and other visual presentations, research, academic, and reflection papers, and speeches or other oral presentations.

### ***ESOL Certificate Program Admission Requirements***

The admission process for students applying to the ESOL certificate program is designed to assist applicants who want to advance their English skills to meet personal or employment goals. Each candidate for admission to the ESOL certificate program, receives a personal assessment by the academic department to provide the guidance necessary for a sound selection.

For the ESOL program, applicants must submit:

1. A completed Application Form with the \$100 (non-refundable) application fee
2. Proof of US High School graduation or its equivalent; verified by official US transcripts or evaluated foreign transcripts (minimum required credential level).
3. Government issued photo ID.
4. Official results (score) from the UoNA-designated national exam at the time of admission.  
Note: Students who do not have official results from the UoNA-designated national exam may be accepted to the ESOL program and required to take the exam administered at UoNA at the beginning of their first quarter of enrollment in the program; failure to take the exam and pay the non-refundable fee of \$25 (US Currency) will result in dismissal.

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

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

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

International applicants who are accepted to UoNA and applying for an F1 Visa or are requesting a Change of Status (COS) may defer enrollment for 1 term at no additional fee. Applicants are required to pay a \$100 non-refundable fee each term if applying for a deferral for a 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.

### ***Proficiency Exam Requirements***

Students are initially required to take the UoNA-designated exam at the time of admissions or at the beginning of their enrollment in their first ESOL course, and at the end of their last ESOL program course. The exam is a nationally recognized English proficiency test.

### ***ESOL Program Curriculum***

<b>Course #</b>	<b>Course Title</b>	<b>Credit Hours</b>
ESOL 001	Writing Workshop	18
ESOL 002	American Culture	18
ESOL 003	Patterns of American Immigration	18
ESOL 004	Northern Virginia Business	18

### ***English Language Certificate***

Students who are enrolled in the **ESOL certificate program**, complete all 4 courses, and pass the exit exam will be awarded an ESOL Program Certificate. The exit exam is a cumulative post-test that mirrors the exam given at the time of admission. Students receive a course grade for each course they complete. Each course is listed on their UoNA transcript.

### ***Grading Scale***

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

Grade/Academic Designators	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
Transfer Credits	Transfer Credits	Not calculated	Yes	Yes

**Incompletes**

The grade of Incomplete (“I”) is granted in cases where students in good standing are in need of additional time to complete course requirements due to extenuating circumstances. If the remaining coursework has not been submitted within 4 weeks of the end of the term, the “I” automatically becomes a grade of “F” or “U” unless an extension is granted by their Academic Advisor.

**Withdrawals**

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

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

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

**Repeat Courses**

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

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

**NP Option**

Students who find that they are experiencing academic difficulties after the midpoint in the term may petition for a grade of “No Pass” which is designated as an “NP” on the transcript. Students are required to repeat courses for which a grade of NP was record if the course was a required course for their curriculum. If the course was an elective, students may replace the credits with an alternative course to fulfill curriculum requirements.

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

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

### ***Program Length***

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

### ***Program Sequence***

Courses may be taking in any order as each course provides an integrated approach of listening, speaking, reading, and writing to enhance language usage

### ***Tuition***

The tuition for the ESOL courses is \$100 per credit (\$1,800 per course). ESOL certificate program students are required to take one course per term. Each course has 18 hours of weekly classroom instruction within an 11-week quarter, which allows for holidays.

### ***ESOL Course Descriptions***

All ESOL certificate courses are designated by the preface “**ESOL**”.

#### **ESOL 001 Writing Workshop**

**18 credit hours**

This course is designed for students to improve their English writing and research skills as they confront real-life experiences. Students are provided with a supportive environment for practice in conversation, reading, and writing in English. The focus of this course is on the writing process, with an emphasis on professional and academic writing. Students receive constant feed-back through one-on-one activities and tutoring sessions with their instructor and peers as they present, discuss, and write about their real-life and work-related situations.

#### **ESOL 002 American Culture**

**18 credit hours**

This course is designed for students to explore contemporary American culture as they improve their English and confront real-life experiences. Students are provided with a supportive environment for practice in conversation, reading, and writing in English. The focus of this course is the study of a series of interesting articles and research activities exploring a panorama of American people, places, and events. Students receive constant feed-back through one-on-one activities with their instructor and peers as they present, discuss, and write about American culture and their real-life and work-related situations.

#### **ESOL 003 Patterns of American Immigration**

**18 credit hours**

This course is designed for students to survey the history of American immigration and cultures as they improve their English and confront real-life experiences. The course provides students with a supportive environment for practice in conversation, reading, and writing in English. The focus of this course is the study of a series of interesting articles and research activities exploring the historical and cultural developments of various immigrant groups in American society. Students receive constant feed-back through one-on-one activities with their instructor and peers as they present, discuss, and write about American immigrants and their real-life and work-related situations.

#### **ESOL 004 Northern Virginia Business**

**18 credit hours**

This course is designed for students to explore the development of Northern Virginia as a center of global business and commerce as they improve their English and confront real-life experiences. The course provides students with a supportive environment for practice in conversation, reading, and writing in English. The focus of this course is the study of a series of interesting articles and research activities exploring the development of the important businesses and transit systems linking Northern Virginia to Washington D.C. Students receive constant feed-back through one-on-one activities with their teacher and peers as they present, discuss, and write about the Northern Virginia business culture and their real-life and work-related experiences.

# www.uona.edu

**University of North America**  
12750 Fair Lakes Circle  
Fairfax, VA 22033 USA

- **Master's and Bachelor's Degree Programs in Business and Technology**
- **Occupational Associate's Degree and Diploma Programs**
- **ESOL Certificate Program**



**ACCREDITED | AFFORDABLE | ACCESSIBLE**



**University of North America**  
**Catalog 2021.v2**

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## AUGUST 15, 2021 - CATALOG ADDENDUM: FACULTY & PROGRAM AREA LEAD/DIRECTOR

Faculty	Teaching Area	Applicable Degrees Held
Rosalyn Bryant	Quantitative Sciences	PhD, Measurement, Statistics & Evaluation, University of Maryland, MD MA, Teaching, University of Maryland University College, MD MS, Mathematics, Virginia Tech, VA
Caryl Callahan	Accounting, Finance	PhD, East Asian Languages and Civilizations, Harvard University, MA MBA, University of California-Los Angeles, CA BA, History, Colby College, ME
Shirley Chen	Accounting, Finance	MBA, Finance & investments, The George Washington University, DC CPA License, Virginia Board of Accountancy, VA
Dex Curi	ESOL <b>ESOL Administrator</b>	Certificate in Teaching English as a Foreign Language and in Teaching English to Speakers of Other Languages, International TEFL Academy BA, Psychology, George Mason University, Fairfax, VA
Jorge L. Daly	Economics; Social Sciences	PhD, Economics, American University, DC MBA, State University of New York at Binghamton, NY
Adolfo (AL) Gorriaran	Information Technology; Management; Business <b>Lead - Business and Management</b>	DBA, Business Administration, Nova Southeastern University, FL MSIM, Information Systems Management, Keller Graduate School, IL MPA, Public Administration, Troy University, AL MA, Business Administration Management, Webster University, MO
David O. Harper	Research Methods; Technology; Management	EdD, Human Resource Development, The George Washington University, DC MS, Business Information Technology Mgt., Johns Hopkins University, MD BS, Business Administration, Columbia Union University, MD
Terry Hsu	Computer Science; Information Technology	MA, Architecture, North Carolina State University, NC
Tien-Chen (John) Hsu	Computer Science; Information Technology	MS, Computer Science, Southeastern University, DC
Douglas Keevers	Instructional Technology <b>Director of Distance Education</b>	EdD, e-learning, Northcentral University, La Jolla, CA MA, Information Technology Management, Webster University, St. Louis, MO BS, Psychology, Slippery Rock University, Slippery Rock, PA
Chung-yin (Betty) Koo	Computer Science; Programming	MS, Information Systems, George Mason University, VA BS, Information Technology, George Mason University, VA
John W. Link	Information Security; General Education	MS, Conflict Management & Resolution, George Mason University, VA BA, English Language and Literature, University of Virginia, VA
Ali Mehrabi	Computer Science; Information Technology	PhD, Engineering Science, University of Mississippi, MS MS, Electrical Engineering, Oklahoma State University, OK BS, Electrical Engineering, University of Oklahoma, OK
James Moses	Management; <b>Education Manager</b>	MS, Japanese Business Studies, Chaminade University of Honolulu, HI MA, Public Administration, Madras Christian College, Madras, India
Mohammad K. Moussavi	Computer Science; Information Technology	DS, Communications, The George Washington University – School of Engineering and Applied Science, DC MS, Communications, The George Washington University, DC
Gary A. Rucker	Information Technology; Systems, Finance; Mgmt.	MS, Information Security Management, University of Fairfax, VA MBA, Jones International University, CO BBA, Accounting, University of the District of Columbia, DC
Farzan Soroushi	Computer Science; Information Technology	MS, Computer Science, University of Oklahoma, OK
Chang-Lung (Jimmy) Tsai	Computer Science; Information Technology <b>Director – College of Technology</b>	PhD, Electrical Engineering National Central University, Taiwan MS, Electrical Engineering, University of Southern California, CA
Peter West	Instructional Technology <b>Director of Academic Affairs</b>	PhD, Instructional Technology, Northern Illinois University, IL MA, Library Science, University of Wisconsin-Milwaukee, WI BS, English, University of Wisconsin-Whitewater, WI