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UNIVERSITY OF THE POTOMAC

Knowledge for the global community



DC Campus
1401 H Street, NW
Washington, D.C. 20005

VA Campus
2070 Chain Bridge
Road, Suite G100, Vienna, VA

Dear Student,

As University of the Potomac celebrates its 26th anniversary, I am proud of our personal approach to education. Here at our small but progressive school you are much more than just a student. You are truly a member of the Potomac family.

Whether you are taking the initial first step to find out more about our degree programs or starting school shortly, I want to congratulate you on your decision to pursue your higher education goals. Education remains one of the best investments anyone could ever make. There is no time like the present to make this critical investment in yourself.

At University of the Potomac, our goal is to provide an education to each of our students by arming them with the theoretical and practical mastery needed in today's competitive workplace. We are deeply committed to an education that can best be described as "affordable excellence". We have an accessible faculty dedicated to teaching, a commitment to the business sciences, and an educational model that encourages real world experiences. Most of all, we are committed to helping our students not just enter a university, but to graduate from a university.

We thrive on getting to know our students on a personal level, and using the power of education to transform the lives of students as they pursue their professional goals – regardless of their starting point. We know you want to do this – for yourself, for your family, and for the respect you will earn from your colleagues at work. My personal commitment to you is that University of the Potomac can help you attain your educational goals.



Sincerely,

A handwritten signature in blue ink that reads "Clinton D. Gardner". The signature is fluid and cursive.

Clinton D. Gardner, Ph.D.
President and Chief Executive Officer

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This catalog is true and correct as to content and policy as of the date of its publication. University of the Potomac reserves the right to change regulations, policies, fees and academic calendars and to revise curricula as deemed necessary and desirable.

GENERAL INFORMATION

Mission Statement

University of the Potomac provides educational opportunities at the undergraduate and graduate level leading to career enhancement for its multicultural learners by offering affordable and accessible education in career-oriented disciplines. The practitioner-led curriculum, building on a strong foundation in general education, utilizes flexible online and campus-based teaching and learning models that feature small classes emphasizing learning through technology. Instruction is delivered by professionally and academically qualified faculty committed to student success.

Institutional Objectives

The following institutional objectives are integral to the mission of University of the Potomac:

- To evaluate and review curricula continually to assure relevance and applicability.
- To provide an environment that fosters student academic, personal and professional growth.
- To create an appreciation of and provide tools and motivation for lifelong learning.
- To foster skills in technology necessary to excel in an information-based society.
- To maintain a faculty that is academically qualified, possesses current professional and technical knowledge and experience and has the ability to convey this knowledge to students.
- To attract qualified students of diverse backgrounds.

University of the Potomac places primary emphasis on instruction and is not a research institution. The University's programs are consistent with its purpose, as stated in its mission, to provide career enhancement in the areas of business and technology.

History

University of the Potomac was established in 1989 as Potomac Educational Foundation to operate an educational institution of higher learning. In 1991, it became Potomac College, a two-year, upper division degree-completion institution in Rockville, Maryland serving working adults who were currently employed and were seeking to complete their college degrees.

In December 1994, Potomac was accredited by the Accrediting Council of Independent Colleges and Schools.

Potomac College relocated from Rockville, Maryland to 4000 Chesapeake Street NW, Washington, DC in 1997 and was granted approval to award Bachelor of Science degrees by the District of Columbia Higher Education Licensure Commission.

In 1998, the State Council on Higher Education of Virginia granted Potomac College approval to award Bachelor of Science degrees at its Virginia campus. Courses were initiated in Herndon, Virginia in 2001. During these times, Potomac experienced a distinct shift in their student and employer- customer demands and both companies, and their employees, began to demand regional accreditation as a response to the shifting marketplace. As a result, Potomac College pursued, and was granted in June

2006, regional accreditation through the Middle States Commission on Higher Education. The Middle States Commission on Higher Education is a post-secondary accrediting agency recognized by the U.S. Secretary of Education and Council of Higher Education Accreditation.

In 2007, the College received approval to offer online programs, and in the fall of 2008, the College initiated online course delivery to complement the two on-ground campus locations.

In 2012, the Virginia branch campus was relocated to 2070 Chain Bridge Road, near Tyson’s Corner, in Vienna, VA.

In 2013, Potomac College was renamed University of the Potomac. This name change has been approved by the District of Columbia Higher Education Licensure Commission in the Office of the State Superintendent of Education. The school’s new “University” status is the result of years of academic growth for the institution. To accommodate its growth, University of the Potomac relocated its Washington, D.C. campus into the heart of the city’s business and government district at 1401 H Street NW, three blocks from the White House.

University of the Potomac currently offers the Master of Business Administration, the Master of Healthcare Administration, the Master of Science in Information Technology, seven Bachelor of Science degrees, five Associate of Science degrees and 14 certificate programs. Management, information technology, and business are the primary areas of education.

Modes of Instruction

University of the Potomac offers instruction in two modes:

1. Online delivery. These courses are delivered using Internet-based software in an asynchronous manner. This means that students can log on to their courses and work in them at any time during the day or night.
2. Hybrid delivery. These courses are partially classroom-based and partially online.

See Online Computer Requirements and Attendance Policies in this catalog.

University of the Potomac reserves the right to cancel programs of study, modes of delivery, or individual courses, as it deems necessary.

University of the Potomac Online

University of the Potomac provides resources and services that support its online learning programs. Students enrolled online must meet the same admission requirements and observe the same policies and procedures as those in a classroom-based environment. All academic services (such as advising, financial aid, learning center/library resources, and student and career services) and access to administrative office personnel are available to students enrolled in online programs or courses. Classroom-based students may take courses online and could be required to take some online courses.

Accreditation, Licensure and Approvals

University of the Potomac is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104 (267-284-5000). The Middle States Commission on Higher Education is an institutional accrediting agency recognized by the Secretary of the U. S. Department of Higher Education and the Council for Higher Education Accreditation.

The main campus of University of the Potomac is located at 1401 H Street, N.W., Suite 100, Washington, D.C. and is licensed to operate in the District of Columbia by the Education Licensure Commission of the DC Office of the State Superintendent of Education. University of the Potomac's Virginia campus, located at 2070 Chain Bridge Road, Vienna, VA 22182 is certified by the State Council of Higher Education for Virginia, James Monroe Building, 101 North 14th Street, Richmond, VA 23219 (804-255-2600) to operate in Virginia.

University of the Potomac's campuses in Washington, DC and in Vienna, VA are authorized to enroll nonimmigrant alien students.

University of the Potomac's Associate of Science, Bachelor of Science and Master's degree programs are approved by the Veterans Administration for veteran training. Also approved are the following certificate programs:

- **Advanced Certificates:** Business Accounting, General Management, Government Contract Management, Health Systems Management, Information Systems Management, International Business, and Network Security Management.
- **Certificates:** Accounting Clerical Support, General Business, Information Assurance, Network Security Management, International Studies, Office Application Support, Project Management.

The University is member institution of the Department of Defense (DoD) Voluntary Education Partnership Memorandum of Understanding (MOU) between the DoD Office of the Under Secretary of Defense for Personnel and Readiness (USD (P&R)).

[Academic Calendars](#)

The academic calendars below pertain to online and to on campus classes. Note that A and B session campus classes meet on different days. A semester (16 weeks) consists of two consecutive sessions (eight weeks each). All students must register for at least one semester. The academic calendar (see next page) is subject to review and to change. Holidays are highlighted in each calendar.

A Session Track with Holidays

2016-12A Begins	28-Nov-16	Mon
<i>Christmas-New Year Break</i>	<i>Dec 24, 2016 to Jan 2, 2017</i>	<i>Sat - Mon</i>
<i>Martin Luther King Day Holiday</i>	<i>16-Jan-17</i>	<i>Mon</i>
2016-12A Ends	29-Jan-17	Sun
2017-02A Begins	30-Jan-17	Mon
<i>Presidents' Day Holiday</i>	<i>20-Feb-17</i>	<i>Mon</i>
2017-02A Ends	26-Mar-17	Sun
2017-04A Begins	27-Mar-17	Mon
2017-04A Ends	21-May-17	Sun
2017-06A Begins	22-May-17	Mon
<i>Memorial Day Holiday</i>	<i>29-May-17</i>	<i>Mon</i>
<i>Independence Day Holiday</i>	<i>4-Jul-17</i>	<i>Tue</i>
2017-06A Ends	16-Jul-17	Sun
2017-08A Begins	17-Jul-17	Mon
<i>Labor Day Holiday</i>	<i>4-Sep-17</i>	<i>Mon</i>
2017-08A Ends	10-Sep-17	Sun
2017-10A Begins	11-Sep-17	Mon
2017-10A Ends	5-Nov-17	Sun
2017-12A Begins	6-Nov-17	Mon
<i>Veterans Day Holiday</i>	<i>11-Nov-17</i>	<i>Sat</i>
<i>Thanksgiving Break</i>	<i>Nov 23-26, 2017</i>	<i>Thu - Sun</i>
<i>Christmas-New Year Break</i>	<i>Dec 25, 2017 to Jan 1, 2018</i>	<i>Mon - Mon</i>
2017-12A Ends	7-Jan-18	Sun
2018-02A Begins	8-Jan-18	Mon
<i>Martin Luther King Day Holiday</i>	<i>15-Jan-18</i>	<i>Mon</i>
<i>Presidents' Day Holiday</i>	<i>19-Feb-18</i>	<i>Mon</i>
2018-02A Ends	4-Mar-18	Sun
2018-04A Begins	5-Mar-18	Mon
2018-04A Ends		

	29-Apr-18	Sun
2018-06A Begins	30-Apr-18	Mon
2018-06A Ends	24-Jun-18	Sun

B Session Track with Holidays

2017-01B Begins	3-Jan-17	Tue
<i>Martin Luther King Day Holiday</i>	<i>15-Jan-17</i>	<i>Mon</i>
<i>Presidents' Day Holiday</i>	<i>20-Feb-17</i>	<i>Mon</i>
2017-01B Ends	26-Feb-17	Sun
2017-03B Begins	27-Feb-17	Mon
2017-03B Ends	23-Apr-17	Sun
2017-05B Begins	24-Apr-17	Mon
<i>Memorial Day Holiday</i>	<i>5/29/2017</i>	<i>Mon</i>
2017-05B Ends	18-Jun-17	Sun
2017-07B Begins	19-Jun-17	Mon
<i>Independence Day Holiday</i>	<i>4-Jul-17</i>	<i>Tue</i>
2017-07B Ends	13-Aug-17	Sun
2017-09B Begins	14-Aug-17	Mon
<i>Labor Day Holiday</i>	<i>4-Sep-17</i>	<i>Mon</i>
2017-09B Ends	8-Oct-17	Sun
2017-11B Begins	9-Oct-17	Mon
<i>Veterans Day Holiday</i>	<i>11-Nov-17</i>	<i>Sat</i>
<i>Thanksgiving Break</i>	<i>Nov 23-26, 2017</i>	<i>Thu - Sun</i>
2017-11B Ends	3-Dec-17	Sun

2017-13B Begins	4-Dec-17	Mon
<i>Christmas-New Year Break</i>	<i>Dec 25, 2017 to Jan 1, 2018</i>	<i>Mon - Mon</i>
<i>Martin Luther King Day Holiday</i>	<i>15-Jan-18</i>	<i>Mon</i>
2017-13B Ends	4-Feb-18	Sun
2018-01B Begins	5-Feb-18	Mon
<i>Presidents' Day Holiday</i>	<i>19-Feb-18</i>	<i>Mon</i>
2018-01B Ends	1-Apr-18	Sun
2018-03B Begins	2-Apr-18	Mon
2018-03B Ends	27-May-18	Sun
2018-05B Begins	29-May-18	Tue
<i>Independence Day Holiday</i>	<i>4-Jul-18</i>	<i>Wed</i>

Student Class Schedules

University of the Potomac offers students flexibility in attendance schedules. In addition to online courses, students can choose from day and evening hybrid course offerings meeting one day per week, Monday-Thursday and Saturdays on selected campuses.

In addition, each course requires completion of extensive outside course work, up to twelve (12) hours per week, beyond required class meeting preparation (i.e., assigned text and supplemental readings, study for quizzes and examinations, etc.). At a minimum, outside preparation for undergraduate courses includes written assignment in weeks 1, 3, and 7 and discussion threads in the Learning Management System each week. In graduate courses, there are written assignments and discussion threads each week.

A-session courses are offered on the District of Columbia campus on Thursday evenings only.

A-session courses are offered on the Virginia campus on Monday and Saturday daytime only.

A-session courses are also offered online.

B-session courses are offered on the District of Columbia campus on Wednesday evenings only.

B-session courses are offered on the Virginia campus on Tuesday and Saturday daytime only. B-session courses are also offered online.

ADMISSION POLICIES AND PROCEDURES

General Admissions Requirements

University of the Potomac admits students who are high school graduates or who have an equivalent form of high school completion.

Applicants to University of the Potomac must:

- Complete an admissions interview.
- Sign and submit an attestation of high school (or equivalent) completion. Equivalencies include a GED Certificate. Home schooled students must present a diploma that meets the requirements of the state in which it was issued. (Students with non-US credentials please see International Student Admissions Requirements on page 13.) □ Submit a completed application.
- Submit application fee - \$30.
- Arrange for official transcripts from all colleges/universities previously attended to be submitted to the Office of Records and Registration, University of the Potomac.
- Submit grade reports or scores from any recognized college equivalency examinations (e.g., CLEP, DANTES, and Advanced Placement).
- Submit certificates from any corporate education training or professional development programs. (Note: An ACE evaluation form may be required to determine appropriate credit for corporate educational training.)
- Submit military training documents. (Note: An ACE military evaluation form may be required to determine appropriate credit for military training.)

Registration

Registration is the process of enrolling in courses at University of the Potomac. All students are registered for a full semester (16 weeks or two 8-week sessions). Full-time undergraduate students register for at least 12 credits (six credits each session). Full-time graduate students register for at least six credits per semester (three credits each session), but may accelerate their studies by registering for a second course in any session. The process of registration occurs prior to the beginning of each semester

and continues each semester of the student's program. By registering at University of the Potomac, students agree to all rules and regulations of the University.

Students with no prior college or university credit or who have not received credit for a college-level English or mathematics course will be required to take the Accuplacer placement tests. See the section below for details.

Course Load

The normal course load for full-time undergraduate students is five courses per semester (15 credits), two courses in one session and three courses in the other. Students require permission from an Academic Dean to take an overload (six or more courses in a semester). Students with a cumulative grade point average (CGPA) of 3.00 or higher may request permission to register for six courses (18 credits) in a semester – three courses in each session. Students with a CGPA of less than 3.00 may request permission to register for six courses in their semester. Permission may be granted if the student is in the last semester of their degree program or has demonstrated in their recent academic work that they have the capacity to undertake the extra course.

Full-time graduate students may register for up to four courses per semester. Students who have demonstrated high academic achievement may request permission from the Academic Dean for Online Operations and Graduate Programs to register for an additional course.

These course load limits include courses being taken simultaneously at other institutions.

Accuplacer Placement Tests

Basic skills in English and Mathematics are critical to success in university-level study. Students who are entering university for the first time or are transferring from another college or university, but have not passed a credit-bearing English or mathematics course are required to take the Accuplacer placement tests to help them decide if they should choose to take one or both of the College's transitional studies non-credit courses in English and/or mathematics. Taking the Accuplacer tests is required, but taking the non-credit transitional course is optional.

Accuplacer assessments provide students and their advisors with useful information about the student's academic skills in mathematics, English and reading. The results of the assessment, in conjunction with a student's academic background, goals and interests, are used by advisors to determine a student's initial course selection in the first semester of study. It is important that students do their best on these tests so the University has an accurate measure of a student's academic skills.

Students who score below 80 on the English placement test or below 34 on the mathematics placement test are advised to take transitional coursework to increase their readiness for university-level courses. Students who choose to take transitional studies courses take ENGL 009 Transitional English and/or MATH 009 Transitional Mathematics during their first semester at University of the Potomac. After successful completion of these courses they take ENGL 101 English Composition I and MATH 106 College Mathematics, which are required of all students.

Graduate Programs Admissions Requirements

In addition to the above, applicants for graduate programs must provide the following:

- An undergraduate degree in order to enroll in University of the Potomac master's programs: four-year bachelor's degree or its equivalent in other countries. International applicants with a 3-year undergraduate degree may be admitted on the recommendation of the Admission Committee, which will be based on students' preparation.
- Two Letters of recommendation from individuals who may be a direct supervisor or university faculty member.
- One required essay, in MSWord document form, addressing the student's preparation for the graduate program.

The Graduate Management Admissions Test (GMAT) is not required for admission to the MBA, but is strongly preferred for students who do not have a bachelor's degree in a business related discipline or lack the pre-requisite courses in business, finance and economics. Similarly, the Graduate Record Examination (GRE) is not required for admission to the MSIT or MHCA, but is recommended.

International Student Admissions Requirements

University of the Potomac welcomes international students. For admissions purposes, University of the Potomac defines and categorizes an international student as any individual who is a citizen or legal permanent resident of any nation other than the United States. Citizens and legal permanent residents of the United States are excluded from this definition regardless of country of birth, dual or former citizenship status, or ethnicity. Residents of US territories are not considered international students.

For purposes of classroom-based enrollment, international students are additionally defined by University of the Potomac as nonimmigrant aliens residing in the United States on a temporary basis through the auspices of a nonimmigrant visa. In order to attend school, international students typically utilize a *nonimmigrant alien student visa*, though all nonimmigrant aliens who attend University of the Potomac are considered international students regardless of their specific nonimmigrant alien classification.

International Student Undergraduate Admissions Requirements

1. Completed international students application for admissions
2. U.S. \$100 non-refundable application fee
3. Official academic evidence of completion of secondary education (high school or equivalent), translated into English language (any one of the documents listed below):
 - Original transcripts or certified copy

- Original diploma or certified copy
 - Original verification letter from secondary/high school institution officer or certified copy
4. Official proof of English language proficiency (any one of the items listed below):
- TOEFL scores: PBT 500 or higher, IBT 60 or higher
 - IELTS score: 6.0 or higher
 - Other evidence of proficiency acceptable by the admissions committee may include:
 - o Successful completion of the last three years of secondary education (high school or equivalent) in which the language of instruction was English
 - o Completion of at least 12 semester credit hours with at least a C average at a U.S. postsecondary institution (college or university) at which English was the language of instruction
5. Proof of sufficient finances shown in U.S. currency/dollar (one or more of the documents listed below):
- Personal funds - official bank statement
 - Sponsors – affidavit of support accompanied with official bank statement
 - Scholarships – official scholarship letter
6. A copy of the photo page of passport, and if currently in the U.S., a copy of current visa and most recent I-94 card (front and back). Students outside of the United States who have not yet acquired a passport may submit a copy of their birth certificate.
7. International students transferring from another educational institution must submit:
- Copy of current I-20 form; and
 - SEVIS I-20 Transfer Form completed by previous institution

International Student Graduate Admissions Requirements

1. Completed international students application for admissions
2. U.S. \$100 non-refundable application fee
3. Two letters of recommendations and one required essay
4. Official academic evidence of completion of undergraduate (Baccalaureate) education, translated into English language (any one of the documents listed below):
 - Original transcripts or certified copy
 - Original diploma or certified copy
 - Original verification letter from undergraduate institution officer or certified copy
5. Official proof of English language proficiency (any one of the items listed below):
 - TOEFL scores: PBT 550 or higher, IBT 79 or higher
 - IELTS score: 6.5 or higher
 - Other evidence of proficiency acceptable by the admissions committee may include:
 - o Successful completion of a minimum of two years of undergraduate (Baccalaureate) education in which the language of instruction was English
 - o Successful completion of secondary education (high school or equivalent) in which the language of instruction was English
6. Proof of sufficient financial funds shown in U.S. currency/dollar (either one or combination of two or more of below listed documents):
 - Personal funds - official bank statement
 - Sponsors – affidavit of support accompanied with official bank statement
 - Scholarships – official scholarship letter

7. A copy of the photo page of passport, and if currently in the U.S., a copy of current visa and most recent I-94 card (front and back). Students outside of the United States who have not yet acquired a passport may submit a copy of their birth certificate.
8. International students transferring from another educational institution must submit:
 - Copy of current I-20 form; and
 - SEVIS I-20 Transfer Form completed by previous institution

Notes:

Only F and M students are limited to attendance at SEVP approved schools. Nonimmigrants who are attending school incidental to their primary purpose for being in the United States may attend the school of their choice either part-time or full-time (unless otherwise noted). However, these nonimmigrants must abide by the rules of their current status and cannot extend their stay in the United States for the purposes of completing a program of study or a degree. Students who derive their status from that of the principal may not remain in the United States beyond the period approved for the principal in order to continue schooling; they must apply for a change of status to F-1 or M-1 if they wish to remain in the United States to continue their course of study. The only exceptions are Visitors (B), aliens in transit (C) and crewmen (D) – they cannot engage in study while on that visa.

Source: www.ice.gov – Document: *Non-immigrants: Who Can Study?*

TRANSFER OF CREDIT POLICIES

Transfer credit is given for courses successfully completed (with a US grade of “C” [2.0] or higher or its international equivalent for undergraduate courses and “B” [3.0] or higher for graduate courses) at other postsecondary institutions, when the courses are comparable to those offered by University of the Potomac.

Students applying for transfer credit are required to present an official transcript of grades earned. To be considered official, transcripts must be in a sealed envelope from the institution of origin and bear all appropriate institutional markings. Students should submit transcripts from all previous colleges/universities attended. The University must receive official transcripts within the first semester of a student’s attendance.

Transfer credits are considered from the following sources:

- Higher education institutions regionally or nationally accredited by an institutional accrediting agency recognized by the Secretary of the US Department of Education.
- Nationally recognized college-equivalency examinations such as Advanced Placement (AP), College Level Equivalency Program (CLEP) and DANTES/DSST (Defense Activity for NonTraditional Education Support/DANTES Subject Standardized Tests).
- ACE-approved military training and service.
- Credit may be given for work experience. Students may request an exam in up to three courses in the field in which they are employed. These exams will be given upon submission of a recommendation by an employer or supervisor. Alternatively, students may present portfolios for up to nine (9) credits or three courses. These portfolios will include a description of the work experience and an explanation of how it covers specific Potomac courses as well as a documenting letter from an employer or supervisor. Self-employed applicants may present a resume and a business card.
- Other recognized postsecondary institutions located outside the United States. Official transcripts from postsecondary institutions located outside the United States must be prepared in English

and include an independent, official evaluation from a credential evaluator who is a member of the National Association of Credential Evaluation Services. www.naces.org.

Transfer credit requests are usually made at the time of admission by providing an official or unofficial postsecondary transcript to the Office of Records and Registration. A review of the transfer credit request is conducted and the applicant is provided with a preliminary unofficial evaluation that determines a possible number of credits eligible for transfer. Applicants should make the request for transfer credit evaluation as soon as possible since the results may impact the student's registration.

Official transcripts are required before transfer credit is granted. If official transcripts are not received by the Office of Records and Registration by the end of the student's first semester, the unofficial transfer of credit evaluation will be removed from the student's record. Students must have submitted official transcripts of prior college work to be eligible for graduation. Courses or degrees completed at another institution must be similar in content and duration to those offered in the University of the Potomac program for which an applicant has applied.

University of the Potomac grants transfer credits of 60 semester hours to students who have completed Associate degrees awarded by a regionally or nationally accredited US institution. Students whose associate degrees have been accepted in transfer are considered to have completed lower division general education requirements for a Bachelor of Science degree at Potomac. If there are prerequisite courses in the major field of study students need to take for upper division Potomac courses, students are required to take these which may result in a student requiring more than 120 credits to complete their bachelor's degree.

At a baccalaureate level, no more than 60 hours of transfer credit earned through non-traditional methods such as CLEP, DANTES/DSST, military training and credit for work experience may be applied toward graduation requirements with a maximum of nine credits for work experience. At an associate level, no more than 30 hours of transfer credit earned through non-traditional methods such as CLEP, DANTES/DSST and military training may be applied toward graduation requirements with a maximum of nine credits for work experience.

A maximum of 84 semester credit hours of transfer credit may be applied toward a bachelor degree; a maximum of 42 semester credit hours of transfer credit may be applied toward an associate degree. No transfer credit is granted for certificate programs.

Transfer credits can affect the maximum time frame in which a student must complete a program and maintain financial aid eligibility. University of the Potomac reserves the right to deny transfer credit for certain technology-related courses that were not earned within the last five calendar years.

[Courses Taken Simultaneously at Other Institutions](#)

Students who wish to transfer in credits taken at another institution during their studies at Potomac may do so. However, prior to registering at the outside institution the student must have the approval of a Program Chair or Academic Dean for the course the student intends to take and the institution at which it will be taken. This approval ensures that the institution is acceptable for transfer credit to Potomac and the course is a Potomac equivalent. Such permission must be registered on the appropriate

form in the Registrar's Office before the course begins. Courses taken at another institution will be included in the student's course load and University of the Potomac course load limits will apply. Substitutions for specific courses are considered. For example, a natural science course may be substituted for Environmental Science. Courses without equivalency will not be considered for transfer. As for any transfer credit, only courses for which a grade of "C" (2.0) or higher was earned are considered. Students must submit an official transcript of the course within one semester of having taken it.

Transfer of Credit from University of the Potomac to Other Institutions

Acceptance of transfer credit is always a decision of receiving institutions. University of the Potomac's regional accreditation does not guarantee transferability. Any student interested in transferring University of the Potomac credit to another college or university should check directly with the receiving institution.

Proficiency Examinations

Students who believe they have mastered the content of a course for which they have not received transfer or other credit, may take a comprehensive course examination to demonstrate proficiency for credit. Results of a proficiency examination may be used to fulfill credit hour degree requirements; however, a maximum of nine semester credits earned through proficiency examinations may be used to satisfy graduation requirements.

Proficiency examinations must be taken prior to the beginning of a session and passed at 80%. Results are recorded on a student's transcript as "pass" with no application to the student's Grade Point Average (GPA). In addition to standard tuition charges for the course, students electing to earn course credit via proficiency examinations are charged an additional \$100 testing fee, regardless of the results. Requests for proficiency examinations must be initiated with a Student Services Advisor and coordinated with the Chief Academic Officer or designee. Credits earned by examination are counted as "credits attempted" and included in the maximum time frame or pace during which a student must complete a degree program (see Satisfactory Academic Progress (SAP) on page 30).

Portfolio Evaluations of Prior Learning

Students who wish to apply for credit for prior learning may do so through LearningCounts.org, a unique online resource that helps adults earn credit for college-level knowledge acquired outside the classroom. LearningCounts offers online portfolio development classes, portfolio evaluations, and prior learning assessment (PLA) resources. LearningCounts assesses Learning Portfolios built upon an individual's knowledge – from job or military training, volunteer service or other relevant experience – for college credit. In addition to empowering individuals to go back to school and take the next step in their careers, research indicates students who receive PLA credit have higher graduation rates than students without it. For more information about PLA and Learning Portfolios, visit <http://www.LearningCounts.org>.

Computer Requirements for All University of the Potomac Courses (Online or Hybrid)

Students taking courses at the University of the Potomac, online or hybrid (online with classroom hours), must have a working computer available with high-speed internet access in order to complete courses through Potomac's Online Learning Management System (LMS). Their computer and software

must meet the technical requirements for the LMS. It is also required that students have Microsoft Office 2010 or compatible software in order to submit work in the proper format.

In addition, all new students are required to complete the online orientation before being granted access to their courses.

TUITION AND FEES

Tuition Charges*

Tuition is charged on a semester credit hour basis. Books and supplies are not included in tuition charges. **Students are charged 100% for any semester in which they continue past the ADD/DROP period before withdrawing. All non-tuition charges are non-refundable.**

Tuition Charges*

Tuition is charged on a semester credit hour basis. Books and supplies are not included in tuition charges. **Students are charged 100% for any semester in which they continue past the ADD/DROP period before withdrawing. All non-tuition charges are non-refundable.**

*Tuition**

Domestic (U.S.) Students Tuition and Fees

Tuition is charged on a semester credit hour basis. Books and supplies are not included in tuition charges. **Students are charged 100% for any semester in which they continue past the ADD/DROP period before withdrawing. All non-tuition charges are non-refundable.** [Tuition*](#)

Domestic (U.S.) Students Tuition and Fees

Associate's and Bachelor's Degree Programs

On-Campus and Online students cost per credit hour	\$240
Active Duty Military and their Immediate Family cost per credit hour	\$240
Veterans tuition cost per credit hour	\$240
Domestic Application Fee	\$30

Master's Degree Programs

On-Campus and Online students cost per credit hour	\$450
Active Duty Military and their Immediate Family cost per credit hour	\$450
Veterans tuition cost per credit hour	\$450
Domestic Application Fee	\$30

Certificate Programs

On-Campus and Online students cost per credit hour	\$240
Active Duty Military and their Immediate Family cost per credit hour	\$240
Veterans tuition cost per credit hour	\$240
Domestic Application Fee	\$30

English as a Second Language Program (ESL)

\$1900- per level

Other Fees*

Registration Fee \$100

Technology Fee (Per Instructional Module) \$125

Transactional Fees*

Application Fee \$100

Express Mail Fee \$100

Reinstatement Processing Fee \$300

Return Check Fee \$25

Transcript Performance Fee \$10

Transcript Performance Fee (Expedited Request) \$15

Test Preparation

TOEFL Test Based on ETS cost

On-Campus International Students Tuition and Fees – Graduate Degree Programs

Cost per credit hour _____	\$900
Cost per class (3 credits)	\$2,700
Cost per semester (12 credits)	
	\$10,800
2 Semesters = 1 Academic Year _____	\$21,600
Technology Fee (per	semester)

\$450	
Application Fee (one-time	fee) _____
	\$150
Registration Fee (one-time fee)	\$100
Tuition and fees for a first academic year based on above	\$22,750

International (F-1) students are required to demonstrate that they have adequate funds to cover one year's expenses before coming to the U.S. to study.

Estimated living expenses for one year \$11,000 Estimated
textbook expenses.....
\$1,250

Financial statements must verify sufficient funds to cover the cost of the educational program and living expenses for one year prior to I-20 Form issuance
\$35,000

Online International Students Tuition and Fees

Tuition and fees for online international students (enrolled only into online degree programs) is the same as for domestic U.S. students.

Undergraduate programs cost per credit hour.....	\$750
Graduate programs cost per credit hour.....	\$900
Technology Fee (per semester).....	\$450
Application Fee (one-time fee).....	\$150
Registration Fee (one-time fee).....	\$100

*Fees**

Registration Fee (<i>one-time fee</i>).....	\$100
Technology Fee (<i>per credit hour</i>).....	\$37.50

*Transactional Fees**

Application Fee (<i>International Students</i>).....	\$100
Enrollment Deposit (<i>International Students; paid upon acceptance prior to issuing I-20; applied toward first semester tuition; see section on Payment and Refund Policies</i>).....	\$500
Deferral Fee (<i>non-refundable</i>).....	\$100
Proficiency Examination.....	\$100
Portfolio Evaluation Fee.....	\$100
Graduation Fee.....	\$100
Transcript Fee (<i>Individual Request</i>).....	\$10
Transcript Fee (<i>Individual Expedited</i>).....	\$15
Additional Transcript Copies.....	\$10
Diploma and Cover Replacement Fee.....	\$50
Returned Check Fee.....	\$25

***University of the Potomac reserves the right to change the above costs, including tuition any time. Notes:**

1. Two 8-week sessions equals one semester. Two courses per session equates to full-time enrollment (12 credits per 16-week semester) for undergraduate students. One course per session equates to full-time enrollment (6 credits per 16-week semester) for graduate students.
2. The current average tuition cost for domestic (U.S.) students and online international students to attend University of the Potomac for an academic year (8 months) at full time status is \$12,984 (Associate and Bachelor Degree) and \$17,304 (Master Degree). The average cost to matriculate for an Associate Degree is \$32,460; a Bachelor Degree is \$64,920; and a Master Degree is \$25,956.
3. The actual cost of either degree may vary depending on transfer credit, repeat courses, test outs, and other factors.
4. University of the Potomac reserves the right to change tuition and fees at any time.

Note on Military and Veterans Tuition Rates:

U.S. military personnel currently serving as an active-duty member, guardsmen, or reservist military personnel serving in any of the five branches of the U.S. Armed Forces, and their dependents (spouses and dependent children) are eligible for Potomac’s military tuition rate of \$250 per credit hour for certificate and undergraduate programs. Eligible participants must possess a valid military ID card.

Veterans of the U.S. Armed Forces (Army, Navy, Air Force, Marine Corps, Coast Guard, their respective reserve forces, Army National Guard, and Air National Guard) who can provide a copy of one of the following items are eligible for Potomac's military pricing of \$250 per credit hour for certificate and undergraduate degree programs:

- DD214 Certificate of Release or Discharge from Active Duty
- NGB22 National Guard Report of Separation or Record of Service

Textbooks, course materials and other fees are charged at the standard rate.

FINANCIAL AID

Many students need assistance to cover the cost of their education. University of the Potomac has a full-time, trained financial aid staff available to help students deal with financial aid. It is the responsibility of the financial aid office to assist eligible students in obtaining Federal Financial Assistance.

Financial Aid Programs

University of the Potomac participates in Title IV Federal Financial Aid program, many of which are based on financial need. The Title IV Federal Financial Aid program includes the Federal Pell Grant, Federal Supplemental Educational Opportunity Grant (FSEOG), and the Direct Loan Program. The Direct Loan Program includes Federal Subsidized, Unsubsidized, and Federal Parent Loan for Undergraduate Students (PLUS) loans.

University of the Potomac's definition of an academic year is at least 24 semester credits and at least 32 weeks of instruction.

Eligibility

Students accepted for admission may apply for financial assistance. To be eligible for financial aid, a student must meet the following requirements:

- Be a US citizen or an eligible non-citizen.
- Have a valid Social Security number.
- Be registered for the Selective Services if male between the ages of 18 and 25.
- Have financial need (except for some loan programs).
- Not be in default or owe an overpayment or have borrowed in excess of the annual or aggregate loan limits for the Title IV Federal Financial Aid programs.
- Be enrolled as a regular student in an eligible program on at least a half-time basis.
- Have a high school diploma, evidence of a home schooling program, or a GED.
- Maintain Satisfactory Academic Progress.

Application Procedures

After students have successfully completed the admission process if desired, an appointment to meet with a Financial Aid Officer will be arranged. During the financial aid appointment, appropriate

documents are completed to determine eligibility. Once eligibility has been determined students will receive an Estimated Award Letter and at this time will be given the opportunity to either accept or decline the award letter. It is the responsibility of the student to keep University of the Potomac informed of any name, address, or other changes that may affect their financial aid. Title IV Federal Financial Aid funds can only be used for educational purposes.

NOTE: Financial aid awards are subject to change due to verification, or changes in student financial and/or enrollment status.

Verification

A student may be selected for verification by either the Department of Education or University of the Potomac. The verification process compares information from your Student Aid Report (SAR) with financial information and other application documents submitted by you or your family (student and spouse or dependent student and parent). If there are differences between the information on your SAR and your supporting documents, you or University of the Potomac may need to make corrections electronically or by using your Student Aid Report (SAR) before University of the Potomac can process your request for federal student aid. Verification must be completed within 14 days of the initial request. Failure to complete verification within this time frame may result in funding delays or loss of eligibility.

Types of Student Aid

The following student assistance programs are available to eligible students.

Federal Pell Grants

A Federal Pell Grant, unlike a loan, usually does not have to be repaid as long as the student remains in school for their estimated enrollment status and continues to make satisfactory progress. Pell Grants are awarded to eligible undergraduate students with an established need who have not earned a bachelor's or professional degree.

Federal Supplemental Educational Opportunity Grants (FSEOG)

Available on a limited basis, FSEOG is awarded to students with an exceptional financial need. Awards amounts are determined not to exceed the program maximum and students must meet other criteria as determined by the institution.

Federal Work Study (FWS)

The FWS program provides jobs for undergraduate students with a financial need, allowing them to earn money to help pay educational expenses. Some FWS students are required to participate in community service and in the America Reads program.

Subsidized Stafford Loans

A student may borrow money for educational expenses from the Federal Government with the

Direct Loan Program. Subsidized loans are awarded based on financial need. The interest is paid by the Federal Government until repayment begins and during approved deferment periods. Repayment of principal plus interest begins six months after graduation, withdrawal from school, or dropping below half-time status, whichever comes first. Funds are transmitted electronically and credited to the student's tuition account.

Unsubsidized Stafford Loans

Federal Direct Unsubsidized Stafford Loans are available to all qualified undergraduate students as a supplement to the Subsidized Stafford Student Loan programs. Repayment of principal plus interest begins six months after graduation, withdrawal from school, or dropping below half-time status, whichever comes first. Funds are transmitted electronically and credited to the student's tuition account.

Federal Parent Loans for Undergraduate Students (PLUS)

Federal PLUS Loans are available to qualified parents with good credit histories of dependent students to help pay for their children's education. PLUS Loans can be obtained through the Direct Loan Program. Borrowers must begin repayment of the principal and interest 60 days after the loan is fully disbursed.

Private Lenders

For those students who demonstrate additional financial needs private educational loans are available to those who qualify. These programs require students to complete a loan application. Approval and/or interest rate are dependent upon an applicant's and/or co-applicant's credit worthiness. For further details on the private loan program including interest rates, students should see the Campus Financial Aid Office or contact the lender directly.

University of the Potomac Installment Loans

For those students who demonstrate a financial need and have been unable to obtain alternative funding, an installment loan may be available through University of the Potomac or a third party lender to assist with part or all of any remaining unfunded balance. These loans may be subject to credit approval and require obtaining a consumer credit report. Loans made through University of the Potomac may be subject to sale and/or servicing by a third party.

Scholarships

Scholarships may be available to qualified students throughout the year from outside organizations. It is the responsibility of the student to seek and complete any required information for obtaining a scholarship. The Financial Aid Office at your campus will assist students in gathering required information or completing forms necessary to submit an application. It is also the student's responsibility to notify the Financial Aid Office if a scholarship is awarded. See your Financial Aid Officer for more details.

The Walter H. Person Distinguished Alumni Scholarship

This program is designed to provide financial assistance to help University of the Potomac alumni complete their graduate education at University of the Potomac. The amount of the scholarship range from \$4,000 to \$14,000 and can be used by alumni to complete their Master's degrees in business, information technology or healthcare administration. For some scholarship recipients, this award may cover up to half of the cost of the degree. In addition, the University does offer financial aid to assist alumni in covering the remaining cost of their graduate programs.

Students should visit the Admissions Department for applications, requirements, and additional information.

Multiple Family Member University of the Potomac Scholarship

University of the Potomac offers families with more than one member attending the University concurrently a scholarship equal to a 20% reduction in the credit hour tuition rate in effect at that time. To be eligible for the Multiple Family Member University of the Potomac Scholarship, candidates must:

1. Have two or more immediate family members enrolled in University of the Potomac during the same semester. For purposes of this scholarship family members are defined as spouses, children, siblings or grandchildren;
2. Both family members must complete the entire semester and maintain a 2.0 GPA (Undergraduate), 3.0 (Graduate);
3. No other University of the Potomac scholarships may be applied concurrently.

Students are encouraged to speak with the Admissions and/or Financial Aid Departments for more details.

International Students Tuition Scholarship Program

The International Students Tuition Scholarship is open to new international student planning on full time enrollment at the University of the Potomac. The scholarship can cover up to 50% of the normal international student tuition cost. The scholarship is available to first time undergraduate and graduate students, and can be renewed provided the student maintains an acceptable academic record. This scholarship only covers tuition charges. The student is required to pay all entry and semester fees. The scholarship can be renewed on an annual basis, based on the student meeting the University's academic criteria. The scholarship can also be used for year round study.

Note: Students are eligible for only one Potomac institutional scholarship at a time. The University reserves the right to discontinue any or all scholarships without prior notice.

Department of Veterans Affairs (VA) Education Benefits

University of the Potomac is approved for Department of Veterans Affairs (VA) education benefits. Veterans should consult with their campus registrar as eligibility varies by campus and program.

Yellow Ribbon Program for Veterans

The Yellow Ribbon GI Education Enhancement Program (Yellow Ribbon Program) is a provision of the Post-9/11 Veterans Educational Assistance Act of 2008. This program allows institutions of higher learning (degree granting institutions) in the United States to enter voluntarily into an agreement with Veterans Affairs to fund tuition expenses that exceed either the \$17,500.00 cap for private institutions or the resident tuition and fees for a public institution. The institution can contribute up to 50% of those expenses and Veterans Affairs will match the same amount as the institution.

Active Military and Veterans

University of the Potomac provides a reduced tuition rate for Active Military, defined as active members of the military, spouses and/or dependents of active duty military personnel. Veterans may also be eligible for this discount.

To be eligible, a candidate must:

- Be accepted for admission into a degree program by the University.
- Verify his or her military status or, for a spouse, the marital relationship to the person on active duty or, for a dependent, the dependent relationship to the person on active duty.

Payment and Refund Policies

Payment

Tuition will be paid at the time of registration unless the student is eligible for financial aid and clearance has been given by the Financial Aid Office or other financial arrangements have been made with University of the Potomac. Students are responsible for any financial obligation incurred while attending University of the Potomac regardless of any anticipated financial aid.

Federal Return of Title IV Funds Refund Policy

The Federal Return of Title IV Funds Refund Policy specifies the differences between earned and unearned portion of Title IV aid, in relation to the length of the semester and the length of time the student was enrolled for that semester. Students who are enrolled beyond 60% of the semester are considered to have earned 100% of the Title IV aid awarded for that semester.

A student who withdraws prior to completing more than 60% of the semester will earn a percentage of the Title IV aid awarded based on the number of calendar days from the start of the semester to the last date of attendance in the semester.

The student's withdrawal date is the date the institution determined the student was no longer attending. The formula for calculating the percentage of Title IV earned is as follows:

The number of days from the start date to the last date of attendance in the semester divided by the total days in the semester equals the percentage of aid earned. The percentage of aid earned is then multiplied by the total Title IV aid disbursed, or could have been disbursed, to equal the amount of aid the

student actually earned. All unearned portions of federal aid are returned to the appropriate programs in the following order:

- Federal Unsubsidized Stafford Loans
- Federal Subsidized Stafford Loans
- Federal Parent Loan for Undergraduate Students (PLUS Loans)
- Federal Pell Grants
- Federal Supplemental Educational Opportunity Grants

Post-withdrawal Disbursements

If an eligible student receives less Federal Student Aid than the amount earned, the school will calculate the amount of aid that was not received. The school will post, based on Federal guidelines, any available grant funds before available loan funds.

Available grant or loan funds refer to Title IV program assistance that could have been disbursed to the student, but was not disbursed as of the date of the institution's determination that the student withdrew. In accordance with Federal Regulations, **the university must obtain confirmation from a student, or parent for a parent PLUS loan, before making any disbursement of loan funds from a Postwithdrawal disbursement.**

Although staff cannot advise students on when to withdraw from their program, students are encouraged to become familiar with the refund policies, make their own decisions and take the appropriate actions.

If applicable, refunds to Title IV programs will be made within 45 days of the date the student is determined to have withdrawn. Notification will be sent to the student of all refunds made. Upon request, the institution will make readily available to enrolled and prospective students copies of this Federal Return of Title IV Refund Policy.

Institutional Refund Policy

University of the Potomac adheres to the refund policy as published in this catalog.

This refund policy is in accordance with the guidelines prescribed by the District of Columbia and other states as noted in the enrollment agreement or addenda, and by the Department of Education.

If a student withdraws from University of the Potomac and a refund is due, the following return of funds and refund distribution policy will be observed. Amounts of refunds will be allocated in the following order:

- Unsubsidized federal Stafford loan
- Subsidized federal Stafford loan
- Federal PLUS
- Pell Grants
- Federal Supplemental Educational Opportunity Grant

- Any other aid Received.

Students shall have the option to withdraw from the school at any time by giving notice of their intent to terminate enrollment in writing. In the absence of the student giving written notification, a student is dismissed after 14 consecutive calendar days from the last date of attendance, or upon the failure to return from an approved Leave of Absence.

All fees are non-refundable. The institutional refund policy generally allows the institution to earn 100% of the institutional charges from students who complete 60% or more of the semester. The student's withdrawal date is the date the institution determined the student was no longer attending. The institution takes 14 days from the last date of attendance to make the determination that the student was no longer attending.

If applicable, refunds to agencies, private loans, scholarships, and to the student will be made within 30 days of the date the student is determined to have withdrawn. Notification will be sent to the students of all refunds made.

TUITION REFUND	
Last date of attendance as a percent of the payment period for which the student was obligated	Portion of tuition and fees obligated and paid to be returned
Less than 10%	100%
10% up to but not including 20%	80%
20% up to but not including 30%	60%
30% up to but not including 40%	40%
40% up to but not including 60%	20%
60% or more	No refund

Although the staff cannot advise students on when to withdraw from their program the students are encouraged to become familiar with the refund policies, make their own decisions and take the appropriate actions.

Upon request, the institution will make readily available to enrolled and prospective students copies of this Institutional Refund Policy.

[International Student Refund Policy](#)

A student who has been denied a visa to enter the United States to study at the University of the Potomac may apply for a refund of the enrollment deposit. Supporting documentation must be provided with the application and no other reason will be accepted for providing a refund. The refund application deadline for international students is 15 days prior to the start of their first session.

[ADMINISTRATIVE SERVICES](#)

Department of Student and Career Services

Dedicated faculty and staff throughout the University are committed to preparing students with the knowledge, skills and tools to achieve success in their college and educational careers.

The Department of Student and Career Services focuses on student success and ensuring a quality educational experience at University of the Potomac. It works collaboratively with students, faculty, community members, administration and staff to create a culture that challenges students intellectually and supports them academically while enhancing their personal discovery, learning and engagement.

In partnership with members of the campus community, the Student and Career Services department promotes efforts to achieve educational equity and multiculturalism. It strives to improve retention and graduation rates of Potomac students, while empowering them to develop skills that assist them in making effective career decisions and help them achieve personal and professional success.

Staff at Potomac is committed to guiding students through their academic discovery of unique gifts and talents and how they choose to integrate them into meaningful lives. The Department maintains regular weekly office hours. Appointments can be scheduled in advance and the office also operates on a “drop-in” basis.

New Student Orientation for Online and Campus-based Students

All University of the Potomac classes are offered either online or in hybrid mode (online and classroom-based). New students are required to attend an online orientation class prior to the start of their first semester. The orientation session familiarizes new students with the University’s online learning management system (LMS), the University’s academic policies, teaching philosophies, curriculum and related services. This online orientation is mandatory. Campus-based students will also attend an on-campus orientation. Dedicated faculty and staff throughout the University are committed to developing valuable programs that prepare students with knowledge, skills and tools to achieve ultimate success in their university and educational careers.

The campus-based New Student Orientation helps students:

- Navigate the campus and identify available resources.
- Identify their individual academic advisor.
- Facilitate connections with other students, faculty and staff.
- Navigate the Learning Resource Center to take advantage of its offerings.
- Learn about academic expectations and intellectual opportunities.
- Become knowledgeable about Potomac’s history and contributions to local and global communities.
- Understand the meaning and importance of getting involved and becoming a proud member of the Potomac community.
- Appreciate the diversity of culture, opportunities and experiences at Potomac.

New students are required to complete the Policy and Procedure Form and the Computer Usage and Electronic Communication Policy Form indicating they have reviewed required guidelines set forth by the University and officiating agencies.

Career Services

University of the Potomac wants all of its graduates to obtain the very best career opportunity available and is committed to assisting graduates with their job search. The University has available an online resume writing class available for all students. University of the Potomac may be able to assist with full-time or part-time employment for current students. However, University of the Potomac cannot and does not, guarantee employment or wages at any time.

To assist students in their job search, University of the Potomac provides training in areas such as:

- Resume preparation
- Interviewing skills
- Job search techniques
- Dressing for success
- Networking

In addition, there are "job boards" that students can check on a regular basis for current opportunities. University of the Potomac strives to have career fairs in which companies from around the community participate to acquaint students with their respective businesses. This gives students first-hand information about potential jobs and careers. It also allows employers the opportunity to interview and observe the quality of our students.

International Student Advising

Nonimmigrant alien students who attend University of the Potomac through the auspices of a nonimmigrant student visa are encouraged to contact University of the Potomac's Principal Designated School Official located at the DC campus, who serves as the International Student Advisor for the main Washington, DC campus or the Designated School Official at the Virginia campus.

Nonimmigrant alien students may seek specialized assistance related to the Student and Exchange Visitors Program. This assistance includes but is not limited to temporary absences from the United States, maintaining required full-time course loads, authorization for off-campus employment, and authorization for optional pre- and post-completion practical training, and authorization to change an academic degree level or an academic program.

Emergency Closing of the University

If the University finds it necessary to cancel or delay classes, announcements are made on local television stations, social media sites, and the institution's website: www.potomac.edu and on the University LMS Moodle. Students are advised to check their local stations for announcements or to call the University at 202-274-2300. A prerecorded announcement will be placed on the University's phone system.

ACADEMIC POLICIES AND PROCEDURES

Degree Maps and Registration

During the admissions process, students receive as part of their enrollment agreement, a degree map indicating all the courses they will be required to complete to earn their degree. During the first course session, all new students meet with their assigned advisor to review their individual degree map and further outline a program of study. Students receive a copy to be used for tracking changes and adjustments to their program of study. Once a meeting with an advisor is complete, students are responsible for ensuring the accuracy of their degree maps. A master copy is retained in the student information system. Students are registered for courses each semester by the Academic Department according to the requirements of their degree program. Elective courses can be selected by students with the approval of the Program Chair of their Academic Department.

Academic Credit

All academic work at University of the Potomac is evaluated in semester credit hours, a commonly used standard unit of credit. Transfer courses expressed in quarter credits are converted to semester credit hours prior to acceptance. An academic year is defined as a minimum of 24 semester credit hours and 32 weeks. Students advance in grade level as each 30 credits are earned.

Academic Support

Academic Advising

Advising is available for all students. Academic staff and instructors are available to meet with students during scheduled office hours and by appointment. Scheduled hours are posted throughout the two campuses and on the faculty members' course syllabi. Online students can call or e-mail the Dean of Online Academics or the appropriate Academic Program Chair.

Textbooks

Course syllabi contain information about textbooks, and supplemental materials for the individual courses. A textbook list is also available on the Potomac website. Students may order eBooks for many of the courses offered at Potomac. The University supports an online textbook service for course text materials. These materials are provided by eCampus and can be found at <http://www.ecampus.com/potomac>. Questions about textbooks should be directed to Student Services or the Librarian. In addition, the Librarian maintains a list of alternative sites on which students may order books.

Students are expected to purchase the required textbook(s) for each course unless they are included in the LMS. They are expected to read the required text and other materials for the course as designated in the syllabus or indicated by the professor. New and used textbooks, eBooks may be purchased or rented through eCampus. Course textbook requirements are listed on the web site prior to the beginning

of class. Students who receive financial aid may qualify for alternative payment options only through eCampus.

Learning Resource Center/Library

The University maintains a Learning Resource Center (LRC)/Library at the Washington, DC campus and at the Virginia campus. A professional librarian oversees all locations and is generally available at the DC or Virginia campus when classes are in session.

Computers providing both Internet access and the Microsoft Office Suite are available for faculty, staff and student use at both libraries. The Librarian schedules instructional sessions on information literacy, library research skills, internet searching, commercial database searching, and on any other library-related topic of interest to faculty and students. University of the Potomac faculty, staff and students may access these databases from any location after obtaining user IDs and passwords from the Librarian.

The LRC collection has been developed to support the courses and program majors offered by the University. The collection includes:

- Over 6,500 business and IT print volumes available.
 - Popular and trade periodicals offered in digital format.
 - Databases--- providing electronic access to approximately 3,600 full text articles and 2,500 peer reviewed articles, case studies, company profiles, videos etc.).
 - These databases include:
 - Business Source Complete (EBSCO)
 - Regional Business News (EBSCO)

The University of the Potomac Learning Resource Center/Library is an institutional member of the Association of College and Research Libraries and the American Library Association.

Grading in Undergraduate Courses

Students receive a grade in each course for which they register and attend. Each course syllabus indicates the relationship between course components and assignments in determining a final grade. Grades of plus (+) and minus (-), except for A+, are used in assigning grades and determining a grade point average (GPA). Quality points, used in determining a grade average, are assigned as follows:

Grade	Quality Points	Percentage Grades
A	4.00	94-100
A-	3.75	90-93
B+	3.50	87-89
B	3.00	83-86
B-	2.75	80-82
C+	2.50	77-79
C	2.00	73-76
C-	1.75	70-72
D+	1.50	67-69
D	1.00	63-66
D-	0.75	60-62
F	0.00	<60

- A** Outstanding – Exceeds all requirements and expectations; demonstrates sustained analytic, synthetic, integrative, and/or creative skill; shows an unusual degree of intellectual initiative.
- A-** Excellent – Exceeds most requirements and expectations; demonstrates excellent analytic, synthetic, integrative, and/or creative skill.
- B+** Superior – Exceeds most requirements and expectations in one or more ways; demonstrates creativity and originality in a variety of ways.
- B** Very Good – Exceeds many requirements and expectations in one or more ways; demonstrates creativity and originality.
- B-** Good – Meets all requirements and expectations and exceeds some in one or more ways; demonstrates analytic, synthetic, integrative, and/or creative skill.
- C+** Above Average – Meets all requirements and expectations and exceeds one or more; demonstrates analytic, synthetic, integrative, or creative skill.
- C** Satisfactory – Meets all requirements and expectations, but does not exceed any.
- C-** Below Average – Meets nearly all requirements and expectations, but fails to meet the standard in some area; work retains some academic value; a warning grade.
- D+** Far Below Average – Fails to meet some aspects of requirements or expectations.
- D** Poor – Fails to meet many aspects of requirements or expectations.
- D-** Very Poor – Fails to meet nearly all aspects of requirements or expectations. **F** Failure – Fails to meet any basic requirements and expectations.

Additional course designators are:

- AU** Indicates auditing of course for no credit; not included in computation of grade point average.
- EX** Indicates that a student was exempted from a course; no credits are awarded for exempted courses.
- I** Indicates special circumstances that delay course completion; only issued if the completed work can result in a passing grade; not included in determining grade average and does not represent satisfactory progress toward the degree but does count toward credits attempted when determining satisfactory progress.
- P** Indicates student has passed with a “C” level grade or higher; not included in determining grade point average, but does represent satisfactory progress toward a degree.
- R** Indicates a course that has been repeated; only the higher grade is used for computing grade point average.

- TR** Denotes transfer credit; not included in determining grade point average.
- W** Indicates withdrawal after an add/drop period; not included in determining grade average, but does count toward hours attempted when determining satisfactory progress.

Courses end at midnight on Sunday of the last week of a session. Grades are submitted within 72 hours (by midnight of the next Wednesday). Grade reports are normally available on the Student Portal by the following day (Thursday).

Incompletes

A grade of “I” (Incomplete) may be used on those occasions when circumstances are beyond a student’s control, such as a documented illness or family emergency and completion of the incomplete work can result in a passing grade. Course work must be completed within two weeks following the end of a session in which an “I” grade was assigned. The instructor will submit the final grade by midnight on Wednesday of the week following the two-week period. At the end of the third week following the end of a session, the Registrar will change all remaining “I” grades to “F”. Under extenuating circumstances, the Chief Academic Officer may make an exception to this policy.

Course Repeats

Students may repeat a course in which they received a “C”, “D” or “F”. The highest grade earned is used in the calculation of the grade point average. Both course attempts are considered in the calculation of quantitative progress (maximum time frame). Only one repetition of a previously passed course is permitted for financial aid purposes. Students who wish to repeat a previously passed course (receiving a grade of “C” or “D”) more than once are responsible for the tuition for that course as it is not covered by Title IV financial aid. Course repeats are priced at current tuition rates.

General Education Courses

The purpose of University of the Potomac’s general education courses is to provide students with the tools to support their understanding of concepts, to think critically and reflect on the interaction of subject areas. Writing, reading, and research work together to provide students with an understanding of the world around them and the ability to express that understanding throughout their academic endeavors.

General education includes the knowledge, skills and perspectives that are part of an educational experience for all undergraduates regardless of major. They help students become well-rounded individuals and responsible citizens. Upon completion of study at the University of the Potomac, the student will demonstrate the ability to:

- Use written and oral communication skills for academically and professionally appropriate discourse (**Effective communication**).
- Construct reasonable arguments using various forms of evidence from multiple sources (**Critical thinking**).
- Use basic mathematical and scientific concepts and methods to show how various natural phenomena influence individuals and society (**Quantitative and scientific reasoning**).

- Use appropriate information literacy tools and practices, including technology, to gather, organize, evaluate and present information (**Technological proficiency and Information literacy**).
- Analyze the ethical choices inherent in decision-making (**Ethical awareness**).

Transitional Courses

The University offers two non-credit courses – MATH 009, Transitional Mathematics and ENGL 009, Transitional English – that provide students with the opportunity to refresh or improve their basic skills in mathematics, reading and writing. These courses are optional and are graded on a pass/fail basis. These courses may each be repeated once.

MATH 009 and ENGL 009 carry no credit toward an associate or a bachelor's degree, but they do count toward full-time status. They are not considered as part of the Satisfactory Academic Progress calculation and do not count in the student's GPA.

The tuition for transitional courses is the same as for other University of the Potomac courses.

Sigma Beta Delta (Honor Society for business, management, and administration)

Sigma Beta Delta was created as an Honor Society for institutions with regional accreditation. Sigma Beta Delta provides an opportunity for faculty to confer international recognition for outstanding academic achievements on students at University of the Potomac. The purpose of the society is to encourage and recognize scholarship and accomplishments among students and to encourage and promote aspirations toward personal and professional improvement and a life distinguished by honorable service. Members must evidence high scholarship and be of good moral character.

Candidates for bachelor's degrees who rank in the upper 10% of their class at the time of invitation to membership may be inducted into membership following completion of at least one-half of the degree program in which they are enrolled. Transfer students who meet the qualifications for membership may be inducted after they have completed a minimum of one session of work in their program provided their overall record is of Sigma Beta Delta caliber.

Honors, Dean's, and President's Lists

These lists are computed twice yearly, in the spring at the end of the third session, and in the fall, at the end of the sixth session. Students must have completed at least 18 credits during the previous three sessions. Students who have incomplete grades are not eligible for these honors.

- Students with grade point averages of 3.5 to 3.74 are placed on the Honors List.
- Students with grade point average of 3.75 to 3.99 are placed on the Dean's List.
- Students with grade point averages of 4.00 are placed on the President's List.

GPA's are calculated for the courses taken during the previous three sessions. They are not cumulative grade averages. A new group of honors students is determined at the end of each six-month period.

Graduates who meet the requirements for these awards throughout their enrollment at University of the Potomac receive a certificate of their having earned these honors.

Graduation

The formal commencement ceremony is held in May or June each year on a date announced by the University. Degree candidates who have completed all graduation requirements since the previous commencement ceremony are eligible to participate. Degree candidates who will be enrolled in their final courses on the date of commencement may also apply to participate in the ceremony. A student receiving an incomplete grade in a course who completes the course requirements and is issued a grade in that course is deemed to have completed the course in the session it was taken. The degree conferral date (noted on transcripts and diplomas) is the final day of the session in which the student completes all degree requirements. Diplomas and official transcripts are issued only for students who have completed the academic requirements of their program and have no financial obligation to the University.

Graduation with Honors

Bachelor degree students who complete their degree programs with high achievement graduate with honors. Students with a cumulative GPA of 3.90 or higher will be graduated Summa Cum Laude. Students with a GPA of at least 3.80 but less than 3.90 will be graduated Magna Cum Laude. Students with a GPA of at least 3.65 but less than 3.80 will be graduated Cum Laude.

Transcripts

Requests for official University of the Potomac transcripts must be made in writing, signed and submitted to the Registrar. Students must use a Transcript Request Form. Requests must include a student's name, social security number, dates of attendance and a complete address of where the transcript is to be sent. The cost for an official transcript is \$10. A transcript may be expedited (one business day) for an additional fee of \$15. Only students who have no financial obligation to the University as confirmed by the Bursar are eligible for official transcripts.

Second Associate or Bachelor's Degree

Students who complete all requirements in one program may complete a second degree in another program at the University. The second degree requires completion of all core course requirements for that program. Students receive credit for courses taken in the first program that also apply to a second degree. However, a minimum of 18 credits for a second associate degree and 36 credits for a second bachelor degree are required. The courses transferred from the first degree program are included in the pace or maximum time frame allowed for the second program.

Change of Program

A student may request a change of program. However, some credits earned while enrolled in the former program may not transfer to the latter because of curricular differences. Students are strongly advised to seek advice from the program chair or Dean prior to changing programs.

Courses previously completed at University of the Potomac will be evaluated, as all other Potomac course work, for their applicability to the new program and the grades will be calculated in the student's grade point average.

If a student changes programs, a new Satisfactory Academic Progress Policy maximum period is calculated based on credits required by the new program. Written permission of the Chief Academic Officer or designee is required if students change programs more than once.

Add/Drop Period

Students may drop a course within the ADD/DROP period of their semester without incurring an academic penalty or financial obligation. The ADD/DROP period is defined as the first week of their semester (the first six days of the 16-week semester).

Administrative Course Drops – No Attendance

If a student fails to attend a course during the ADD/DROP period of his/her session, the Registrar will drop the student from the course and he/she may not attend the course during that session.

Administrative Course Withdrawals – Excessive Absences

If a student fails to attend a course during any 14 calendar-day period (14 consecutive days) throughout the semester, the Registrar will withdraw him/her from the course. Please see the Institutional Refund Policy for financial obligations.

Course Withdrawals

If a student has attended beyond the ADD/DROP period of his/her semester, but subsequently wishes to withdraw from a course in that semester he/she must complete a Student Status Change Request (SSCR) form with Student Services, the Registrar or an academic advisor. Please see the Institutional Refund Policy for financial obligations.

Grade Assigned for Withdrawal from a Course

When a student is withdrawn from a course, whether due to lack of attendance or because they chose to withdraw from the course and submitted an SSCR form requesting the withdrawal, he/she will receive a grade of **W**.

Please see Payment and Refund Policies on page 23 for financial obligations.

Administrative Withdrawal

If students are dropped or withdrawn from all courses in a given session and do not request and receive a Leave of Absence, the Registrar will administratively withdraw them from the University. (See Payment and Refund Policies for financial obligations incurred when withdrawing or being withdrawn from the University.)

Official Withdrawal

To withdraw officially from the University of the Potomac, a student must complete a Student Status Change Request (SSCR) form with Student Services, the Registrar or an academic advisor. Only an approved SSCR constitutes an official withdrawal. (See Payment and Refund Policies for financial obligations incurred when withdrawing from the University.) Students will be asked to complete an exit interview.

Re-entry

Students seeking re-entry to the University of the Potomac should contact:

- Admissions Department if they have been withdrawn for over one year
- Student Services Department if they have been withdrawn for less than one year

If a student has enrolled in another institution after withdrawing from the University of the Potomac, official transcripts should be provided from that institution prior to readmission to the University. Please contact Admissions for further details on re-entry.

Students are required to comply with any new program requirements, policies and procedures, textbook changes or changes in tuition and fees that are delineated in the catalog in effect at the time of their re-entry.

Satisfactory Academic Progress (SAP) – Undergraduate Degrees

All undergraduate students enrolled at the University of the Potomac must meet the University's minimum standards of achievement with regard to cumulative grade point average (CGPA) and successful course completion. A student's academic progress is evaluated at the end of each semester. The University's Satisfactory Academic Progress (SAP) consists of two measurements:

- A quantitative measurement which determines if students are completing the courses they attempt (pace) at a rate that will ensure completion of the program within a maximum time frame of 150% of the program length in credit hours; and
- A qualitative measurement which determines if students have a satisfactory cumulative grade point average in their program of study.

Transfer credits are included in the calculation as completed and attempted credits. Incomplete grades (I), Withdrawals (W), course repetitions (R) and audited courses (AU) are all considered as attempted, but not satisfactorily completed in the Pace of Completion calculation. Transitional courses are not included in this calculation.

(1) QUANTITATIVE PROGRESS OR PACE OF COMPLETION (POC)

Students must complete their educational program in a period no longer than one and a half times the standard program length based on number of credits in a program.

- If a program requires 60 credits to graduate, the standard program length is 60 credits and the maximum time frame (MTF) is 1.5 times or 90 credits attempted. If a program requires 120 credits to graduate, the standard program length is 120 credits and the maximum time frame (MTF) is 1.5 times or 180 credits attempted.
- Evaluation of progress is conducted at the end of every semester (two sessions).
- Students must successfully complete at least 67% of all credits attempted. Successful completion of a course means earning a grade of "A" through "D-".
- Students who are below the successful completion rate are placed on Academic Warning for the next semester.
- Students on Academic Warning remain eligible, if relevant, for financial aid for one semester.
- If, at the end of the Academic Warning semester, students have achieved the required completion rate they are removed from Academic Warning.
- If they have not achieved the required completion rate at the end of the Academic Warning semester, they are placed on Academic Probation and, if relevant, are no longer eligible for financial aid unless they submit an appeal which is successful and agree to an academic plan for success.
- If, at the end of an Academic Probation semester:
 - They have achieved the required completion rate, they are removed from Academic Probation and, if relevant, are eligible for financial aid.
 - They have not achieved the required completion rate, but are meeting the requirements of the academic plan, they remain on probation for the next semester and, if relevant, are eligible for financial aid.
 - They are not meeting the requirements of the academic plan, they are dismissed from the University.
- For students receiving financial aid: if, at any time during their enrollment, they can no longer graduate within the defined maximum time frame, the student is dismissed from the University.

(2) QUALITATIVE PROGRESS

Students must maintain a minimum cumulative grade point average (CGPA) throughout their academic program as described below.

- At the end of each semester, grade point averages are computed. Satisfactory Academic Progress requires that
 - At the end of the semester in which students complete 15 credits, including transfer credits, their minimum Potomac CGPA is 1.00
 - At the end of the semester in which students complete 30 credits, including transfer credits, their minimum Potomac CGPA is 1.50
 - At the end of the semester in which students complete 45 credits, including transfer credits, their minimum Potomac CGPA is 1.75
 - At the end of the semester in which students complete 60 credits, including transfer credits, their minimum Potomac CGPA is 2.00

- At the end of any semester in which students do not meet the CGPA requirements above, they are placed on Academic Warning for the next semester.
- Students on Academic Warning remain eligible, if relevant, for financial aid for one semester.
- If, at the end of the Academic Warning semester, students have achieved the required CGPA they are removed from Academic Warning.
- If they have not achieved the required CGPA at the end of the Academic Warning semester, they are placed on Academic Probation and, if relevant, are no longer eligible for financial aid unless they submit an appeal which is successful and agree to an academic plan for success.
- If, at the end of the Academic Probation semester:
 - They have achieved the required CGPA, they are removed from Academic Probation and, if relevant, are eligible for financial aid.
 - They have not achieved the required CGPA, but are meeting the requirements of their academic plan, they remain on Academic Probation for the next semester and, if relevant, are eligible for financial aid.
 - They are not meeting the requirements of their academic plan, they are dismissed from the University.

- At the end of the semester in which students complete 60 credits, including transfer credits, their progress is reviewed and a Potomac CGPA of at least 2.00 is required.

Satisfactory academic progress is initially determined at the end of the first semester and each semester thereafter. Students are notified in writing of their SAP status: warning, probation, dismissal or their having been removed from warning or probation.

Length of Time to Complete a Master's Degree

Students have up to five years from their first session to complete their master's degree program. If a student reaches a point at which it will not be possible to complete within the five-year time frame, they are dismissed from the University. Also, see the section below on *Satisfactory Academic Progress for Graduates Students*.

Financial Aid and Satisfactory Academic Progress (SAP)

Students receiving financial aid who are placed on academic probation because they do not meet the standards of Satisfactory Academic Progress may submit a written appeal of that determination based on documented mitigating circumstances such as serious illness. The appeal must include an explanation of what has changed to improve the student's situation. Students must appeal no later than one week after the start of their next semester to avoid disruption in their enrollment due to loss of eligibility for financial aid. If enrollment continues after loss of eligibility, students may be liable for tuition costs. Students whose appeal is successful are placed on probation for one semester. An academic plan is drawn up which ensures that the students meet these requirements at a designated point in time. This plan is drawn up by the Chief Academic Officer or designee and must be approved by the Director of Financial Aid. Probationary semester students with an approved academic plan continue to be eligible for financial aid as long as they continue to meet the requirements of the academic plan. If they cease to

meet the requirements of the academic plan, they will be deemed ineligible for financial aid and may be dismissed.

Appeals Process and Mitigating Circumstances

Students who fail to meet University of the Potomac standards of Satisfactory Academic Progress (SAP) and are dismissed from the University have an opportunity to appeal the action. Appeals must be made in writing to the Chief Academic Officer or designee within ten (10) days of notification of any SAP determination. Each appeal judgment is based on that student's record and personal circumstances. The appeal must include an explanation of what has changed to improve the student's situation. A decision is made within five (5) business days of submission of the written petition. The student is informed in writing of the decision. Mitigating circumstances for which an appeal may be made are illness, death of a family member, military duty, jury duty, or employment responsibilities beyond the student's control. Appropriate written documentation must accompany an appeal. Students whose appeals are approved, may continue their studies at the University under an academic plan as described earlier and, if relevant, are not eligible for financial aid.

Academic Reinstatement Policy

Students who have been academically dismissed and have not attended the University for a minimum of one semester (two sessions) who wish to return to the University may apply through the Admissions Office. The Admissions Office will request that the student's record be reviewed by the Chief Academic Officer or designee. Approval by the Chief Academic Officer or designee is required in order for the student to re-enter the University. Approval will be based on the potential for the student to succeed academically. If the student is approved academically for re-entry, the Admissions Office will then request a financial review by the Bursar and the Financial Aid Office to ensure that all financial obligations to the University have been met and to determine eligibility for financial aid, if appropriate. The student will re-enter the University on academic probation and the policies on Satisfactory Academic Progress will apply.

Leave of Absence

Students in good standing who find it necessary to interrupt their education may apply for a leave of absence (LOA) for up to one semester (two consecutive eight-week sessions) per calendar year. Students are encouraged to consult both an academic advisor and a Financial Aid Officer before taking a leave. Application for a LOA must be made prior to the start of the session in which the LOA is to begin. A LOA will not be granted for a session that has already started. If a student takes a Leave of Absence during a course, the student must repeat the entire course unless a final grade can be given. Students taking an LOA may have financial obligations.

A leave of absence must be requested in writing before it begins. A Leave of Absence (LOA) form must be approved by the Chief Academic Officer or designee and signed by the student before submission to the Registrar. Failure to return at the end of an approved leave of absence results in a student's being withdrawn from the University. The effective day of a withdrawal is the last day of an approved leave of absence.

Students are not eligible for a leave until they have successfully completed one semester (12 credit hours). A leave of absence does not adversely affect satisfactory progress toward a degree. (Contact Financial Aid for information on the effects of a Leave of Absence on financial aid packages.) Students who have not completed 12 credit hours at the time of a Leave of Absence request are required to withdraw from the University. Students who request and receive a Leave of Absence or who withdraw from the University and subsequently return must meet with an advisor to reestablish their academic plan/degree map.

Course Attendance Policy

Implicit in the Mission of the University of the Potomac is enhancing cross-cultural understanding among the diverse and multicultural student body it serves. As a result, the University places a high value on the classroom experience. Attendance is expected in all classes and attendance records are maintained. Class attendance is important for the following reasons:

- University of the Potomac teaching strategies take advantage of small class sizes to encourage interactive learning among students and instructors whether in an online or a classroom-based environment.
- Institutional learning outcomes require student participation in class.

The University's attendance policy is as follows:

Minimum Attendance Requirement:

Students must attend a minimum of 75% of a course in order to be eligible to be considered for a passing grade

After 14 consecutive calendar days of absence a student will be withdrawn from the University. Any action taken due to excessive absences may affect financial aid and graduation dates.

Obligations of students who are absent: Students are responsible for all missed content and assignments from classes that they miss. Whenever possible, students who will miss a class should make prior arrangements with their instructors to make up any work missed.

Prolonged absences: Cases of prolonged absences caused by an emergency or a medical condition may require students to withdraw from some or all of their courses. Under such circumstances, students should first consult student services, a program chair or an Academic Dean.

When scheduled holidays or inclement weather interfere with scheduled classes, instructors are responsible for establishing make up time and/or course work. Fridays are set aside for such make up. Scheduled make up sessions, extended class sessions, additional assignments and individual conferences may be considered as make up alternatives. Make ups must be completed prior to the end of the session in which they occurred.

Course Attendance Periods

Attendance in online courses is automated through the University of the Potomac learning management system (LMS). Attendance in the online portion of Hybrid courses is also automated. All courses have 16

attendance periods each session and students must attend a minimum of 75% (12 attendance periods) of a course in order to be eligible to be considered for a passing grade.

Online Attendance periods for each week of the eight-week session are from Monday 12:01 am to Wednesday 12:00 midnight and from Thursday 12:01 am to Sunday 12:00 midnight. A student has attended an online class for an attendance period by logging into the class at least once during the period.

Hybrid: Attendance periods for each week of the eight-week session consist of the scheduled oncampus class meeting and the online period from Monday 12:01 am to Sunday 12:00 midnight. A student has attended the online attendance period for the week by logging into the class at least once during the period.

All times are Eastern Standard or Daylight Savings Time.

Student Academic Grievance Procedures

The University of the Potomac carefully considers student academic grievances and makes adjustments when appropriate. Students submitting a grievance are not subject to unfair action or treatment as a result of their initiation of such a grievance.

It is the University's objective to maintain good communications and to assure that concerns of all members of the University community (students, staff, and faculty) are addressed fairly. To accomplish this, the following process should be used in seeking resolution of a student's concerns:

Step 1: Discuss with course instructor (if appropriate)

Step 2: Discuss with Program Chair

Step 3: If necessary, submit a written appeal to the Chief Academic Officer or designee

After the second step, a grievance must be submitted in writing to the Chief Academic Officer or designee by the end of the academic session following the session in which the action being appealed occurred.

The Chief Academic Officer or designee appoints an Academic Grievance Committee (usually within 24 hours) to collect facts and make a recommendation for resolution to the Chief Academic Officer or designee. The committee consists of a member of Student Services, a faculty member, and a student. The Chief Academic Officer or designee has the final decision on recommendations resulting from Grievance Committee deliberations. When a final decision has been reached, the Chief Academic Officer or designee notifies all relevant parties in writing. If a grade change or other record revision is required, the Chief Academic Officer or designee notifies the Registrar. The Registrar makes appropriate change(s) to the student's records. The decision of the Chief Academic Officer or designee is final.

If a student has a complaint or grievance and it cannot be resolved after exhausting Potomac's grievance procedures, a complaint may be filed with the:

Higher Education Licensure Commission (HELIC)
Government of the District of Columbia
1050 First Street, NE; 5th Floor
Washington, DC 20002
www.osse.dc.gov/helc

Students may contact the State Council of Higher Education for Virginia (SCHEV) as a last resort if all other efforts above have been exhausted and resolution has not been found. SCHEV can be contacted at 804-225-2600 or via email www.schev.edu.

Academic Integrity and Ethics

The goal of the Academic Integrity and Ethics Policy is to define what constitutes appropriate research and reporting methodologies in the academic community and to provide assurance that each student is able to work in an atmosphere free of intellectual dishonesty. Breaches of the Academic Integrity and Ethics Policy are considered serious violations of trust and may result in censure, course failure and/or dismissal from the University.

Academic dishonesty may take many forms, and each is considered an equally serious offense. The more common forms of academic dishonesty are:

- Cheating – Cheating includes the intentional giving or receiving (or attempts thereof) of any assistance not authorized in advance by an instructor, including the use of notes, copying or prior knowledge of examination materials.
- Fabrication – Fabrication includes the intentional falsification or invention of any information for inclusion in a written paper or project.
- Plagiarism – Plagiarism includes the intentional use or representation of the thoughts, ideas, or words of another as one's own work in any assignment including the paraphrasing of information, the duplication of an author's words or ideas without identifying the source, and the failure to cite quoted material properly.
- Duplication of Materials – Academic integrity extends to the appropriate duplication of the materials of others that are under copyright protection. Faculty and students are required to comply with all copyright restrictions in the use of materials within the classroom and in reports and presentations.
- Students, faculty, and staff must also be cognizant of and avoid copyright infringement. Copyright infringement is using someone else's ideas or material, which may include a song, a video, a movie clip, a piece of visual art, a photograph, and other creative works, without authorization or compensation, if compensation is appropriate. The use of copyright material without permission is against federal law, and penalties may include fines and/or imprisonment.

As a consequence of expanded availability of digitized files and computing, peer-to-peer file sharing has become commonplace. However, making copyrighted material available to others using file sharing networks (e.g., Shareaza, Kazaa, BitTorrent, eMule, or the like) is also prohibited by University of the Potomac and is considered copyright infringement. In addition, to the aforementioned potential for

federal penalties, University of the Potomac reserves the right to revoke the Information Technology privileges of those using or contributing to the use of file sharing networks to either access or provide use of or access to copyrighted material.

The concept of “Fair Use” applies, and the limited reproduction of copyrighted works for teaching and research purposes *may* be permitted. Multiple copies for classroom use may be produced provided the copies are not sold or distributed beyond classroom use and provided such duplication is specifically for a direct educational purpose. This statement does not restrict the limited duplication of copyrighted materials through the University’s purchased online databases. Should questions exist regarding the duplication of materials, academic advice should be sought before materials are copied.

Faculty and students may face civil or criminal charges if they are found to be illegally printing and/or downloading copyrighted material.

While intent is a component of academic dishonesty, a lack of knowledge of the specifics as to what constitutes a violation of the University’s standards is not accepted as an excuse. Any questions regarding the specific application of the Academic Integrity Policy should be directed to an instructor.

In cases involving charges of academic dishonesty made either by an instructor or another student, the instructor shall present the evidence in the case to the Program Chair, Academic Dean, or Chief Academic Officer or designee, as appropriate. If there is any sound reason for believing that there has been an act of academic dishonesty, the Chief Academic Officer or designee consults with the student involved. The Chief Academic Officer or designee imposes the appropriate penalty and notifies the student in writing. The student, in writing, will acknowledge the penalty. At a minimum, a grade of “F” is assigned to any assignment, paper or test on which a violation of the Academic Integrity Policy has occurred. Repeated violations may result in the student being dismissed from the institution.

Academic Freedom

University of the Potomac is a place where ideas can be freely explored and expressed without fear of interference or limitation. An atmosphere of academic freedom helps assure that this is possible. University of the Potomac embraces fully the concept of academic freedom for its faculty, students and staff. All members of the University of the Potomac community are free to examine issues, draw conclusions and express ideas both inside and outside the classroom.

Degree Requirements

Degree Requirements for Associate of Science Degrees

- Successful completion of 60 credits including 18 credits in general education.
- A minimum of 18 of the required 60 credits must be earned at University of the Potomac.
- Fulfillment of specific requirements listed under individual program descriptions.
- Attainment of a cumulative grade point average of 2.00 or higher.

Degree Requirements for Bachelor of Science Degrees

- Successful completion of 120 credits including 30 credits in general education.
- A minimum of 36 of the required 120 credits must be earned at University of the Potomac including 10 upper division core courses in the discipline of the program.
- Fulfillment of specific requirements listed under individual program descriptions.
- Attainment of a cumulative grade point average of 2.00 or higher.

Degree Requirements for Bachelor of Science Degrees – Theoretical Applications Project Honors Program

- Successful completion of 120 credits hours including 30 credits in general education.
- A minimum of 60 of the required 120 credits must be earned at University of the Potomac consisting of theory courses required by the program, related Theoretical Applications Project courses and a Capstone Project course (60 semester credit hours in total).
- Fulfillment of specific requirements as listed under individual program descriptions.
- Attainment of a cumulative grade point average of 3.00 or higher.

Degree Requirements for the Master of Business Administration Degree

- Successful completion of 36 credits with a cumulative grade point average of 3.00.
- A minimum of 30 of the required 36 credits must be earned at University of the Potomac.
- Maintain a cumulative grade point average of 3.00 or higher.
- Passing score on the comprehensive examination after completion of all courses in the program.

MBA Transfer Credits

Students may transfer in up to six (6) graduate credits into the MBA. Transfer credits must be at the graduate level, have been completed within the last 10 years at an accredited institution (accredited by an institutional accrediting agency recognized by the Secretary of the US Department of Education) and have an earned grade of “B” or better. Transfer credit decisions will be based on official transcripts provided to University of the Potomac.

Waivers

The courses below may be waived if a student has an undergraduate degree with a major (generally at least 18 semester credit hours) in the content area. Waivers do not reduce the number of credits required to complete the MBA degree; a minimum of 36 graduate credit hours is required to graduate with an MBA degree. Requests for waivers should be submitted to the Graduate Dean.

Courses that may be waived based on prior education:

- BUS 501 Managerial Accounting
- BUS 502 Managerial Economics
- BUS 503 Managerial Finance

As an example, an accounting major may waive BUS 501 – Managerial Accounting, and take a threecredit elective course in its place.

Degree Requirements for the Master of Healthcare Administration Degree

- Successful completion of 36 credits with a cumulative grade point average of 3.00.
- A minimum of 30 of the required 36 credits must be earned at University of the Potomac.
 - Maintain a cumulative grade point average of 3.00 or higher.

MHCA Transfer Credits

Students may transfer in up to six (6) credits into the MHCA. Transfer credits must be at the graduate level, have been completed within the last 10 years at an accredited institution (accredited by an Institutional accrediting agency recognized by the Secretary of the US Department of Education) and have an earned grade of “B” or better. Transfer credit decisions will be based on official transcripts provided to University of the Potomac.

Waivers

Due to the technical nature of courses in the MHCA, no waivers are permissible.

Degree Requirements for the Master of Science in Information Technology Degree

- Successful completion of 36 credits with a cumulative grade point average of 3.00.
- A minimum of 30 of the required 36 credits must be earned at University of the Potomac.
- Maintain a cumulative grade point average of 3.00 or higher.

MSIT Transfer Credits

Students may transfer in up to six (6) credits into the MSIT. Transfer credits must be at the graduate level, have been completed within the last 10 years at an accredited institution (accredited by an Institutional accrediting agency recognized by the Secretary of the US Department of Education) and have an earned grade of “B” or better. Transfer credit decisions will be based on official transcripts provided to University of the Potomac.

Waivers

Due to the technical nature of courses in the MSIT, no waivers are permissible.

PROGRAMS OF STUDY – MASTER’S PROGRAMS

ACADEMIC POLICIES AND PROCEDURES FOR GRADUATE PROGRAMS

In addition to the Academic Policies and Procedures described earlier, the following pertain to graduate programs. Where the topic is the same, the requirements set out below for graduate programs replace the earlier ones.

Grading in Graduate Courses

Students receive a grade in each course for which they register and attend. Each course syllabus indicates the relationship between course components and assignments in determining a final grade. Grades of plus (+) and minus (-) are used in assigning grades and determining a grade point average (GPA). Quality points, used in determining a grade average, are assigned as follows:

Grade	Quality Points	Percentage Grades
A	4.00	94-100
A-	3.75	90-93
B+	3.50	87-89
B	3.00	83-86
B-	2.75	80-82
C+	2.50	77-79
C	2.00	73-76
C-	1.75	70-72
F	0.00	<70

- A** Outstanding – Exceeds all requirements and expectations; demonstrates sustained and excellent analytic, synthetic, integrative, and/or creative skill; shows an unusual degree of intellectual initiative.
- A-** Excellent – Exceeds most requirements and expectations; demonstrates excellent analytic, synthetic, integrative, and/or creative skill.
- B+** Superior – Exceeds most requirements and expectations in one or more ways; demonstrates creativity and originality in a variety of ways.
- B** Very Good – Exceeds many requirements and expectations in one or more ways; demonstrates creativity and originality.
- B-** Good – Meets all requirements and expectations and exceeds some in one or more ways; demonstrates analytic, synthetic, integrative, and/or creative skill.
- C+** Above Average – Meets all requirements and expectations and exceeds one or more; demonstrates analytic, synthetic, integrative, or creative skill.
- C** Satisfactory – Meets all requirements and expectations, but does not exceed any.
- C-** Below Average – Meets nearly all requirements and expectations, but fails to meet the standard in some area; work retains some academic value; a warning grade. **F** Failure – Fails to meet any basic requirements and expectations.

Additional course designators are:

- AU** Indicates auditing of course for no credit; not included in computation of grade point average.
- EX** Indicates that a student was exempted from a course; no credits are awarded for exempted courses.
- I** Indicates special circumstances that delay course completion; only issued if the completed work can result in a passing grade; not included in determining grade average and does not represent satisfactory progress toward the degree but does count toward credits attempted when determining satisfactory progress.
- P** Indicates student has passed with a “C” level grade or higher; not included in determining grade point average, but does represent satisfactory progress toward a degree.
- R** Indicates a course that has been repeated; only the higher grade is used for computing grade point average.
- TR** Denotes transfer credit; not included in determining grade point average.
- W** Indicates withdrawal after an add/drop period; not included in determining grade average, but does count toward hours attempted when determining satisfactory progress.

Courses end at midnight on Sunday of the last week of a session. Grades are submitted within 72 hours (by midnight of the next Wednesday). Grade reports are normally available on the Student Portal by the following day (Thursday).

Graduation

The formal commencement ceremony is held in May or June each year on a date announced by the University. Degree candidates who have completed all graduation requirements since the previous commencement ceremony are eligible to participate. Degree candidates who will be enrolled in their final courses on the date of commencement may also apply to participate in the ceremony. A student receiving an incomplete grade in a course who completes the course requirements and is issued a grade in that course is deemed to have completed the course in the session it was taken. The degree conferral date (noted on transcripts and diplomas) is the final day of the session in which the student completes all degree requirements. Diplomas and official transcripts are issued only for students who have completed the academic requirements of their program and have no financial obligation to the University.

Graduation with Honors

Master's degree students who complete their degree programs with a cumulative GPA of 3.80 or higher with no more than two grades below B- will be graduated with distinction and their transcripts will contain this notation.

Satisfactory Academic Progress (SAP) for Graduate Students

All students enrolled in graduate programs at the University of the Potomac must meet the University's minimum standards of achievement with regard to cumulative grade point average (CGPA). A student's academic progress is evaluated at the end of each semester. The University's Satisfactory Academic Progress (SAP) policy for graduate students requires that they maintain a cumulative grade point average of 3.00 at the end of each semester.

- At the end of any semester in which students do not meet the CGPA requirement, they are placed on Academic Probation for the next semester.
- Students on Academic Probation remain eligible, if relevant, for financial aid for one semester.
 - If, at the end of the Academic Probation semester:
 - They have achieved the required CGPA, they are removed from Academic Probation and, if relevant, are eligible for financial aid.
 - They have not achieved a cumulative grade point average of 3.00, they are dismissed from the University.

Satisfactory academic progress is initially determined at the end of the first semester and each semester thereafter. Students are notified in writing of their SAP status: probation, dismissal or their having been removed from probation.

In addition, students have up to five years from their first session to complete their master's degree program. If a student reaches a point at which it will not be possible to complete within the five-year time frame, they are dismissed from the University.

Appeals Process and Mitigating Circumstances

Graduate students who fail to meet University of the Potomac standards of Satisfactory Academic Progress (SAP) and are placed on probation or dismissed from the University have an opportunity to appeal the action. Appeals must be made in writing to the Graduate Dean or designee within ten (10) days of notification of any SAP determination. Each appeal judgment is based on that student's record and personal circumstances. The appeal must include an explanation of what has changed to improve the student's situation. A decision is made within five (5) business days of submission of the written petition. The student is informed in writing of the decision. Mitigating circumstances for which an appeal may be made are illness, death of a family member, military duty, jury duty, or employment responsibilities beyond the student's control. Appropriate written documentation must accompany an appeal.

Leave of Absence for Graduate Students

Graduate students in good standing who find it necessary to interrupt their education may apply for a leave of absence (LOA) for up to one semester (two consecutive eight-week sessions) per calendar year. Students are encouraged to consult both an academic advisor and a Financial Aid Officer before taking a leave. Application for a LOA must be made prior to the start of the session in which the LOA is to begin. A LOA will not be granted for a session that has already started. If a student takes a Leave of Absence during a course, the student must repeat the entire course unless a final grade can be given. Students taking an LOA may have financial obligations.

A leave of absence must be requested in writing before it begins. A Leave of Absence (LOA) form must be approved by the Graduate Dean or designee and signed by the student before submission to the Registrar. Failure to return at the end of an approved leave of absence results in a student being withdrawn from the University. The effective day of a withdrawal is the last day of an approved leave of absence.

Students are not eligible for a leave until they have successfully completed one semester. Students who have not completed 12 credit hours at the time of a Leave of Absence request are required to withdraw from the University. Students who request and receive a Leave of Absence or who withdraw from the University and subsequently return must meet with an advisor to reestablish their academic plan/degree map.

Master of Business Administration

Program Mission

The mission of the Master of Business Administration degree is to prepare working professionals to meet the needs of the rapidly rising workforce demands, increased levels of responsibility and an expanded management role.

Program Learning Goals

Upon completion of the program, graduates will be able to identify problems related to U.S. and foreign businesses and to respond artfully to these challenges. In addition, graduates will be empowered with the knowledge and skills required to work as managers in U.S. business organizations, nongovernmental organizations and international entities.

Graduates of the Master of Business Administration are able to:

- Formulate evidenced-based business solutions founded on stakeholder needs and interests.
- Exercise principles of ethical leadership in a variety of diverse, professional settings.
- Develop decisions and managerial actions that enhance organizational effectiveness through effective communication and teamwork.
- Apply advanced knowledge in the legal, theoretical, and practical aspects of operating a business.

Concentrations

MBA students complete eight courses in the core (or provide documentation of prior coursework in the case of pre-requisites) and then select one of the following concentrations:

- Finance
- Health Care Administration
- Hospitality and Tourism Management * Human Resource Management
- Information Technology Management
- International Business
- Entrepreneurship
- Legal Studies
- Management
- Marketing
- Project Management
- Public Policy

** The MBA with a concentration in Hospitality and Tourism Management is also offered as a combined BS-MBA program with the Bachelor of Science in Hospitality and Tourism Management. See the next section on Combined Bachelor's-Master's Programs for details.*

Program Outline

Students complete the eight courses in the core and select one of the four-course concentrations. All courses are three credits.

Core (24 credits)

BUS 501	Managerial Accounting
BUS 502	Managerial Economics
BUS 503	Managerial Finance
BUS 510	Strategic Management
BUS 520	Human Resources and Organizational Behavior
BUS 530	Marketing Management
BUS 560	Management and Information Systems
BUS 570	Business Ethics

Finance Concentration (12 credits) FIN

- 610 Financial Strategy
- FIN 620 Financial Risk Management
- FIN 630 Mergers and Acquisitions
- FIN 640 Valuation and Value Creation

Health Care Administration Concentration (12 credits) HLTH

- 500 Healthcare Systems
- HLTH 510 Managing Healthcare Organizations
- HLTH 520 Healthcare Policy, Law, and Ethics
- HLTH 530 Decision Analysis for Healthcare Managers

Hospitality and Tourism Management Concentration (12 credits)

- HOTO 610 Hospitality and Tourism Management
- HOTO 620 Marketing and Advertising in Hospitality and Tourism
- HOTO 630 Financial Management and Planning in Hospitality and Tourism
- HOTO 640 Applications of Technology in Hospitality and Tourism

Optional additional course for students who are not working in the industry:

- HOTO 690 MBA Internship in Hospitality and Tourism

Human Resource Management Concentration (12 credits)

- BUS 670 Foundations of Human Resource Management
- BUS 680 Human Resource Law
- MGMT 675 Human Capital Management
- MGMT 680 Organizational Training and Development

Information Technology Management Concentration (12 credits) MCAP

- 520 Enterprise Data Management and Administration
- CBSC 620 Cyber Law and Policy
- COMP 610 Strategic IT: Best Practices for Executives
- COMP 630 Technology Entrepreneurship

International Business Concentration (12 credits)

- BUS 640 International Business Law
- BUS 650 Global Leadership
- MGMT 650 Asia-Pacific Rim Management
- MGMT 660 Global Negotiations

Legal Studies Concentration (12 credits)

- MLS 610 Planning Law
- MLS 620 Intergovernmental Relations
- MSL 630 Administrative Law
- MSL 640 Environmental Law and Regulatory Policy

Management Concentration (12 credits) MGMT

- 610 Executive Leadership
- MGMT 620 Legal Aspects of Management
- MGMT 630 Managing Organizational Diversity
- MGMT 640 Managing Change

Marketing Concentration (12 credits)

- MRKT 610 Strategic Marketing

MRKT 620	Marketing Research
MRKT 630	Multinational Marketing
MRKT 640	Digital Marketing Strategy

Project Management Concentration (12 credits)

MPM 610	Project Management Structure and Culture
MPM 620	Project Management and the Enterprise Communication Plan
MPM 630	Project Risk and Management
MPM 640	International Project Management

Public Policy Concentration (12 credits) MLS

620	Intergovernmental Relations
MPP 610	Governmental Theory
MPP 620	Grant Writing and Administration
MPP 630	Public Budgeting and Finance

Entrepreneurship Concentration (12 credits)

BUS 690	Entrepreneurship and Small Business Management
BUS 691	Consulting
BUS 692	Franchising
BUS 693	The Business Plan

TOTAL

36 Credits

Comprehensive Examination (Required)

Upon completion of all course work the MBA candidate will take an open book comprehensive examination comprised of four discussion questions, each addressing one of the four MBA program learning goals. The examination is graded on a pass/fail basis requiring that at least two of the three graders award a passing grade in order for the student to complete the degree. Students may retake the examination if necessary at the end of any session.

Master of Healthcare Administration

Program Mission

The mission of the Master of Healthcare Administration program is to prepare managers for leadership positions in the public, private and not-for-profit healthcare sectors by providing these leaders with the breadth and depth of knowledge necessary to address real-world healthcare challenges. Graduates of the program will be competent in the areas of management of healthcare systems; healthcare policy, law and ethics; financial management; public health; and global health systems. In addition, graduates will be empowered with the knowledge and skills required to work as healthcare administrators in U.S. healthcare organizations and government agencies, non-governmental organizations, and international healthcare entities.

Program Learning Goals

Graduates of the Master of Healthcare Administration are able to:

- Identify health-related concerns of diverse populations and develop methodologies to convert these concerns into public policy
- Create policy and processes and execute decisions in compliance with the legal, regulatory and ethical considerations inherent in managing healthcare systems and organizations
- Apply the methodologies used in healthcare finance and reimbursement processes to evaluate and execute decisions regarding optimal organizational and system direction
- Explain and compare the organizational elements and structure, delivery modalities, and barriers to system and process improvement, including information technology processes, for US and global healthcare systems

Program Outline

Students complete nine core and three elective courses. All courses are three credits.

Required Healthcare Courses (27 credits)

Students generally take the following required courses in the order listed.

- HLTH 500 – Healthcare Systems
- HLTH 510 – Managing Healthcare Organizations
- HLTH 520 – Healthcare Policy, Law, and Ethics
- HLTH 530 – Decision Analysis for Healthcare Managers
- HLTH 540 – Physician Group Practice Management
- HLTH 550 – Financial Management of Healthcare Organizations
- HLTH 560 – Public Health
- HLTH 570 – Global Health Systems
- HLTH 690 – Capstone Project in Healthcare Systems

Electives (9 credits)

Students select three elective courses; not all elective courses are offered each academic year.

- HLTH 600 – Healthcare Informatics, Analytics, and Technology
- HLTH 610 – Marketing and Competitive Strategy in Healthcare
- HLTH 620 – Health Insurance and Risk Management
- HLTH 630 – Organizational Behavior in Health Care
- HLTH 640 – Human Resource Management in Healthcare

TOTAL

36 Credits

Master of Science in Information Technology

Program Mission

The mission of the Master of Science in Information (MSIT) degree is to prepare graduates who will be competent in the areas of data analysis, data and information systems management, cyber and network security, leadership, and marketing. Graduates will be empowered with the knowledge and skills required to work as IT managers or cyber security specialists in U.S. business organizations and government agencies, non-governmental organizations, and international entities.

Program Learning Goals

Graduates of the Master of Science in Information Technology are able to:

- Lead complex projects from today's information technology perspective.
- Develop information systems as strategic tools to provide competitive advantage.
- Quickly adapt to new technologies and the volatile global environment.
- Effectively identify and implement solutions through key leadership skills.

Concentrations

MSIT students complete eight courses in the core (or provide documentation of prior coursework in the case of pre-requisites) and then select one of the following concentrations:

- Information Technology Management
- Cyber Security

Program Outline

Students complete the eight courses in the core and select one of the four-course concentrations. All courses are three credits.

Core (24 credits)

BUS 510	Strategic Management
CBSC 500	Network Defense and Countermeasures
CBSC 510	Cloud Computing from the Ground Up
CBSC 520	Data Analysis
CBSC 530	Cyber Crime and Homeland Security
MCAP 520	Enterprise Data Management and Administration
MGMT 610	Executive Leadership
MPM 610	Project Management Structure and Culture

Information Technology Management Concentration (12 credits)

COMP 610	Strategic IT: Best Practices for Executives
COMP 620	Corporate IT Security Audit Compliance
COMP 630	Technology Entrepreneurship
COMP 640	Capstone-Forecasting and Management of Technology Cyber

Security Concentration (12 credits)

CBSC 610	Computer Forensics and Cyber Crime
CBSC 620	Cyber Law and Policy
CBSC 630	Hacking Methodology
CBSC 640	Capstone-Cyber Warfare

TOTAL

36 Credits

Combined Bachelor of Science/Master of Business Administration in
Hospitality and Tourism Management

Program Mission

The mission of the Combined Bachelor of Science/Master of Business Administration in Hospitality and Tourism Management degree is to fast track the preparation of students to serve in managerial positions in the dynamic and increasingly global hospitality and tourism industry. The program also serves to meet the needs of rapidly rising workforce demands and for the development of human resources in this field.

Program Learning Goals

Graduates of the Combined Bachelor of Science/Master of Business Administration in Hospitality and Tourism Management degree are able to:

- Formulate and communicate evidenced-based business solutions founded on stakeholder needs and interests in the hospitality and tourism industry.
- Exercise principles of ethical leadership in a variety of diverse, professional settings.
- Apply advanced knowledge in the legal, theoretical, and practical aspects of operating a hospitality or tourism-based business.
- Participate in financial activities such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.
- Demonstrate the ability to apply the principles and processes for providing customer and personal services, including customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

Program Outline

**Bachelor of Science/Master of Business Administration in Hospitality and Tourism Management
LOWER DIVISION REQUIREMENTS (60 Credits)**

General Education Requirement	18 Credits
COMP 110 Computer and Office Applications	
ENGL 101 English Composition I	
ENGL 102 English Composition II	
GNED 112 Student Success Strategies	
MATH 106 College Mathematics	
MATH 110 College Algebra	

Required Business Courses	30 Credits
ACCT 101 Principles of Financial Accounting I	
ACCT 110 Principles of Financial Accounting II	
BUS 110 Foundations of Business	
BUS 202 Critical Thinking and Decision Making	
BUS 230 Business Ethics and the Legal Environment	
ECON 201 Principles of Economics	
FIN 230 Fundamentals of Finance	
MGMT 230 Organizational Behavior	
MGMT 250 Introduction to Business Analysis	
MRKT 110 Principles of Marketing	
Required Hospitality Management Courses	12 Credits
HOSP 100 Introduction to Hospitality	
TOUR 110 Principles of Tourism	
HOTO 220 Customer Service Management	
HOTO 230 Hospitality and Tourism Marketing UPPER	
DIVISION REQUIREMENTS (42 Credits)	
General Education Requirement	12 Credits
ENGL 395 Research and Report Writing	
MATH 323 Research and Statistical Analysis	
PSYC 201 Principles of Psychology	
SCIE 312 Environmental Science and Sustainability	
Core Business Requirements	12 Credits
MGMT 305 Organizational Communications	
MGMT 360 Leadership	
MGMT 417 Human Resource Management	
MGMT 427 Operations Management	
Core Hospitality Management Requirements	18 Credits
HOTO 300 Meetings and Events Management	
HOTO 310 Technology in the Hospitality and Tourism Industry	
HOTO 320 Revenue Management	
HOTO 435 Strategic Management and Planning for Hospitality and Tourism	
HOTO 470 Hospitality and Tourism Law	
HOTO 490 Hospitality and Tourism Internship I	
MBA REQUIREMENTS (36 Credits)	
Core MBA Requirements	24 Credits
BUS 501 Managerial Accounting	
BUS 502 Managerial Economics	
BUS 503 Managerial Finance	
BUS 510 Strategic Management	
BUS 520 Human Resources and Organizational Behavior	
BUS 530 Marketing Management	
BUS 560 Management and Information Systems	
BUS 570 Business Ethics	

MBA Hospitality and Tourism Management Concentration Requirements	12 Credits
HOTO 610 Hospitality and Tourism Management	
HOTO 620 Marketing and Advertising in Hospitality and Tourism	
HOTO 630 Financial Management and Planning in Hospitality and Tourism	
HOTO 640 Applications of Technology in Hospitality and Tourism	
or	
HOTO 690 MBA Internship in Hospitality and Tourism	
Electives	6 Credits
TOTAL	144 CREDITS

PROGRAMS OF STUDY – BACHELOR OF SCIENCE PROGRAMS

Bachelor of Science in Accounting

Program Mission

The mission of the Bachelor of Science degree in Accounting is to prepare students for entry-level positions in public accounting firms and other private, governmental and nonprofit organizations.

Program Learning Goals

Graduates of the Bachelor of Science in Accounting are able to:

- Translate complex economic events into financial information based on professional accounting standards and methodologies.
- Analyze business information to determine the impact of audit and business risks on operational performance.
- Use ethical data collection techniques to research accounting, tax, auditing, and commercial law literature in order to apply professional accounting and auditing standards, regulations, rules, and interpretations.
- Develop written business communications that convey the work performed and conclusions reached within the context of professional accounting or auditing standards and the needs of stakeholders.

Concentrations

Students majoring in Accounting may select six upper division elective courses in accounting or management or choose one of the following concentrations to add an additional focus to their studies:

- Finance
- Government Contract Management
- Healthcare Management
- Information Management
- International Business
- Management
- Marketing

Prerequisites for Upper Division Courses

- Successful completion of general education course requirements
- Successful completion of ACCT 101, ACCT 110 and FIN 230

Program Outline

To receive a Bachelor of Science degree in Accounting, students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN ACCOUNTING

LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

18 Credits

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Core Courses

39 Credits

Management Courses (18 Credits)

BUS 110 Foundations of Business
BUS 202 Critical Thinking and Decision Making
BUS 230 Business Ethics and the Legal Environment
ECON 201 Principles of Economics
MGMT 230 Organizational Behavior
MRKT 110 Principles of Marketing

Accounting Courses (21 Credits)

ACCT 101 Principles of Financial Accounting I
ACCT 110 Principles of Financial Accounting II
ACCT 203 Federal Taxes
ACCT 214 Accounting Information Systems
ACCT 220 Payroll Accounting
ACCT 290 Intermediate Accounting I
FIN 230 Fundamentals of Finance

Electives

3 Credits

UPPER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

12 Credits

ENGL 395 Research and Report Writing
MATH 323 Research and Statistical Analysis
PSYC 201 Principles of Psychology
SCIE 312 Environmental Science and Sustainability

Required Core Courses

30 Credits

Management Courses (6 Credits)

MGMT 305 Organizational Communications
MGMT 435 Strategic Management and Planning

Accounting Courses (24 Credits)

ACCT 301 Intermediate Accounting II
ACCT 320 Intermediate Accounting III
ACCT 307 Cost Accounting
ACCT 330 Assurance and Audit Services
ACCT 402 Corporate Taxation
ACCT 408 Forensic Accounting
ACCT 450 Advanced Financial Reporting
BUS 320 Advanced Business Law for Accounting

Electives Any 18 credits of upper division courses which may include one of the concentrations below.

18 Credits

Finance Concentration

FIN 310 Investment Analysis and Portfolio Management
FIN 320 Asset Management
FIN 330 Corporate Finance
FIN 340 Financial Reporting and Analysis
FIN 350 International Banking and Finance
FIN 400 Derivatives and Risk Management

Government Contract Management Concentration

MGMT 308 Government Contract Law
MGMT 326 Principles of Federal Acquisition (FAR and DFARS)
MGMT 330 Purchasing and Material Management
MGMT 332 Cost and Price Analysis
MGMT 350 Contract Administration
MGMT 450 Contract Modification and Options

Healthcare Management Concentration

HLTH 303 Information Systems for Health Systems
HLTH 400 Societal Health and Policy Issues
HLTH 403 Global Health Administration
HLTH 405 Healthcare Financial Management
MGMT 411 Total Quality Management
MRKT 427 Marketing Management

Information Management Concentration

CBSC 320 Information Security
MCAP 303 Organization and Technology of Information Management
MCAP 351 Management Support Systems
MICS 341 Systems Analysis and Design
MICS 455 Computer Networking and Telecommunications
MICS 461 Database Management

International Business Concentration

BUS 310 Export/Import Marketing
MGMT 303 International Business Management
FIN 350 International Banking and Finance
MRKT 424 International Marketing

MGMT 440 International Organizational Development Strategies
MRKT 450 New Product Development (US and Global)

Management Concentration

MCAP 303 Organization and Technology of Information Management
MGMT 360 Leadership
MGMT 365 Managing Conflict and Change
MGMT 417 Human Resource Management
MGMT 424 Negotiations Management
MGMT 427 Operations Management

Marketing Concentration

MRKT 350 Salesmanship
MRKT 424 International Marketing
MRKT 425 Consumer Behavior
MRKT 427 Marketing Management
MRKT 450 New Product Development (US and Global)
MRKT 490 Marketing and Social Media

TOTAL

120 Credits

Bachelor of Science in Business

Program Mission

The mission of the Bachelor of Science degree in Business is to provide students with a broad foundation covering the major functional areas in business: accounting and finance, management, marketing, and operations and by developing skills and knowledge that can be applied to problem solving across these areas in any business, industry, organization, or government agency context. *Program Learning Goals*

Graduates of the Bachelor of Science in Business are able to:

- Analyze the financial health of businesses through financial statements and applicable quantitative and qualitative tools/methodologies.
- Apply management principles in ways that optimize organizational resources and respond to the impact of change on business sustainability.
- Develop a business plan that considers implementation issues, including the financial, legal, operational, and administrative procedures involved in new business ventures.
- Conduct assessments of business problems and opportunities that result in recommendations for courses of action.

Business Analyst

The four lower division courses listed below prepare a student for the examination leading to certification as a Certified Business Analyst (CBA):

BUS 202 Critical Thinking and Decision Making
MGMT 210 Introduction to Project Management
MGMT 250 Introduction to Business Analysis
MGMT 280 Introduction to Business Consulting

Project Management

The four courses listed below prepare students for the examination leading to certification as a Project Management Professional (PMP). In addition, MATH 323 is required to prepare students for the examination leading to certification as Project Management Professional (PMP):

MGMT 210 Introduction to Project Management
MGMT 211 Project Management Knowledge Areas 1
MGMT 212 Project Management Knowledge Areas 2
MGMT 411 Total Quality Management
MATH 323 Research and Statistical Analysis

Concentrations

Students majoring in Business may select six upper division business courses in one of the following seven concentrations to add an additional focus to their studies:

- Accounting
- Finance
- Government Contract Management
- Healthcare Management
- Information Management
- International Business
- Marketing

Prerequisites for Upper Division Courses

- Successful completion of general education course requirements
- Successful completion of lower division core courses

Program Outline

To receive a Bachelor of Science degree in Business, students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN BUSINESS

LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

18 Credits

Required Core Courses	30 Credits
ACCT 101 Principles of Financial Accounting I	
ACCT 110 Principles of Financial Accounting II	
BUS 110 Foundations of Business	
BUS 202 Critical Thinking and Decision Making	
BUS 230 Business Ethics and the Legal Environment	
ECON 201 Principles of Economics	
FIN 230 Fundamentals of Finance	
MGMT 230 Organizational Behavior	
MGMT 235 Introduction to International Business	
MRKT 110 Principles of Marketing	
Electives	12 Credits
UPPER DIVISION REQUIREMENTS (60 Credits)	
General Education Requirements	12 Credits
ENGL 395 Research and Report Writing	
MATH 323 Research and Statistical Analysis	
PSYC 201 Principles of Psychology	
SCIE 312 Environmental Science and Sustainability	
Required Core Courses	24 Credits
MGMT 305 Organizational Communications	
MGMT 360 Leadership	
MGMT 365 Managing Conflict and Change	
MGMT 417 Human Resource Management	
MGMT 424 Negotiations Management	
MGMT 427 Operations Management	
MGMT 435 Strategic Management and Planning	
MRKT 319 Principles of Marketing and Advertising	
Electives At least 24 credits must be in upper division business courses, which may include one of the concentrations below.	24 Credits
Accounting Concentration	
ACCT 290 Intermediate Accounting I	
ACCT 301 Intermediate Accounting II	
ACCT 320 Intermediate Accounting III	
ACCT 307 Cost Accounting	
ACCT 330 Assurance and Audit Services	
ACCT 402 Corporate Taxation	
Finance Concentration	
FIN 310 Investment Analysis and Portfolio Management	
FIN 320 Asset Management	
FIN330 Corporate Finance	
FIN 340 Financial Reporting and Analysis	
FIN 350 International Banking and Finance	
FIN 400 Derivatives and Risk Management	
Government Contract Management Concentration	
MGMT 308 Government Contract Law	
MGMT 326 Principles of Federal Acquisition(FAR and DFARS)	

MGMT 330 Purchasing and Material Management
 MGMT 332 Cost and Price Analysis
 MGMT 350 Contract Administration
 MGMT 450 Contract Modification and Options
Healthcare Management Concentration
 HLTH 303 Information Systems for Health Systems
 HLTH 400 Societal Health and Policy Issues
 HLTH 403 Global Health Administration
 HLTH 405 Healthcare Financial Management
 MGMT 411 Total Quality Management MRKT
 427 Marketing Management
Information Management Concentration
 CBSC 320 Information Security
 MCAP 303 Organizational Technology and Information Management
 MCAP 351 Management Support Systems
 MICS 341 Systems Analysis and Design
 MICS 455 Computer Networking and Telecommunications
 MICS 461 Database Management
International Business Concentration
 BUS 310 Export/Import Marketing
 MGMT 303 International Business Management
 MGMT 311 Supply Chain Management
 MGMT 440 International Organizational Development Strategies
 MRKT 424 International Marketing
 MRKT 450 New Product Development (US and Global)
Marketing Concentration
 MRKT 350 Salesmanship
 MRKT 424 International Marketing
 MRKT 425 Consumer Behavior
 MRKT 427 Marketing Management
 MRKT 450 New Product Development (US and Global)
 MRKT 490 Marketing and Social Media

TOTAL

120 CREDITS

Bachelor of Science in Cyber Security and Policy

Program Mission

Networks are always on and a constant vigilance is needed to protect corporate data, government confidential information, and classified military information. Students who earn a Bachelor of Sciences degree in Cyber Security and Policy will be prepared for a challenging and rewarding career field fighting worldwide cybercrime and protecting the digital world from hacking, fraud, and malware. Cyber security students will be in growing field of study with multiple opportunities to assist businesses, governments, and the military to protect their networks, data and systems.

What is Cyber Security?

Cyber security is the protection of networks, data, and people from data theft, identity theft, and attacks. Cyber security consists of information security, network security and application security. With the use of policies, technologies, and people, organizations can protect the confidentiality, integrity, and availability of their systems.

Program Learning Goals

Graduates of the Bachelor of Science in Cyber Security and Policy are able to:

- Design a network that meets identified strategic objectives and which reflects emerging trends and issues in cyber security.
- Apply appropriate network countermeasure policies designed to prevent security breaches of data and information.
- Apply professional and ethical standards of conduct that ensure the protection of personal privacy.
- Develop comprehensive security plans of computer systems, networks, and storage servers.

Prerequisites for Upper Division Courses

- Successful completion of general education course requirements
- Successful completion of lower division core courses

Concentrations

Students majoring in Cyber Security and Policy may select six upper division courses in one of the following five concentrations to add an additional focus to their studies:

- Government Contract Management
- Healthcare Management
- Information Management
- International Business
- Management

Program Outline

To receive a Bachelor of Science degree in Cyber Security and Policy, students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credit hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN CYBER SECURITY AND POLICY LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements	18 Credits
COMP 110 Computer and Office Applications	
ENGL 101 English Composition I	
ENGL 102 English Composition II	
GNED 112 Student Success Strategies	
MATH 106 College Mathematics	
MATH 110 College Algebra	
Required Management Courses	15 Credits
ACCT 101 Principles of Financial Accounting I	
BUS 110 Foundations of Business	
BUS 202 Critical Thinking and Decision Making	
BUS 230 Business Ethics and the Legal Environment	
MGMT 210 Introduction to Project Management	
Required Cyber Security and Computing Courses	18 Credits
CBSC 235 Foundations of Cyber Security	
CBSC 245 Cyber Law	
CBSC 265 Network Security Management	
COMP 140 Introduction to Data Communication and Networking	
COMP 236 Survey of Operating Systems	
COMP 251 Computer Systems Technology	
Electives	9 Credits
UPPER DIVISION REQUIREMENTS (60 Credits)	
General Education Requirements	12 Credits
ENGL 395 Research and Report Writing	
MATH 323 Research and Statistical Analysis	
PSYC 201 Principles of Psychology	
SCIE 312 Environmental Science and Sustainability	
Required Cyber Security and Computer Courses	30 Credits
CBSC 301 Introduction to Digital Forensics	
CBSC 305 Introduction to Cybercrime and Homeland Security	
CBSC 320 Information Security	
CBSC 405 Security Policies and Procedures	
CBSC 415 Network Defense and Countermeasures	
CBSC 425 Evaluating Emerging Technologies	
CBSC 435 Firewalls for Security	
CBSC 497 Network Security Design (Capstone Project)	
COMP 315 Security Administration I	
COMP 316 Security Administration II	

Electives	<p>Any 18 credits in upper division courses which may include one of the concentrations below</p> <p>Government Contract Management Concentration MGMT 308 Government Contract Law MGMT 326 Principles of Federal Acquisition (FAR and DFARS) MGMT 330 Purchasing and Material Management MGMT 332 Cost and Price Analysis MGMT 350 Contract Administration MGMT 450 Contract Modification and Options</p> <p>Healthcare Management Concentration HLTH 303 Information Systems for Health Systems HLTH 400 Societal Health and Policy Issues HLTH 403 Global Health Administration HLTH 405 Healthcare Financial Management HLTH 435 Strategic Healthcare Planning MGMT 411 Total Quality Management</p> <p>Information Management Concentration CBSC 310 Computer Security MCAP 303 Organization and Technology of Information Management MCAP 351 Management Support Systems MICS 341 Systems Analysis and Design MICS 455 Computer Networking and Telecommunications MICS 461 Database Management</p> <p>International Business Concentration BUS 310 Export/Import Marketing MGMT 303 International Business Management MGMT 311 Supply Chain Management MGMT 440 International Organizational Development Strategies MRKT 424 International Marketing MRKT 450 New Product Development (US and Global)</p> <p>Management Concentration MCAP 303 Organization and Technology of Information Management MGMT 360 Leadership MGMT 365 Managing Conflict and Change MGMT 417 Human Resource Management MGMT 424 Negotiations Management MGMT 427 Operations Management</p>	18 Credits
TOTAL		120 CREDITS

Bachelor of Science in Government Contract Management

Program Mission

The mission of a Bachelor of Science degree in Government Contract Management is to provide theoretical and practical application knowledge in contract management which enables graduates to successfully enter and excel in their professional field while improving their ability to think critically and communicate effectively in academic and personal settings.

Program Learning Goals

Graduates of the Bachelor of Science in Government Contract Management are able to:

- Apply the fundamentals of management, finance, law, and operations to the administration of government contracts.
- Evaluate competitive proposals using government contract specification framework.
- Manage contract performance and compliance.
- Analyze contract liability with a business cost and price strategy.

Project Management Certifications

The four courses listed below prepare students for the examination leading to certification as a Certified Associate Project Management Professional (CAPMP). In addition, the following class MATH 323 is required to prepare students for the examination leading to certification as Project Management Professional (PMP):

MGMT 210 Introduction to Project Management
MGMT 211 Project Management Knowledge Areas 1
MGMT 212 Project Management Knowledge Areas 2
MGMT 411 Total Quality Management
MATH 323 Research and Statistical Analysis

The upper division courses listed below prepare students for the examination leading to certification as a Certified Federal Contracts Manager:

MGMT 308 Government Contract Law
MGMT 326 Principles of Federal Acquisition (FAR and DFARS)
MGMT 330 Purchasing and Material Management
MGMT 332 Cost and Price Analysis
MGMT 350 Contract Administration
MGMT 450 Contract Modification and Options

The upper division courses listed below prepare students for the examination leading to certification as a Certified Commercial Contracts Manager:

ACCT 307 Cost Accounting
MGMT 308 Government Contract Law
MGMT 326 Principles of Federal Acquisition (FAR and DFARS)
MGMT 327 Performance-Based Contract
MGMT 350 Contract Administration
MGMT 450 Contract Modification and Options

Combining the upper division courses in both groups above prepares students for the examination leading to certification as a Certified Professional Contracts Manager.

Concentrations

Students majoring in Government Contract Management may select six upper division elective courses in management or choose one of the following concentrations to add an additional focus to their studies:

- Accounting
- Finance
- Healthcare Management
- Information Management
- International Business
- Management
- Marketing

Prerequisites for Upper Division Courses

- Successful completion of general education course requirements
- Successful completion of lower division core courses

Program Outline

To receive a Bachelor of Science degree in Government Contract Management, students must earn 120 credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN GOVERNMENT CONTRACT MANAGEMENT LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

18 Credits

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Accounting, Economics, and Finance Courses

12 Credits

ACCT 101 Principles of Financial Accounting I
ACCT 110 Principles of Financial Accounting II
ECON 201 Principles of Economics

FIN 230 Fundamentals of Finance

Required Management Courses **27 Credits**

BUS 110 Foundations of Business
BUS 202 Critical Thinking and Decision Making
BUS 230 Business Ethics and the Legal Environment

- MGMT 210 Introduction to Project Management
- MGMT 211 Project Management Knowledge Areas 1
- MGMT 212 Project Management Knowledge Areas 2

MGMT 230 Organizational Behavior
MGMT 235 Introduction to International Business
MRKT 110 Principles of Marketing

□ *These three courses and MGMT 411, Total Quality Management, and MATH 323, Research and Statistical Analysis, prepare a student for the examination leading to certification as a Project Management Professional.*

Electives **3 Credits**

UPPER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements **12 Credits**

ENGL 395 Research and Report Writing
MATH 323 Research and Statistical Analysis
PSYC 201 Principles of Psychology
SCIE 312 Environmental Science and Sustainability

Required Core Courses **30 Credits**

MGMT 308 Government Contract Law
MGMT 326 Principles of Federal Acquisition (FAR and DFARS)
MGMT 327 Performance-Based Contract
MGMT 330 Purchasing and Materials Management
MGMT 332 Cost and Price Analysis
MGMT 350 Contract Administration
MGMT 405 Business Development and Contract Proposal
MGMT 424 Negotiations Management

MGMT 450 Contract Modification and Options MGMT
455 International Contracts Management

Electives **Any 18 credits of upper division courses or one of the concentrations below** **18 Credits**

Accounting Concentration

ACCT 290 Intermediate Accounting I
ACCT 301 Intermediate Accounting II
ACCT 307 Cost Accounting
ACCT 320 Intermediate Accounting III
ACCT 330 Assurance and Audit Services
ACCT 402 Corporate Taxation

Finance Concentration

FIN 310 Investment Analysis and Portfolio Management

FIN 320 Asset Management

FIN 330 Corporate Finance

FIN 340 Financial Reporting and Analysis

FIN 350 International Banking and Finance FIN

400 Derivatives and Risk Management

Healthcare Management Concentration

HLTH 303 Information Systems for Health Systems

HLTH 400 Societal Health and Policy Issues

HLTH 403 Global Health Administration

HLTH 405 Healthcare Financial Management MGMT

411 Total Quality Management

MRKT 427 Marketing Management

Information Management Concentration CBSC

320 Information Security

MCAP 303 Organizational Technology and Information Management

MCAP 351 Management Support Systems

MICS 341 Systems Analysis and Design

MICS 455 Computer Networking and Telecommunications

MICS 461 Database Management

International Business Concentration

BUS 310 Export/Import Marketing

MGMT 303 International Business Management

MGMT 311 Supply Chain Management

MGMT 440 International Organizational Development Strategies

MRKT 424 International Marketing

MRKT 450 New Product Development (US and Global)

Management Concentration

MCAP 303 Organization and Technology of Information Management

MGMT 360 Leadership

MGMT 365 Managing Conflict and Change

MGMT 417 Human Resource Management

MGMT 424 Negotiations Management

MGMT 427 Operations Management

Marketing Concentration

MRKT 350 Salesmanship

MRKT 424 International Marketing MKRT

425 Consumer Behavior

MRKT 427 Marketing Management

MRKT 450 New Product Development (US and Global)

MRKT 490 Marketing and Social Media

TOTAL

120 CREDITS

[Bachelor of Science in Hospitality and Tourism Management](#)

Program Mission

The mission of a Bachelor of Science degree in Hospitality and Tourism Management is to prepare students for managerial positions in the dynamic and increasingly global hospitality and tourism industry, as well as for the development of human resources in this field. Graduates are able to enter professional positions in tourism, hospitality, restaurant, and event management fields such as convention and visitors' centers, destination management organizations, conference centers, resorts, casinos, hotels, theme parks, theaters, restaurants, and clubs. Fieldwork experience permits students to draw the links between theory taught in the classroom and practice observed in the field, thus improving their education and skills.

Combined Bachelor's-Master's Program

The Bachelor of Science in Hospitality and Tourism Management may be combined with the Master of Business Administration degree in a Combined Bachelor of Science-Master of Business Administration in Hospitality and Tourism Management. The combined 144-credit program can be completed in fewer than five years. See the previous section on Combined Bachelor's-Master's Programs for details.

Program Learning Goals

Graduates of the Bachelor of Science in Hospitality and Tourism Management are able to:

- Apply technical and management skills in the hospitality and tourism industry.
- Identify and communicate a long-range vision and strategy for a service organization.
- Plan and monitor the revenue activity of a hotel or facility.
- Participate in financial activities such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.
- Demonstrate the ability to apply the principles and processes for providing customer and personal services, including customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

Prerequisites for Upper Division Courses

- Successful completion of general education course requirements
- Successful completion of lower division core courses

Concentrations

Students majoring in Hospitality and Tourism Management may select six upper division courses in one of the following three concentrations to add an additional focus to their studies:

- Hospitality Management
- International Business
- Marketing
- Restaurant and Foodservice Management
- Tourism Management

Program Outline

To receive a Bachelor of Science degree in Hospitality and Tourism Management, students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credit hours.

Program requirements are listed below.

BACHELOR OF SCIENCE IN HOSPITALITY AND TOURISM MANAGEMENT

LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements **18 Credits**

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Business Courses **30 Credits**

ACCT 101 Principles of Financial Accounting I
ACCT 110 Principles of Financial Accounting II
BUS 110 Foundations of Business
BUS 202 Critical Thinking and Decision Making
BUS 230 Business Ethics and the Legal Environment
ECON 201 Principles of Economics
FIN 230 Fundamentals of Finance
MGMT 230 Organizational Behavior
MGMT 250 Introduction to Business Analysis
MRKT 110 Principles of Marketing

Required Hospitality and Tourism Management Courses **12 Credits**

HOSP 100 Introduction to Hospitality
TOUR 110 Principles of Tourism
HOTO 220 Customer Service Management
HOTO 230 Hospitality and Tourism Marketing

UPPER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements **12 Credits**

ENGL 395 Research and Report Writing
MATH 323 Research and Statistical Analysis
PSYC 201 Principles of Psychology
SCIE 312 Environmental Science and Sustainability

Required Business Courses **12 Credits**

MGMT 305 Organizational Communications
MGMT 360 Leadership
MGMT 417 Human Resource Management
MGMT 427 Operations Management

Required Hospitality Management Courses **18 Credits**

HOTO 300 Meetings and Events Management

	HOTO 310 Technology in the Hospitality and Tourism Industry	
	HOTO 320 Revenue Management	
	HOTO 435 Strategic Management and Planning for Hospitality and Tourism	
	HOTO 490 Hospitality and Tourism Internship I	
	HOTO 495 Hospitality and Tourism Internship II	
Electives	At least 18 credits in upper division business, hospitality, or tourism courses which may include one of the concentrations below.	18 Credits
	Hospitality Management Concentration	
	HOSP 350 Hotel Property and Facilities Management	
	HOSP 360 Hotel Front Office Management	
	HOSP 370 Housekeeping Management	
	HOSP 450 Hotel Convention Sales and Services	
	HOSP 460 Supervision & Leadership in Hospitality	
	HOTO 470 Hospitality and Tourism Law	
	International Business Concentration	
	BUS 310 Export/Import Marketing	
	MGMT 303 International Business Management	
	MGMT 311 Supply Chain Management	
	MGMT 440 International Organizational Development Strategies	
	MRKT 424 International Marketing	
	MRKT 450 New Product Development (US and Global)	
	Marketing Concentration	
	MRKT 350 Salesmanship	
	MRKT 424 International Marketing	
	MRKT 425 Consumer Behavior	
	MRKT 427 Marketing Management	
	MRKT 450 New Product Development (US and Global)	
	MRKT 490 Marketing and Social Media	
	Restaurant and Foodservice Management Concentration	
	REST 350 Restaurant Management	
	REST 360 Food and Beverage Management	
	REST 370 Food Safety and Sanitation Management	
	REST 450 Purchasing for Food Service	
	REST 460 Catering Operations	
	HOTO 470 Hospitality and Tourism Law	
	Tourism Management Concentration	
	TOUR 350 Travel Agency Management	
	TOUR 360 Medical Tourism	
	TOUR 370 Transportation and Tourism Management	
	TOUR 450 Global Travel and Tourism	
	TOUR 460 Sustainable Tourism	
	HOTO 470 Hospitality and Tourism Law	
TOTAL		120 CREDITS

Bachelor of Science in Information Technology

Program Mission

The mission of the Bachelor of Science degree in Information Technology is to prepare students for entry-level positions in information technology in public and private companies, government agencies and non-profit organizations. It provides theoretical understanding and technical expertise in developing and managing an organization's technical resources. These resources include logical, physical, human and financial resources. Subject areas covered include cyber security, computer forensics, networks and operating systems, project management, and management of information technology.

Program Learning Goals

Graduates of the Bachelor of Science in Information Technology are able to:

- Design a computer-based network, system, process, component, or program to meet defined needs.
- Develop information systems solutions to meet the needs of employers and communities in a global society.
- Apply data modeling in the development, deployment, and evaluation of information technology processes.
- Develop an N-tier application environment using industry best practices.

COMPTIA A+ certification

The course COMP 251 under major requirements prepares students for the examination leading to COMPTIA A+ certification as an IT support technician.

Microsoft Certified Solutions Associate (MCSA)

The four courses listed below from the Network Systems Administration concentration prepare students for the examination leading to MCSA certification:

COMP 310 Windows Operating Systems
MICS 466 Windows Server – Directory Services
MICS 468 Windows Server – Infrastructure, Design and Configuration
MICS 476 Windows Server – Administration

Concentrations

Students majoring in Information Technology may select six upper division courses in one of the following four concentrations to add an additional focus to their studies:

- Cyber Security

- Digital Forensics
- Government Contract Management
- Healthcare Management
- International Business
- Management
- Network Systems Administration

Prerequisites for Upper Division Courses

- Successful completion of general education course requirements
- Successful completion of lower division core courses

Program Outline

To receive a Bachelor of Science degree in Information Technology, students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY

LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

18 Credits

- COMP 110 Computer and Office Applications
- ENGL 101 English Composition I
- ENGL 102 English Composition II
- GNED 112 Student Success Strategies
- MATH 106 College Mathematics
- MATH 110 College Algebra

Required Core Courses

33 Credits

Management Courses (15 credits)

- ACCT 101 Principles of Financial Accounting I
- BUS 110 Foundations of Business
- BUS 202 Critical Thinking and Decision Making
- BUS 230 Business Ethics and the Legal Environment
- MGMT 210 Introduction to Project Management

Computing Courses (18 credits)

- CBSC 235 Foundations of Cyber Security
- COMP 140 Introduction to Data Communication and Networking
- COMP 226 Introduction to Database
- COMP 235 Introduction to Programming and Logic
- COMP 236 Survey of Operating Systems
- COMP 251 Computer Systems Technology

Electives

9 Credits

UPPER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

12 Credits

- ENGL 395 Research and Report Writing
- MATH 323 Research and Statistical Analysis

PSYC 201 Principles of Psychology
SCIE 312 Environmental Science and Sustainability

Required Core Courses

15 Credits

Management Course (3 credits)

MGMT 435 Strategic Management and Planning

Computing Courses (12 credits)

MCAP 351 Management Support Systems

MICS 341 Systems Analysis and Design

MICS 455 Computer Networking and Telecommunications MICS

461 Database Management

Electives **At least 18 credits must be in upper division information technology courses 33 Credits (CBSC, COMP, MCAP, MISC) which may include one of the concentrations below**

Cyber Security Concentration

CBSC 305 Introduction to Cybercrime and Homeland Security

CBSC 320 Information Security

CBSC 415 Network Defense and Countermeasures

CBSC 435 Firewalls for Security

COMP 315 Security Administration I

COMP 316 Security Administration II

Digital Forensics Concentration

CBSC 301 Introduction to Digital Forensics

CBSC 305 Introduction to Cybercrime and Homeland Security

CBSC 310 Computer Security

CBSC 325 Computer Forensic Tools

CBSC 405 Security Policies and Procedures

CBSC 415 Network Defense and Countermeasures

Government Contract Management

MGMT 308 Government Contract Law

MGMT 326 Principles of Federal Acquisition (FAR and DFARS)

MGMT 330 Purchasing and Material Management

MGMT 332 Cost and Price Analysis

MGMT 350 Contract Administration

MGMT 450 Contract Modification and Options

Healthcare Management Concentration

HLTH 303 Information Systems for Health Systems

HLTH 400 Societal Health and Policy Issues

HLTH 403 Global Health Administration

HLTH 405 Healthcare Financial Management

MGMT 411 Total Quality Management

MRKT 427 Marketing Management

International Business Concentration

BUS 310 Export/Import Marketing

MGMT 303 International Business Management

MGMT 311 Supply Chain Management
 MGMT 440 International Organizational Development Strategies
 MRKT 424 International Marketing
 MRKT 450 New Product Development (US and Global)
Management Concentration
 MCAP 303 Organization and Technology of Information Management
 MGMT 360 Leadership
 MGMT 365 Managing Conflict and Change
 MGMT 417 Human Resource Management
 MGMT 424 Negotiations Management
 MGMT 427 Operations Management
Network Systems Administration Concentration
 CBSC 415 Network Defense and Countermeasures
 COMP 310 Windows Operating Systems
 MICS 360 Wireless Networking
 MICS 466 Windows Server – Directory Services
 MICS 468 Windows Server – Infrastructure, Design and Configuration
 MICS 476 Windows Server - Administration

TOTAL

120 CREDITS

Bachelor of Science in International Business

Program Mission

The mission of the Bachelor of Science degree in International Business is to prepare students with fundamental managerial skills to succeed in a global business environment and to pursue careers in managerial positions in public or private companies and in non-profit organizations.

Program Learning Goals

Graduates of the Bachelor of Science in International Business are able to:

- Analyze management issues from an international business perspective.
- Apply an analysis of global operations on a multinational corporation that considers regulatory, ethical and legal challenges.
- Develop a business plan that considers implementation issues, including the financial, legal, operational, and administrative procedures involved in new business ventures, and which addresses cross-cultural differences.
- Analyze the interdependence of a global marketplace in ways that optimize business practices.

Global Business Professional

The lower division required international business courses prepare students for the examination leading to certification as a Certified Global Business Professional offered by NASBITE.

Concentrations

Students majoring in International Business may select six upper division elective courses in management or choose one of the following concentrations to add an additional focus to their studies:

- Accounting
- Finance
- Government Contract Management
- Healthcare Management
- Information Management
- Marketing

Prerequisites for Upper Division Courses

- Successful completion of general education course requirements
- Successful completion of lower division core courses

Program Outline

To receive a Bachelor of Science degree in International Business, students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN INTERNATIONAL BUSINESS LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

18 Credits

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Management Courses

21 Credits

ACCT 101 Principles of Financial Accounting I
ACCT 110 Principles of Financial Accounting II
BUS 110 Foundations of Business
BUS 202 Critical Thinking and Decision Making
BUS 230 Business Ethics and the Legal Environment
ECON 201 Principles of Economics
FIN 230 Fundamentals of Finance

Required International Business Courses

18 Credits

BUS 270 International Business Law
BUS 290 Strategies for International Business Ventures
MGMT 235 Introduction to International Business
MGMT 260 Cross Cultural Management

	MGMT 275 International Trade and Practices		
	MRKT 230 Introduction to International Marketing		
Electives			3 Credits
	UPPER DIVISION REQUIREMENTS (60 Credits)		
	General Education Requirements		12 Credits
	ENGL 395 Research and Report Writing		
	MATH 323 Research and Statistical Analysis		
	PSYC 201 Principles of Psychology		
	SCIE 312 Environmental Science and Sustainability		
	Required Core Courses		30 Credits
	BUS 310 Export/Import Marketing		
	FIN 350 International Banking and Finance		
	MGMT 303 International Business Management		
	MGMT 305 Organizational Communications		
	MGMT 311 Supply Chain Management		
	MGMT 360 Leadership		
	MGMT 422 Global Management		
	MGMT 435 Strategic Management and Planning		
	MGMT 440 International Organizational Development Strategies		
	MRKT 424 International Marketing		
Electives below.	Any 18 credits of upper division courses or one of the	18 Credits	concentrations
	Accounting Concentration		
	ACCT 290 Intermediate Accounting I		
	ACCT 301 Intermediate Accounting II		
	ACCT 307 Cost Accounting		
	ACCT 320 Intermediate Accounting III		
	ACCT 330 Assurance and Audit Services		
	ACCT 402 Corporate Taxation		
	Finance Concentration		
	FIN 310 Investment Analysis and Portfolio Management		
	FIN 320 Asset Management		
	FIN 330 Corporate Finance		
	FIN 340 Financial Reporting and Analysis		
	FIN 350 International Banking and Finance		
	FIN 400 Derivatives and Risk Management		
Concentration		Government Contract Management	
	MGMT 308 Government Contract Law		
	MGMT 326 Principles of Federal Acquisition (FAR and DFARS)		
	MGMT 330 Purchasing and Material Management		
	MGMT 332 Cost and Price Analysis		
	MGMT 350 Contract Administration		
	MGMT 450 – Contract Modification and Options		
	Healthcare Management Concentration		
	HLTH 303 Information Systems for Health Systems		
	HLTH 400 Societal Health and Policy Issues		

HLTH 403 Global Health Administration
 HLTH 405 Healthcare Financial Management
 MGMT 411 Total Quality Management
 MRKT 427 Marketing Management
Information Management Concentration
 CBSC 320 Information Security
 MCAP 303 Organizational Technology and Information Management
 MCAP 351 Management Support Systems
 MICS 341 Systems Analysis and Design
 MICS 455 Computer Networking and Telecommunications

 MICS 461 Database Management
Marketing Concentration
 MRKT 350 Salesmanship
 MRKT 424 International Marketing
 MRKT 425 Consumer Behavior
 MRKT 427 Marketing Management

 MRKT 450 New Product Development (US and Global)
 MRKT 490 Marketing and Social Media

TOTAL

120 CREDITS

THEORETICAL APPLICATIONS PROJECT (TAP) PROGRAMS

The Theoretical Applications Project (TAP) program is available to qualified University of the Potomac students. Student applicants request admission into the program by contacting an academic advisor or departmental chair. The following are criteria for admission into the TAP Honors programs:

- A minimum cumulative grade point average of 2.50 by the end of an associate degree program or 60 lower division credit hours and a 2.50 GPA
- Employment with a college-approved mentor
- A workplace visit and site approval by the TAP coordinator or a faculty member Or approval by the Academic Dean

Theoretical Applications Project Process

The TAP program offers theory courses and related applied project courses as well as a capstone experience. Three credits are earned for direct classroom instruction, and three credits are earned for a project at a TAP student's work site. In addition, students complete a Capstone Project for three credits.

Each TAP course requires the completion of one or more projects that applies theories and principles to a workplace setting, culminating in a written and oral presentation. A student must work a minimum of 20 hours per week at the organization to which his or her Theoretical Application Project applies. Students must document a minimum of 60 hours of work outside the classroom that directly relates to their project. In the event a student chooses to do a community service project in lieu of a project at his/her workplace, 120 documented hours outside the classroom are required.

TAP course instructors meet with students in seminars to discuss and analyze learning taking place on the job and challenges that students are facing with their projects. Faculty advisors maintain contact with students and provide supervision to support successful completion of each of the TAP components. This process can be managed in a virtual environment using web-based collaboration tools.

The Theoretical Applications Project

The Theoretical Application Project is a project or series of small projects carried out in conjunction with each TAP course. The purpose is to demonstrate a student's ability to apply theoretical concepts to a practical workplace environment. The syllabus for each TAP contains guidelines for individually tailoring projects. At the beginning of each course, students work with their instructor, mentor and faculty advisor on ideas and projects to be completed by the end of the course.

The project is an activity that a student completes in the workplace that is of particular interest to a student or has immediate application in his or her workplace. The project's purpose is to demonstrate a student's ability to make course-related applications to real work situations. Students may complete a Theoretical Applications Project outside the workplace by considering one or more community service projects during their program.

Role of Faculty Advisor

Faculty advisors work with students and ensure they have a plan that meets TAP requirements for their degree program. Faculty advisors also meet with students to finalize an academic plan and review remaining credits needed for graduation. Students must meet with their faculty advisor and must sign the agreed-upon academic plan to insure all course requirements for the degree will be met before graduation. If students deviate from their original academic plan because of a leave of absence or other reason, faculty advisors work with them to revise their plans.

During the first session of an upper division bachelor's degree program, a TAP instructor meets with workplace mentors to provide an orientation to the Theoretical Applications Project Process. Instructors are also available for follow-up or subsequent contact as needed. For each Theoretical Applications Project a faculty advisor and course instructor review and sign the Project Agreement Form. The course instructor reviews the final Theoretical Application Project submission and ensures administrative requirements have been satisfied.

Workplace Mentor

Each student in a TAP Honors program at University of the Potomac must have a workplace mentor. Mentors (usually a student's supervisor but sometimes an experienced colleague) assist students in those aspects of the program that relate directly to the workplace. In particular, the mentor facilitates the design and completion of a Theoretical Applications Project(s) by helping a student identify appropriate activities and gaining access to the people and information necessary for implementation. Mentors should have a bachelor's degree or the incumbent knowledge from years of experience in the student's related field of study in order to support the student's TAP design and evaluation.

Theoretical Applications Project Agreement

Each Theoretical Applications Project requires the completion of an agreement signed by a student, his/her workplace mentor, a course instructor and the student's faculty advisor. Students are responsible for submitting a completed, signed agreement to their course instructor by the second week of the course.

Evaluation of the Theoretical Applications Project Course

When a Theoretical Applications Project is complete, students prepare a Student Evaluation Form that allows for self-assessment. The mentor completes an assessment form regarding the student's communication, problem-solving skills, and the initiative, independence, efficiency, thoroughness and professionalism with which the student carried out the work and activities of his/her Theoretical Applications Project. The mentor shares this evaluation with the student's instructor. The course instructor also assesses the project, and taking into account information provided by the workplace mentor, determines the final grade for the course.

Capstone Process

In the last session of a bachelor's degree program, TAP students identify a program-related management problem or an opportunity for innovation that is relevant to their workplaces that becomes the topic of their Capstone Project. Capstone seminars are held to develop ideas and monitor each student's progress. Students conduct research on their identified problem and propose a solution. If feasible, students implement the solution and evaluate it. If not, they propose implementation and evaluation plans. Students report the activity, results, and an analysis of the process through a written report and formal oral presentation. The oral presentation may be made only after all other program and degree requirements are met. The Capstone Project instructor provides supervision for the project.

PROGRAMS OF STUDY – BACHELOR OF SCIENCE TAP HONORS PROGRAMS

Bachelor of Science in Accounting – TAP Honors Program

Program Mission

The mission of the Bachelor of Science degree in Accounting (TAP) is to prepare students for entrylevel positions in public accounting firms and other private, governmental and nonprofit organizations.

Program Learning Goals

Graduates of the Bachelor of Science in Accounting (TAP) are able to:

- Translate complex economic events into financial information based on professional accounting standards and methodologies.
- Analyze business information to determine the impact of audit and business risks on operational performance.

- Use ethical data collection techniques to research accounting, tax, auditing, and commercial law literature in order to apply professional accounting and auditing standards, regulations, rules, and interpretations.
- Develop written business communications that convey the work performed and conclusions reached within the context of professional accounting or auditing standards and the needs of stakeholders.

Prerequisites for Upper Division Courses

Successful completion of general education and lower division core course requirements.

Program Outline

To receive a Bachelor of Science degree in Accounting (TAP), students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN ACCOUNTING – TAP Honors Program	LOWER
DIVISION REQUIREMENTS (60 Credits)	
General Education Requirements	18 Credits
COMP 110 Computer and Office Applications	
ENGL 101 English Composition I	
ENGL 102 English Composition II	
GNED 112 Student Success Strategies	
MATH 106 College Mathematics	
MATH 110 College Algebra	
Core Courses	39 Credits
Required Management Courses (18 Credits)	
BUS 110 Foundations of Business	
BUS 202 Critical Thinking and Decision Making	
BUS 230 Business Ethics and the Legal Environment	
ECON 201 Principles of Economics	
MGMT 230 Organizational Behavior	
MRKT 110 Principles of Marketing	
Required Accounting Courses (21 Credits)	
ACCT 101 Principles of Financial Accounting I	
ACCT 110 Principles of Financial Accounting II	
ACCT 203 Federal Taxes	
ACCT 214 Accounting Information Systems	
ACCT 220 Payroll Accounting	
ACCT 290 Intermediate Accounting I	
FIN 230 Fundamentals of Finance	
Electives	3 Credits
UPPER DIVISION REQUIREMENTS (60 Credits)	

General Education Requirements	12 Credits
ENGL 395 Research and Report Writing	
MATH 323 Research and Statistical Analysis	
PSYC 201 Principles of Psychology	
SCIE 312 Environmental Science and Sustainability	
Required Core Courses	48 Credits
Management Courses (6 Credits)	
MGMT 305 Organizational Communications	
MGMT 435 Strategic Management and Planning	
Accounting Courses (24 Credits)	
ACCT 301 Intermediate Accounting II	
ACCT 307 Cost Accounting	
ACCT 330 Assurance and Audit Services	
ACCT 320 Intermediate Accounting III	
ACCT 402 Corporate Taxation	
ACCT 408 Forensic Accounting	
ACCT 450 Advanced Financial Reporting	
BUS 320 Advanced Business Law for Accounting	
Required Related TAP Courses (18 Credits)	
ACCT 302 TAP for Intermediate Accounting II	
ACCT 310 TAP for Cost Accounting	
ACCT 314 TAP for Assurance and Audit Services	
ACCT 409 TAP for Forensic Accounting	
ACCT 451 TAP for Advanced Financial Reporting	
ACCT 480 Capstone Project for Accounting	
TOTAL	120 CREDITS

Bachelor of Science in Business – TAP Honors Program

Program Mission

The mission of the Bachelor of Science degree in Business (TAP) is to provide students with a foundation of business techniques, processes and experiential management skills for success in positions in public and private companies and in non-profit organizations

Program Learning Goals

Graduates of the Bachelor of Science degree in Business (TAP) are able to:

- Analyze the financial health of businesses through financial statements and applicable quantitative and qualitative tools/methodologies.
- Apply management principles in ways that optimize organizational resources and respond to the impact of change on business sustainability.
- Develop a business plan that considers implementation issues, including the financial, legal, operational, and administrative procedures involved in new business ventures.

- Conduct assessments of business problems and opportunities that result in recommendations for courses of action.

Business Analyst

The four lower division core courses listed below prepare a student for the examination leading to certification as a Certified Business Analyst (CBA):

BUS 202 Critical Thinking and Decision Making
 MGMT 210 Introduction to Project Management
 MGMT 250 Introduction to Business Analysis
 MGMT 280 Introduction to Business Consulting

Graduates of the Bachelor of Science degree in Business with a concentration in Health Systems Management (TAP) are able to:

- Evaluate ethical and legal issues affecting business functions and their implications in organizational decision making.
- Work in teams, use critical thinking to analyze and solve problems and effectively communicate to various stakeholders in any organization.
- Demonstrate the use of effective written and oral business communication skills.
- Demonstrate synthesis of business concepts, principles and theories by developing solutions to complex business and leadership problems specific to the healthcare industry.
- Apply technology to analyze problems, develop business analysis and recommend management decisions and actionable strategies in a healthcare industry context.

Program Outline

To receive a Bachelor of Science degree in Business (TAP), students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

**BACHELOR OF SCIENCE IN BUSINESS – TAP Honors Program LOWER
 DIVISION REQUIREMENTS (60 Credits)**

General Education Requirements

18 Credits

COMP 110 Computer and Office Applications
 ENGL 101 English Composition I
 ENGL 102 English Composition II
 GNED 112 Student Success Strategies
 MATH 106 College Mathematics
 MATH 110 College Algebra

Required Core Courses	30 Credits
ACCT 101 Principles of Financial Accounting I	
ACCT 110 Principles of Financial Accounting II	
BUS 110 Foundations of Business	
BUS 202 Critical Thinking and Decision Making	
BUS 230 Business Ethics and the Legal Environment	
ECON 201 Principles of Economics	
FIN 230 Fundamentals of Finance	
MGMT 230 Organizational Behavior	
MGMT 235 Introduction to International Business	
MRKT 110 Principles of Marketing	
Electives	12 Credits
UPPER DIVISION REQUIREMENTS (60 Credits)	
General Education Requirements	12 Credits
ENGL 395 Research and Report Writing	
MATH 323 Research and Statistical Analysis	
PSYC 201 Principles of Psychology	
SCIE 312 Environmental Science and Sustainability	
Required Core Courses	48 Credits
Business Courses (24 Credits)	
MGMT 305 Organizational Communications	
MGMT 360 Leadership	
MGMT 365 Managing Conflict and Change	
MGMT 417 Human Resource Management	
MGMT 424 Negotiations Management	
MGMT 427 Operations Management	
MGMT 435 Strategic Management and Planning	
MRKT 319 Principles of Marketing and Advertising Required	
Related TAP Courses (24 Credits)	
MGMT 306 TAP for Organizational Communications	
MGMT 366 TAP for Managing Conflict and Change	
MGMT 418 TAP for Human Resource Management	
MGMT 425 TAP for Negotiations Management	
MGMT 428 TAP for Operations Management	
MGMT 436 TAP for Strategic Management and Planning	
MGMT 480 Capstone Project in Management	
MRKT 320 TAP for Principles of Marketing and Advertising	
TOTAL	120 CREDITS

Bachelor of Science in Government Contract Management – TAP Honors Program

Program Mission

The mission of a Bachelor of Science degree in Government Contract Management (TAP) is to provide theoretical and practical application knowledge in contract management which enables graduates successfully enter and excel in their professional field while improving their ability to think critically and communicate effectively in academic and personal settings.

Program Learning Goals

Graduates of the Bachelor of Science in Government Contract Management (TAP) are able to:

- Apply the fundamentals of management, finance, law, and operations to the administration of government contracts.
- Evaluate competitive proposals using government contract specification framework.
- Manage contract performance and compliance.
- Analyze contract liability with a business cost and price strategy.

Prerequisites for Major Courses

- Successful completion of general education course requirements
- Successful completion of ACCT 101

Project Management Professional

The four lower division core courses MGMT 210, MGMT 211, and MGMT 212 together with MGMT 411, Total Quality Management, and MATH 323 Research and Statistical Analysis, *prepare a student for the examination leading to certification as a Project Management Professional.*

Program Outline

To receive a Bachelor of Science degree in Government Contract Management (TAP), students must earn 120 credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN GOVERNMENT CONTRACT MANAGEMENT – TAP Honors Program LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

18 Credits

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Accounting, Economics, and Finance Courses

12 Credits

ACCT 101 Principles of Financial Accounting I	
ACCT 110 Principles of Financial Accounting II	
ECON 201 Principles of Economics	
FIN 230 Fundamentals of Finance	
Required Management Courses	27 Credits
BUS 110 Foundations of Business	
BUS 202 Critical Thinking and Decision Making	
BUS 230 Business Ethics and the Legal Environment	
<input type="checkbox"/> MGMT 210 Introduction to Project Management	
<input type="checkbox"/> MGMT 211 Project Management Knowledge Areas 1	
<input type="checkbox"/> MGMT 212 Project Management Knowledge Areas 2	
MGMT 230 Organizational Behavior	
MGMT 235 Introduction to International Business	
MRKT 110 Principles of Marketing	
<input type="checkbox"/> These three courses and MGMT 411, Total Quality Management, and MATH 323 Research and Statistical Analysis, prepare a student for the examination leading to certification as a Project Management Professional.	
Electives	3 Credits
UPPER DIVISION REQUIREMENTS (60 Credits)	
General Education Requirements	12 Credits
ENGL 395 Research and Report Writing	
MATH 323 Research and Statistical Analysis	
PSYC 201 Principles of Psychology	
SCIE 312 Environmental Science and Sustainability	
Required Core Courses	48 Credits
Government Contract Courses (30 Credits)	
MGMT 308 Government Contract Law	
MGMT 326 Principles of Federal Acquisition (FAR and DFARS)	
MGMT 327 Performance Based Contract	
MGMT 330 Purchasing and Materials Management	
MGMT 332 Cost and Price Analysis	
MGMT 350 Contract Administration	
MGMT 405 Business Development and Contract Proposal	
MGMT 424 Negotiation Management	
MGMT 450 Contract Modification and Options	
MGMT 455 International Contracts Management	
Related TAP Courses (18 Credits)	
MGMT 309 TAP for Government Contract Law	
MGMT 329 TAP for Principles of Federal Acquisition (FAR and DFARS)	
MGMT 333 TAP for Cost and Price Analysis	
MGMT 351 TAP for Contract Administration	
MGMT 406 TAP for Business Development and Contract Proposal	
MGMT 481 Capstone Project in Government Contract Management	
TOTAL	120 CREDITS

Bachelor of Science in Information Technology – TAP Honors Program

Program Mission

The mission of a Bachelor of Science degree in Information Technology (TAP) is to prepare students for entry-level positions in information technology for public and private companies, city and county governments and non-profit organizations. It provides theoretical understanding and technical expertise in developing and managing an organization’s technical resources. These resources include logical, physical, human and financial resources.

Program Learning Goals

Graduates in the Bachelor of Science in Information Technology (TAP) are able to:

- Design a computer-based network, system, process, component, or program to meet defined needs.
- Develop information systems solutions to meet the needs of employers and communities in a global society.
- Apply data modeling in the development, deployment, and evaluation of information technology processes.
- Develop an N-tier application environment using industry best practices.

Program Outline

To receive a Bachelor of Science degree in Information Technology (TAP), students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY – TAP Honors Program

LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

18 Credits

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Core Courses

30 Credits

Management Courses (15 credits)

ACCT 101 Principles of Financial Accounting I
BUS 110 Foundations of Business

	BUS 202 Critical Thinking and Decision Making	
	BUS 230 Business Ethics and the Legal Environment	
	MGMT 210 Introduction to Project Management	
	Computing Courses (18 credits)	
	CBSC 235 Foundations of Cyber Security	
	COMP 140 Introduction to Data Communication and Networking	
	COMP 226 Introduction to Database	
	COMP 235 Introduction to Programming and Logic	
	COMP 236 Survey of Operating Systems	
	COMP 251 Computer Systems Technology	
Electives		9 Credits
	UPPER DIVISION REQUIREMENTS (60 Credits)	
	General Education Requirements	12 Credits
	ENGL 395 Research and Report Writing	
	MATH 323 Research and Statistical Analysis	
	PSYC 201 Principles of Psychology	
	SCIE 312 Environmental Science and Sustainability	
	Required Core Courses	33 Credits
	Business and TAP Related Courses (6 Credits)	
	MGMT 435 Strategic Management and Planning	
	MGMT 436 TAP for Strategic Management and Planning	
	Information Technology Courses (12 Credits)	
	MCAP 351 Management Support Systems	
	MCIS 341 Systems analysis and design	
	MICS 455 Computer networking and telecommunications	
	MICS 461 Database Management	
	Related TAP Courses (15 Credits)	
	MCAP 352 TAP for Management Support Systems	
	MICS 342 TAP for Systems analysis and design	
	MICS 456 TAP for Computer networking and telecommunications	
	MICS 462 TAP for Database Management	
	MICS 480 Capstone Project for Information Technology	
Electives	At least 15 credits must be in upper division information technology courses (CBSC, COMP, MCAP, MISC). Two of these courses must include the related TAP course for a total of 12 credits. One course (3 credits) does not require a TAP. See your academic advisor for your selection.	15 Credits
TOTAL		120 CREDITS

Bachelor of Science in International Business – TAP Honors Program

Program Mission

The mission of the Bachelor of Science degree in International Business (TAP) is to prepare students with fundamental managerial skills to succeed in a global business environment and to pursue careers in managerial positions in public or private companies and in non-profit organizations.

Program Learning Goals

Graduates of the Bachelor of Science in International Business (TAP) are able to:

- Analyze management issues from an international business perspective.
- Apply an analysis of global operations on a multinational corporation that considers regulatory, ethical and legal challenges.
- Develop a business plan that considers implementation issues, including the financial, legal, operational, and administrative procedures involved in new business ventures, and which addresses cross-cultural differences.
- Analyze the interdependence of a global marketplace in ways that optimize business practices.

Prerequisites for Upper Division Courses

- Successful completion of general education and lower division core course requirements
- Successful completion of MGMT 235

Program Outline

To receive a Bachelor of Science degree in International Business (TAP), students must earn 120 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

BACHELOR OF SCIENCE IN INTERNATIONAL BUSINESS – TAP Honors Program

LOWER DIVISION REQUIREMENTS (60 Credits)

General Education Requirements

18 Credits

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Management Courses

21 Credits

ACCT 101 Principles of Financial Accounting I
ACCT 110 Principles of Financial Accounting II
BUS 110 Foundations of Business
BUS 202 Critical Thinking and Decision Making
BUS 230 Business Ethics and the Legal Environment
ECON 201 Principles of Economics
FIN 230 Fundamentals of Finance

Required International Business Courses	18 Credits
BUS 270 International Business Law	
BUS 290 Strategies for International Business Ventures	
MGMT 235 Introduction to International Business MGMT	
260 Cross Cultural Management	
MGMT 275 International Trade and Practices	
MRKT 230 Introduction to International Marketing	
Electives	3 Credits
UPPER DIVISION REQUIREMENTS (60 Credits)	
General Education Requirements	12 Credits
ENGL 395 Research and Report Writing	
MATH 323 Research and Statistical Analysis	
PSYC 201 Principles of Psychology	
SCIE 312 Environmental Science and Sustainability	
Required Core Courses	48 Credits
International Business Courses (30 Credits)	
BUS 310 Export/Import Marketing	
FIN 350 International Banking and Finance	
MGMT 303 International Business Management	
MGMT 305 Organizational Communications	
MGMT 311 Supply Chain Management	
MGMT 360 Leadership	
MGMT 422 Global Management	
MGMT 435 Strategic Management and Planning	
MGMT 440 International Organizational Development Strategies	
MRKT 424 International Marketing	
Related TAP Courses (18 Credits)	
BUS 311 TAP for Export/Import Marketing	
FIN 351 TAP for International Banking and Finance	
MGMT 306 TAP for Organizational Communications	
MGMT 312 TAP for Supply Chain Management	
MGMT 441 TAP for International Organizational Development Strategies	
BUS 480 Capstone Project for International Business	
TOTAL	120 CREDITS

PROGRAMS OF STUDY – ASSOCIATE OF SCIENCE PROGRAMS

Associate of Science in Accounting

Program Mission

The mission of the Associate of Science degree in Accounting is to prepare students for entry-level positions as bookkeepers, accounts receivable, accounts payable, and payroll clerks. Students learn to analyze transactions, prepare journal entries and post to ledgers.

Program Learning Goals

Graduates of the Associate of Science in Accounting are able to:

- Translate economic events into financial information based on professional accounting standards and methodologies.
- Analyze business information to identify the potential impact of business risks on operational performance.
- Use ethical data collection techniques to research accounting and tax literature in order to apply professional accounting standards, rules, and interpretations.
- Develop written business communications that convey the work performed and conclusions reached within the context of professional accounting standards and the needs of stakeholders.

Program Outline

To receive an Associate of Science degree in Accounting, students must earn 60 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours.

ASSOCIATE OF SCIENCE IN ACCOUNTING

General Education Requirements **18 Credits**

- COMP 110 Computer and Office Applications
- ENGL 101 English Composition I
- ENGL 102 English Composition II
- GNED 112 Student Success Strategies
- MATH 106 College Mathematics
- MATH 110 College Algebra

Core Courses **39 Credits**

Required Management Courses (18 Credits)

- BUS 110 Foundations of Business
- BUS 202 Critical Thinking and Decision making
- BUS 230 Business Ethics and the Legal Environment
- ECON 201 Principles of Economics
- MGMT 230 Organizational Behavior
- MRKT 110 Principles of Marketing

Required Accounting Courses (21 credits)

- ACCT 101 Principles of Financial Accounting I
- ACCT 110 Principles of Financial Accounting II
- ACCT 203 Federal Taxes
- ACCT 214 Accounting Information Systems
- ACCT 220 Payroll Accounting
- ACCT 290 Intermediate Accounting I
- FIN 230 Fundamentals of Finance

Electives **3 Credits**
TOTAL **60 CREDITS**

Associate of Science in Business

Program Mission

The mission of the Associate of Science degree in Business is to provide students with knowledge of business principles, concepts and organizational operations. It provides students with the foundations of business techniques and processes used in most types of organizations.

Program Learning Goals

Graduates of the Associate of Science in Business are able to:

- Critique the financial health of businesses through financial statements and applicable quantitative and qualitative tools/methodologies.
- Explain management principles in ways that optimize organizational resources and respond to the impact of change on business sustainability.
- Organize a business plan that considers implementation issues, including the financial, legal, operational, and administrative procedures involved in new business ventures.
- Prioritize assessments of business problems and opportunities that result in recommendations for courses of action.

Program Outline

To receive an Associate of Science degree in Business, students must earn 60 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

ASSOCIATE OF SCIENCE IN BUSINESS		
General Education Requirements		18
Credits		
	COMP 110 Computer and Office Applications	
	ENGL 101 English Composition I	
	ENGL 102 English Composition II	
	GNED 112 Student Success Strategies	
	MATH 106 College Mathematics	
	MATH 110 College Algebra	
Required Core Courses		30 Credits

	ACCT 101 Principles of Financial Accounting I	
	ACCT 110 Principles of Financial Accounting II	
	BUS 110 Foundations of Business	
	BUS 202 Critical Thinking and Decision Making	
	BUS 230 Business Ethics and the Legal Environment	
	ECON 201 Principles of Economics	
	FIN 230 Fundamentals of Finance	
	MGMT 230 Organizational Behavior	
	MGMT 235 Introduction to International Business	
	MRKT 110 Principles of Marketing	
Electives		12 Credits
TOTAL		60 CREDITS

Associate of Science in Information Technology

Program Mission

The mission of an Associate of Science degree in Information Technology is to prepare students for entry-level positions as assistants to information technology personnel. Students gain knowledge of information storage, retrieval, manipulation, transmission, communication, presentation and analysis.

Program Learning Goals

Graduates of the Associate of Science in Information Technology are able to:

- Evaluate a computer-based network, system, process, component, or program to meet defined needs.
- Organize information systems solutions to meet the needs of employers and communities in a global society.
- Critique a data model in the development, deployment, and evaluation of information technology processes.
- Describe an N-tier application environment using industry best practices.

Program Outline

To receive an Associate of Science degree in Information Technology, students must earn 60 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

ASSOCIATE OF SCIENCE IN INFORMATION TECHNOLOGY

General Education Requirements

COMP 110 Computer and Office Applications

18 Credits

ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Core Courses 30 Credits Management Courses (15 Credits)

ACCT 101 Principles of Financial Accounting I
BUS 110 Foundations of Business
BUS 202 Critical Thinking and Decision Making
BUS 230 Business Ethics and the Legal Environment
MGMT 210 Introduction to Project Management

Computing Courses (18 Credits)

CBSC 235 Foundations of Cyber Security
COMP 140 Introduction to Data Communication and Networking
COMP 226 Introduction to Database
COMP 235 Introduction to Programming and Logic
COMP 236 Survey of Operating Systems
COMP 251 Computer Systems Technology

Electives

9 Credits

TOTAL

60 CREDITS

Associate of Science in International Business

Program Mission

The mission of the Associate of Science degree in International Business is to prepare students for entry-level positions in global firms, as well as positions in private, governmental and nonprofit organizations.

Program Learning Goals

Graduates of the Associate of Science in International Business are able to:

- Define management issues from an international business perspective.
- Evaluate an analysis of global operations on a multinational corporation that considers regulatory, ethical, and legal challenges.
- Organize a business plan that considers implementation issues, including the financial, legal, operational, and administrative procedures involved in new business ventures, and which addresses cross-cultural differences.
- Explain the interdependence of a global marketplace in ways that optimize business practices.

Global Business Professional

The lower division required international business courses prepare students for the examination leading to certification as a Certified Global Business Professional offered by NASBITE.

Program Outline

To receive an Associate of Science degree in International Business, students must earn 60 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

ASSOCIATE OF SCIENCE IN INTERNATIONAL BUSINESS

General Education Requirements **18 Credits**

COMP 110 Computer and Office Applications
ENGL 101 English Composition I
ENGL 102 English Composition II
GNED 112 Student Success Strategies
MATH 106 College Mathematics
MATH 110 College Algebra

Required Management Courses **21 Credits**

ACCT 101 Principles of Financial Accounting I
ACCT 110 Principles of Financial Accounting II
BUS 110 Foundations of Business
BUS 202 Critical Thinking and Decision Making
BUS 230 Business Ethics and the Legal Environment
ECON 201 Principles of Economics
FIN 230 Fundamentals of Finance

Required International Business Courses **18 Credits**

BUS 270 International Business Law
BUS 290 Strategies for International Business Ventures
MGMT 235 Introduction to International Business
MGMT 260 Cross Cultural Management
MGMT 275 International Trade and Practices
MRKT 230 Introduction to International Marketing

Electives **3 Credits**

TOTAL **60 CREDITS**

Associate of Science in Network Security Management

Program Mission

The mission of the Associate of Science degree in Network Security Management is to prepare students to manage information technology systems with an emphasis on loss prevention concepts, computer forensics, and encryption and computer investigation.

Program Learning Goals

Graduates of the Associate of Science in Network Security Management are able to:

- Examine network security measures through the use of industry security models.
- Describe the use of computer forensics techniques to determine types of network attacks.

- Evaluate a network topology to meet defined needs.
- Plan an information security policy to prevent data loss.

Program Outline

To receive an Associate of Science degree in Network Security Management, students must earn 60 semester credit hours. Unless noted otherwise, all courses carry three semester credits hours. Program requirements are listed below.

ASSOCIATES OF SCIENCE IN NETWORK SECURITY MANAGEMENT

General Education Requirements	18 Credits
COMP 110 Computer and Office Applications	
ENGL 101 English Composition I	
ENGL 102 English Composition II	
GNED 112 Student Success Strategies	
MATH 106 College Mathematics	
MATH 110 College Algebra	
Required Core Courses	30 Credits
Management Courses (15 Credits)	
ACCT 101 Principles of Financial Accounting	
BUS 110 Foundations of Business	
BUS 202 Critical Thinking and Decision making	
BUS 230 Business Ethics and the Legal Environment	
MGMT 210 Introduction to Project Management	
Computing and Security Courses (15 Credits)	
CBSC 230 Computer Forensics	
CBSC 265 Network Security Management	
COMP 140 Introduction to Data Communication and Networking	
COMP 236 Survey of Operating Systems	
COMP 251 Computer Systems Technology	
Electives	12 Credits
TOTAL	60 CREDITS

ADVANCED CERTIFICATE PROGRAMS

The following certification programs provide professional skills for career transition in a wide variety of public and private business sectors. These programs are intended for those who have an interest in gaining additional knowledge for career transition. Advanced certificate programs provide a theoretical foundation for working professionals who have completed a minimum of an associate degree.

Advanced Certificate in International Business (18 credits)

Required courses:

BUS 310 Export/Import Marketing	3 credits
MGMT 303 International Business Management	3 credits
MGMT 311 Supply Chain Management	3 credits

MGMT 440 International Organizational Development Strategies	3 credits
MRKT 424 International Marketing	3 credits
MRKT450 New Product Development (US and Global)	3 credits

Advanced Certificate in General Management (18 credits)

Required Courses:

MGMT 305 Organizational Communication	3 credits
MGMT 360 Leadership	3 credits
MGMT 365 Managing Conflict and Change	3 credits
MGMT 417 Human Resource Management	3 credits
MGMT 424 Negotiations Management	3 credits
MGMT 427 Operations Management	3 credits

Advanced Certificate in Health Systems Management (18 credits)

Required Courses:

HLTH 303 Information Technology for Health Systems	3 credits
HLTH 400 Societal Health and Policy Issues	3 credits
HLTH 403 Global Health Administration	3 credits
HLTH 405 Healthcare Financial Management	3 credits
HLTH 435 Strategic Healthcare Planning	3 credits
MGMT 411 Total Quality Management	3 credits

Advanced Certificate in Business Accounting (18 credits)

Required Courses:

ACCT 290 Intermediate Accounting I	3 credits
ACCT 301 Intermediate Accounting II	3 credits
ACCT 330 Assurance and Audit Services	3 credits
ACCT 402 Corporate Taxation	3 credits
ACCT 408 Forensic Accounting	3 credits
ACCT 450 Advanced Financial and Tax Accounting	3 credits

Advanced Certificate in Government Contract Management (18 credits)

Required Courses:

MGMT 308 Government Contract Law	3 credits
MGMT 326 Principles of Federal Acquisition (FAR & DFARS)	3 credits

MGMT 330 Purchasing and Materials Management	3 credits
MGMT 332 Cost and Price Analysis	3 credits
MGMT 350 Contract Administration	3 credits
MGMT 450 Contract Modification and Options	3 credits

Advanced Certificate in Network Security Management (18 credits)

Required Courses:

COMP 310 Windows Operating Systems	3 credits
CBSC 435 Firewalls for Security	3 credits
CBSC 495 Network Security Design	3 credits
MICS 466 Windows Server – Directory Services	3 credits
MICS 468 Windows Server – Infrastructure, Design and Configuration	3 credits
MICS 476 Windows Server – Administration	3 credits

Advanced Certificate in Information Systems Management (18 credits)

Required Courses:

CBSC 320 Information Security	3 credits
MCAP 303 Organization and Technology of Information Management	3 credits
MCAP 351 Management Support Systems	3 credits
MICS 341 Systems Analysis and Design	3 credits
MICS 455 Computer Networking and Telecommunications	3 credits
MICS 461 Database Management Systems	3 credits

GENERAL CERTIFICATE PROGRAMS

These short certificate programs provide vocational skills for career pathways into entry-level positions or for advancement in a wide variety of public and private businesses. General certificate programs develop marketable skills for positions such as office reception and administration, computer applications support, accounts receivable and payable and computer security.

Certificate in International Studies (18 credits)

Required courses:

BUS 270 International Business Law	3 credits
BUS 290 Strategies for International Business Ventures	3 credits
MGMT 235 Introduction to International Business	3 credits
MGMT 260 Cross Cultural Management	3 credits
MGMT 275 International Trade and Practices	3 credits
MRKT 230 Introduction to International Marketing	3 credits

Certificate in General Business (18 credits)

Required courses:

ACCT 101 Principles of Financial Accounting I	3 credits
BUS 110 Foundations of Business	3 credits
BUS 230 Business Ethics and the Legal Environment	3 credits
MGMT 230 Organizational Behavior	3 credits
MGMT 250 Introduction to Business Analysis	3 credits
MRKT 110 Principles of Marketing	3 credits

Certificate in Accounting Clerical Support (18 credits)

Required courses:

ACCT 101 Principles of Financial Accounting I	3 credits
ACCT 110 Principles of Financial Accounting II	3 credits
ACCT 203 Federal Taxes	3 credits
ACCT 214 Accounting Information Systems	3 credits
ACCT 220 Payroll Accounting	3 credits
ACCT 290 Intermediate Accounting I	3 credits

Certificate in Office Application Support (18 credits)

Required courses:

COMP 150 Information Systems Essentials	3 credits
COMP 200 Introduction to Spreadsheets	3 credits
COMP 210 Business Presentation Graphics	3 credits
COMP 226 Introduction to Database	3 credits
COMP 235 Introduction to Programming and Logic	3 credits
COMP 236 Survey of Operating Systems	3 credits

Certificate in Network Security Management (18 credits)

Required courses:

CBSC 225 Security and Data Loss Prevention	3 credits
CBSC 230 Computer Forensics	3 credits
CBSC 265 Network Security Management	3 credits

COMP 140 Introduction to Data Communication and Networking	3 credits
COMP 236 Survey of Operating Systems	3 credits
COMP 251 Computer Systems Technology	3 credits

Certificate in Project Management (18 credits)

Required courses:

BUS 202 Critical Thinking and Decision Making	3 credits
MGMT 210 Introduction to Project Management	3 credits
MGMT 211 Project Management Knowledge Areas I	3 credits
MGMT 212 Project Management Knowledge Areas II	3 credits
MGMT 250 Introduction to Business Analysis	3 credits
MGMT 280 Introduction to Business Consulting	3 credits

Certificate in Information Assurance (18 credits)

Required courses:

CBSC 225 Security and Data Loss Prevention	3 credits
CBSC 230 Computer Forensics	3 credits
CBSC 245 Cyber Law	3 credits
CBSC 265 Network Security Management	3 credits
COMP 150 Information Systems Essentials	3 credits
MGMT 210 Introduction to Project Management	3 credits

ENGLISH as a SECOND LANGUAGE (Zero Credit Program)

Program mission:

The United States is a nation of immigrants and Washington, D.C. is at the heart of this nation. Our nation was built by immigrants and has welcomed newcomers from all lands and at all times in our history. Those who come here seeking an education, freedom from tyranny or simply a better life find it difficult to adjust here absent a solid knowledge of English as a Second Language. To this end, the University of the Potomac seeks to invite those immigrants and foreign students to become a part of our ESL program and improve both their educational and employment opportunities.

The University's ESL Program utilizes a goal-oriented, learner-based approach to determine and lessen a student's weaknesses, while at the same time contributing to the student's sense of well-being and accomplishment as they advance through the various levels and gain the confidence and English ability they seek.

Program Learning Goals:

Students who complete the ESL Program's courses, will be able to

- Successfully compete at the collegiate level with peers and native speakers;

- Speak with minimal accent and preparation to a topic which they have researched or about which they are familiar;
- Respond in oral and/or written fashion to an integrated activity designed to compare a reading passage and a lecture ;
- Write an academically competitive research and/or opinion paper, exercising proper citation technique and using a variety of primary and/or secondary sources;
- Comprehend and articulate the topic, main ideas, and supporting details contained with a reading passage or spoken lecture;
- Utilize the English abilities to successfully perform and/or obtain promotion in the workplace.

Program Outline:

- Students will be placed in a level-appropriate class (see below) following a written placement test, a brief interview and such other considerations as the Director of ESL may from time to time determine.

ESL 011: ESL for Beginners	Zero Credits
ESL 022: ESL for Intermediate Learners	Zero Credits
ESL012: ESL for Advanced Beginners	Zero Credits
ESL 031: ESL for High Intermediate Learners	Zero Credits
ESL 021: ESL for Low Intermediate Learners	Zero Credits
ESL 032: ESL for Advanced Learners	Zero Credits
ESL 071: College Preparatory English	Zero Credits

COURSE DESCRIPTIONS

NOTE: All courses are offered in hybrid mode or online unless otherwise noted. All new students are required to complete the online orientation before being granted access to their courses.

The alpha portion of a course code represents the academic discipline/department as indicated below. Courses beginning with a “1” or “2” indicate freshman and sophomore level courses. Courses beginning with a “3” or “4” indicate junior and senior level courses. Courses beginning with “0” indicate transitional courses that do not earn college credit. Graduate-level courses begin with “5” or “6”.

ACCT	Accounting	MCAP	Computer Applications
BUS	Business	MGMT	Management
CBSC	Cyber Security	MICS	Computer Systems
COMP	Computer Science	MITM	Information Technology Management
ECON	Economics	MLS	Legal Studies
ENGL	English	MPM	Project Management
FIN	Finance	MPP	Public Policy
GNED	General Education	MRKT	Marketing
HLTH	Health Systems	PSYC	Psychology
HOSP	Hospitality	REST	Restaurant Management
HOTO	Hospitality and Tourism	SCIE	Science
MATH	Mathematics	TOUR	Tourism

Undergraduate Courses

ACCT101 – Principles of Financial Accounting I

3 Credits

This course introduces accounting principles and its application to various services and merchandising businesses. It covers double-entry accounting using the accrual basis, the accounting cycle, income determination, and financial reporting with balance sheets and income statements.

ACCT110 – Principles of Financial Accounting II

3 Credits

This course continues the study of accounting principles with an emphasis on its application to corporations. It includes an examination of the major components of a balance sheet, the cash flows statement, and a study of financial statement analysis. Prerequisite: ACCT 101

ACCT203 – Federal Taxes

3 Credits

This course introduces the concepts of federal tax laws and treasury regulations and its application to the income of individuals. Practice is given in the preparation of federal tax returns, supplemental forms, and schedules required to be filed by individuals. Concepts covered include income realization, property and depreciation, tax deductions and credits, and capital gains and losses. Prerequisite: ACCT 110

ACCT214 – Accounting Information Systems

3 Credits

This course introduces the topic of systems analysis and the application of information systems concepts to the accounting process and accounting models. The course emphasizes accounting data flows, the tools of designing accounting information systems, the use of computer technology in processing accounting transactions, and knowledge of internal control structures in effective accounting information systems. Prerequisite: ACCT 110

ACCT220 – Payroll Accounting

3 Credits

This course presents concepts and principles of payroll accounting and payroll law. Payroll accounting topics include computing payroll and related taxes such as federal and state income taxes, social security, self-employment, as well as record keeping and completing government forms such as Form 941. Payroll law topics include the Fair Labor Standards Act, FUTA, SUTA, FICA, and SECA. Prerequisite: ACCT 110

ACCT290 – Intermediate Accounting I

3 Credits

This course presents financial accounting theory within the framework of generally accepted accounting principles (GAAP). It concentrates on the conceptual framework underlying financial accounting and the preparation of basic financial statements and disclosures: balance sheet, income statement, comprehensive Income, and the statement of cash flows. It includes income measurement and profitability analysis as well as the time value of money concepts. The course incorporates the pronouncements of the Financial Accounting Standards Board (FASB), the International Accounting Standards Board (IASB) and the American Institute of Certified Public Accountants (AICPA). Prerequisite: ACCT 110

ACCT295 – Theoretical Application Project in Intermediate Accounting I

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of intermediate accounting principles to a work-related situation.

ACCT301 – Intermediate Accounting II

3 Credits

This course is a continuation of ACCT 290. Topics include the financial accounting and reporting of cash, receivables, inventory, property, plant and equipment, intangible assets, investments, current liabilities and contingencies. The course incorporates the pronouncements of the Financial Accounting Standards Board (FASB), the International Accounting Standards Board (IASB) and the American Institute of Certified Public Accountants (AICPA). Prerequisite: ACCT 290

ACCT307 – Cost Accounting

3 Credits

This course presents accounting procedures relating to the job costing system, cost-volume-profit analysis, activity-based costing, the master budget, flexible budgets, responsibility accounting, variance analysis, inventory costing, and capacity analysis. Traditional job and process-costing procedures are

studied, along with the analysis of cost behavior, standard costing, budgeting, and costs that are relevant for making decisions. Prerequisite: FIN 230

ACCT330 – Assurance and Audit Services

3 Credits

This course examines assurance and auditing services conducted in accordance with the American Institute of Certified Public Accountants (AICPA) pronouncements and U.S. generally accepted auditing standards (GAAS). It covers the theory of auditing, including the educational and ethical qualifications for auditors, the role of the auditor in the U.S. economy, and the legal liability of auditors. Emphasis is on the planning and design of an audit program, gathering and summarizing evidence, evaluating internal controls and reporting under GAAS. Prerequisite: ACCT 320

ACCT310 – Theoretical Application Project in Cost Accounting

3 Credits Available as hybrid only

This course applies concepts, theories, and principles of cost accounting to work-related situations.

ACCT313 – Theoretical Application Project in Intermediate Accounting II

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of Intermediate Accounting II to a work-related situation.

ACCT314 – Theoretical Application Project in Assurance and Audit Services

3 Credits Available as hybrid only

This course applies concepts, theories, and principles of auditing procedures to work-related situations.

ACCT320 – Intermediate Accounting III

3 Credits

This course is a continuation of ACCT 301. Topics include the financial accounting and reporting for bonds and long-term notes payable, revenue recognition, income taxes, leases, pensions and other postretirement benefits, and shareholders' equity. It also includes the accounting for share-based compensation and earnings per share and addresses the reporting requirements for accounting changes and errors. The course incorporates the pronouncements of the Financial Accounting Standards Board (FASB), the International Accounting Standards Board (IASB) and the American Institute of Certified Public Accountants (AICPA). Prerequisite: ACCT 301

ACCT402 – Corporate Taxation

3 Credits

This course introduces the study of federal tax laws pertaining to partnerships, corporations, and S corporations. Topics include the preparation of tax returns associated with corporate reorganizations, personal-holding companies, net operating losses, and tax concepts related to gifts, trusts and estates. It also examines the administrative powers of the IRS. Prerequisite: ACCT 203

ACCT403 – Theoretical Application Project in Corporate Taxation

3 Credits Available as hybrid only

This course applies the concepts, theories and principles of corporation taxation to work-related situations.

ACCT408 – Forensic Accounting 3

Credits

This course provides a framework for an understanding of forensic accounting and fraud investigations. Topics include the accounting and legal concepts along with the procedures that are necessary to accomplish fraud detection, fraud investigation, and fraud prevention duties. Students learn how to analyze allegations of fraud and how to utilize accounting and investigative skills during a fraud investigation. Expert witness testimony is discussed, together with a review of the methods for communicating findings. Prerequisite: ACCT 330

ACCT409 – Theoretical Application Project in Forensic Accounting

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of processes related to forensic accounting to work-related situations.

ACCT450 – Advanced Financial Reporting

3 Credits

This course presents advanced accounting theory applied to specialized topics. The emphasis is on business combinations, consolidated financial statements, partnerships, and foreign currency transactions and translations. Prerequisite: ACCT 320

ACCT480 – Capstone Project in Accounting

3 Credits Available as hybrid only

The Capstone Project in Accounting requires students to define research, design, implement, and evaluate a project of their own choosing relevant to the needs of a work situation. The project, which may identify and analyze an accounting need or issue, offer a proposal for solving an accounting problem, or develop an accounting plan for a business, requires the integration of five course areas in a student's program of Accounting. Orientation for the Capstone begins after a student has completed the appropriate hours required by the discipline. A faculty advisor works closely with students in developing their plan for a Capstone Project. Research and analysis are required. Students deliver both oral and written presentation of the project.

BUS110 – Foundations of Business

3 Credits

This course introduces the basic concepts of business by exploring a broad spectrum of business activities. It focuses on multiple environments that effective business managers must understand and for which they must develop business communication skills. Topics include business in a global environment, starting and growing a business, marketing, ethics, managing technology and managing financial resources.

BUS120 – Business Law

3 Credits

This course provides students with detailed knowledge of the laws relating to contracts, commerce, property, business crimes, torts, and employment. It develops an awareness of business situations requiring legal counsel and a familiarization with the overall structure of the American legal system.

BUS202 – Critical Thinking and Decision Making

3 Credits

This course focuses on analysis, synthesis, prescription, and application of critical thinking and decision making within the organization. Students learn how managers deal clearly, rationally, and creatively within a diverse and dynamic workplace. This course equips students with skills in critical thinking and decision making that allow them to identify and solve organizational problems, as well as provide strategic direction.

BUS225 – Introduction to Entrepreneurship

3 Credits

This course introduces the challenges of entrepreneurship including the start-up and operations of a small business. This course is designed to help potential and current small business owners understand the basics of business. Course topics include types of small business ownership (including franchising and home-based business), financing alternatives, and issues of small business (including personnel, marketing, site location, and managerial decision-making and also cover management skills for social entrepreneurial organizations, scaling of social impact, and social performance measurement. Special emphasis is placed on microfinance, a classic example of social entrepreneurship.

BUS230 – Business Ethics and the Legal Environment

3 Credits

This course introduces the legal environment of business which involves an overview of fundamental legal concepts and principles that affect business in a variety of functional and regulatory contexts. Primary topics include the interplay among business, ethics, and law to ethical decision making in business. Students evaluate (through readings, discussions and presentation of case studies) the increasingly complex interrelationships among the business, legal, society and social responsibilities of both U.S. and multinational organizations and how the legal system is used to redress failures of the market economy.

BUS270 – International Business Law

3 Credits

This course introduces students to the principles of public and private international law. It addresses the legal problems of doing business in developed, developing and non-market countries, together with the economic and political issues that commonly arise.

BUS272 – Theoretical Application Project in International Business Law

3 Credits

Available as hybrid only

This course applies concepts, theories, and principles of international business law to work-related situations.

BUS290 – Strategies for International Business Ventures

3 Credits

This course discusses topics in International Business Ventures, with special emphasis on the process to prepare to start a new international business, develop a specific business idea, and then examine the political risk, market opportunity, and how to use market research options, entry modes, resource allocation, and overall strategy for new ventures. In addition, students are also introduced to topics that relate to major problems that confront managers who operate across international boundaries from a base in a single country or who maintain affiliates and subsidiaries in several national

jurisdictions. This course applies the concepts, theories and principles of international business law to work-related situations.

BUS310 – Export/Import Marketing

3 Credits

This course provides students with the basic body of knowledge and mechanics needed to successfully undertake and explore avenues of exporting. Descriptions of the essentials as well as the parameters of exporting are given. The course applies to an entrepreneurial export situation, to businesses expanding through foreign sales, and to companies trying to improve the operations of an existing export department. An emphasis on finance acquaints students with frequent financial problems in foreign exchange.

BUS311 – Theoretical Application Project in Export Procedures and Practices

3 Credits Available as hybrid only

This course applies the concepts, theories and principles of importing and exporting to work related situations.

BUS320 Advanced Business Law for Accounting

3 Credits

Principles of the law of agency, partnerships, corporations, wills, trusts, accounting law and liability bankruptcy, and real property are discussed and analyzed through the use of the Model Corporation Act, the Illinois Business Corporation Act, cases and problems. Emphasis is placed on the Uniform Commercial Code, including negotiable instruments, holder in due course, credit and secured transactions

BUS321 – Theoretical Application Project in Advanced Business Law for Accounting

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of processes related to advanced business law for accounting to work-related situations.

BUS480 – Capstone Project in International Business

3 Credits Available as hybrid only

The Capstone Project in International Business requires students to define research, design, implement, and evaluate a project of their own choosing relevant to the needs of a work situation. The project, which may identify and analyze a need or issue, offer a proposal for solving an international business problem, or develop a plan for an international business, requires the integration of five course areas in a student's program of International Business. Orientation for the Capstone begins after a student has completed the appropriate hours required by the discipline. A faculty advisor works closely with students in developing their plan for a Capstone Project. Research and analysis are required. Students deliver both oral and written presentation of the project.

CBSC225 – Security and Loss Prevention

3 credits

Beginning by introducing students to basic loss prevention concepts, this course then presents methods of implementing a complete security program. Topics covered include screening employees, recognizing and handling internal and external threats, buying physical security systems, understanding the

relationship between risk management and insurance, and identifying loss prevention means in retail and industry.

CBSC230 – Computer Forensics

3 credits

This course provides an introduction to the computer forensics field of study. It is designed to familiarize students with terminology, techniques and technology of computer forensics, including computer crime fraud, terrorism, hacking and other computer-related crimes. Other topics include tracking offenders, hiding data, encryption and computer investigation. Prerequisite: COMP 110

CBSC235 – Foundations of Cyber Security

This course provides a comprehensive introduction to the protection of business information and the systems that support business processes. The objective is to identify common threats and attacks employed against web-accessible applications, analyze the role of security models and architectures, explain the role of cryptography, and analyze issues related to security management and network security.

CBSC245 – Cyber Law

3 credits

This course confronts the student with the changes and adaptations of U. S. law resulting from the ascendancy of computers and the Internet. Fundamental common law and statutory assumptions about the nature of person, place, thing and action are called into question by transactions conducted by the transfer of data between computer memories, unprecedented wealth concentrated in the development and distribution of software, widespread access to large quantities of data with minimal quality control, and the blurring of geographical boundaries. Students examine how contract formation, defamation, obscenity, copyright, trademark, privacy and other legal issues have been changed by technology and the online world. Prerequisite: COMP 110

CBSC265 – Network Security Management

3 credits

This course offers a comprehensive guide for anyone wishing to take the CompTIA Security+ SY0-301 Certification Exam. It provides an introduction to the fundamentals of network security, including compliance and operational security; threats and vulnerabilities; application, data, and host security; access control and identity management; and cryptography. The course covers new topics in network security as well, including psychological approaches to social engineering attacks, Web application attacks, penetration testing, data loss prevention, cloud computing security, and application programming development security. Students will also engage in activities that link to the Information Security Community Site. Prerequisites: COMP 140

CBSC301 – Introduction to Digital Forensics

3 credits

In this course, students evaluate the methods and impacts of white-collar crime and the response of the criminal justice system. The student shall assess fraud, institutional corruption, corporate crime, public corruption, medical crime, and the associated investigative processes. Prerequisite: CBSC 235

CBSC305 – Introduction to Cybercrime and Homeland Security

3 credits

In this course, students evaluate the impact of digital threats to the security of the homeland and as tools of terrorism. Students analyze the evolving character of cyber-victimization and how information technology can be targeted and compromised. Prerequisite: CBSC 235

CBSC310 – Computer Security

3 credits

In this course, students evaluate the methods and impacts of white-collar crime and the response of the criminal justice system. The student shall assess fraud, institutional corruption, corporate crime, public corruption, medical crime, and the associated investigative processes. Prerequisite: CBSC 235

CBSC320 – Information Security

3 credits

Security management is essential to securing information systems. This course covers the major concepts in security management, such as security architecture and models, business continuity planning, investigations, ethics, application development security, and planning. Prerequisite: CBSC 235

CBSC325 – Computer Forensic Tools

3 credits

In this course, students explore computer forensics tools used to stabilize, collect, secure, and analyze data from computer hardware, operating systems, software, and networks, in the context of cybercrime and the criminal justice system. Students are introduced to a wide variety of tools that may include Encase, FTK, PTK Forensics, The Sleuth Kit, The Coroner's Toolkit, COFEE / DECAF, and selective file dumper. Prerequisite: CBSC 235

CBSC405 – Security Policies and Procedures

3 credits

In order to secure any computer resource, policies are required. This course covers computer security policies and procedures, including asset classification and control, communications and operations management, access control, and system development and maintenance. Prerequisite: CBSC 235

CBSC415 – Network Defense and Countermeasures

3 credits

In this course, students learn about common network defense tactics and countermeasures to network attacks. Topics include network intrusion detection systems, operating system hardening, viruses, Trojans, spyware, and computer-based espionage. Prerequisites: COMP 140

CBSC425 – Evaluating Emerging Technologies

This course presents a survey of emerging and leading technologies in the cyber security field. The aim is to research, evaluate, and recommend emerging technologies and determine secure implementation strategies for best-fit business solutions. Topics include evolutionary technology development and adoption in organizations. Prerequisite: CBSC 235

CBSC435 – Firewalls for Security

3 Credits

This course focuses on the security issues related to firewalls as well as general overall network protection. In addition, the course includes the study of intrusion detection and virtual private networks (VPNs). Prerequisites: COMP 140

CBSC496 – Theoretical Application Project in Network Security Design**3 Credits Available as hybrid only**

This course applies the concepts, theories, and principles of Network Security Design to work-related situations.

CBSC 497 – Network Security Design (Capstone Project)

This course is the final course in the BS in Cyber Security and Policy degree program and includes a capstone project integrating the program learning goals. The course covers such essential practices as developing a security policy, risk management and then implementing that policy. The goal is to integrate cyber security best practices throughout an organization. Emerging issues in cyber security are also considered. Prerequisites: COMP 140

COMP110 – Computer and Office Applications**3 Credits**

This course provides a fundamental combined approach to computer concepts and Microsoft Office 2013. No experience with a computer is assumed, and no mathematics beyond the high school freshman level is required.

COMP140 – Introduction to Data Communication and Networking 3 Credits

This course introduces data communication and networking and prepares students for the Network Plus certification exam. Topics include telecommunication standards, protocols, equipment, network topologies, communication software, LANs, WANs, the Internet, and network operating systems. Upon completion, students should be able to demonstrate understanding of the fundamentals of telecommunication and networking. Prerequisite: COMP 110

COMP150 – Information Systems Essentials**3 Credits**

The course introduces the architecture of computer systems. Computer architecture is about the structure and operation of digital computers. Computer architecture is concerned with the operational methods of the hardware; with the services provided by operating system software; with the acquisition, processing, storage, and output of data; and with the interaction between computers.

COMP200 – Introduction to Spreadsheets**3 Credits**

This course introduces basic spreadsheet design and development. Topics include writing formulas, using functions, enhancing spreadsheets, creating charts, and printing. Upon completion, students should be able to design and print basic spreadsheets and charts. The course helps to prepare students for the Microsoft Office Specialist Exam 77-420 Microsoft Excel 2013. Prerequisite COMP 110

COMP210 – Business Presentation Graphics**3 Credits**

This course is for students who want to learn the comprehensive functions of Microsoft PowerPoint, a powerful presentation program which is part of the Microsoft Office Suite. It prepares students for the Microsoft Office Specialist Power Point certification, Exam 77-422, but is also useful for students who want a deeper understanding of the graphics program. Prerequisite: COMP 110

COMP226 – Introduction to Database

3 Credits

This course introduces Microsoft Access 2013. Topics include creating, querying, and maintaining a database; creating database tables, relationships, reports, forms, and queries using OLE fields, hyperlinks, and sub-forms. The course prepares students for the Microsoft Office Specialist Access Exam, 77-424. Prerequisite: COMP 110

COMP235 – Introduction to Programming and Logic

3 Credits

This course introduces computer programming and problem solving in a programming environment, including an introduction to operating systems, a text editor, and a language translator. Topics include language syntax, data types, program organization, and algorithm design and logic control structures. Upon completion, students are able to manage files with operating systems commands, use top-down algorithm designs, and implement algorithmic solutions in a programming language. Prerequisite COMP 110

COMP236 – Survey of Operating Systems

3 Credits

This course covers operating system concepts that are necessary for maintaining and using computer systems. Students develop a fundamental understanding of the concepts and terminology of: Operating System Configurations, Installing and Upgrading Client Systems, Managing Applications, Managing Files and Folders, Managing Devices, and Operating System Maintenance (MS EXAM 98-349 Windows Operating System Fundamentals) Prerequisite: COMP 110

COMP251 – Computer Systems Technology

3 Credits

This course provides students with a basic knowledge of computer systems architecture. An understanding of the system board, operating systems, disk drives, monitors, and modems is included. Students develop the skills to perform routine troubleshooting and maintenance tasks. Successful completion of this course assists students in preparing for COMPTIA A+ Certification. Prerequisite COMP 110

COMP310 – Windows Operating Systems

This course covers Windows operating systems in a Microsoft Server environment and is a prerequisite in preparation for MICS470, MICS472, and MICS476. Installation and upgrade of Windows operating systems is covered. Configuration and maintenance of Windows operating systems settings, security, connectivity and applications is discussed. The course also covers mobile computing in a Windows environment. This course also helps prepare a student for the Windows 8 – Configuration test and Supporting test (Exams 70-687 and 70-688).

COMP315 – Security Administration I

3 Credits

In this course, through lectures, discussions, scenarios, demonstrations, lesson review questions, textbook exercises, and classroom labs, students gain the skills and knowledge necessary to pass the enterprise security, risk management, part of the CompTIA Advanced Security Practitioner exam. The exam covers the knowledge that is necessary for an individual to be able to conceptualize, design, and engineer secure solutions across complex enterprise environments and has a technical, hands-on focus at the enterprise level. Prerequisite: COMP 110

COMP316 – Security Administration II

3 Credits

In this course, through lectures, discussions, scenarios, demonstrations, lesson review questions, textbook exercises, and classroom labs, students gain the skills and knowledge necessary to pass the research and analysis, and integration of computing part of the CompTIA Advanced Security Practitioner exam. The exam covers the knowledge that is necessary for an individual to be able to conceptualize, design, and engineer secure solutions across complex enterprise environments and has a technical, hands-on focus at the enterprise level. Prerequisite: COMP 315

COMP317 – Theoretical Application Project in Security Administration I

3 Credits

Available as hybrid only

This course applies to the key issues associated with protecting information assets, determining the levels of protection and response to security incidents, and designing a consistent, reasonable information security system, with appropriate intrusion detection and reporting features.

COMP318 – Theoretical Application Project in Security Administration II

3 Credits

Available as hybrid only

The course applies practical application to the management of Information Security and is designed to focus on the management aspects of information security processes and activities.

ECON201 – Principles of Economics

3 Credits

This course introduces both microeconomic and macroeconomics. Topics include economic theories, methods, and principles with an emphasis on the development of critical thinking skills and the analysis of controversial issues in the field. Macroeconomic topics include national income and product; saving, consumption and investment; income determination; money supply and deposit creation; monetary and income analysis and alternative economic theories. Microeconomic topics include supply and demand; utility; cost analysis; long-run supply; profit maximization; competition; production theory; pricing of factor inputs; interest; international trade and current economic problems.

ENGL009 – Transitional English 0

Credits

This course provides students with strategies and skills for having a successful learning experience. Students learn to read and comprehend increasingly difficult texts in a variety of genres, think more deeply and critically about issues and ideas presented in these text and respond to them in writing with increasing fluency, confidence and clarity. (ENGL009 does not meet the general education English requirement.)

ENGL101 – English Composition I

3 Credits

English Composition I develops and enhances students' application and understanding of the writing process. The course emphasizes the establishment of techniques and skills for planning, composing, revising and editing essays. Included in this process are selecting and narrowing topics, understanding audience and purpose, devising a plan of development, identifying and citing appropriate supporting details and evidence using APA format, proper grammar and mechanics usage and consistence in format and style. This course engages students in the interconnections between critical thinking, discussion and expository writing as a means of both written and verbal communication. Specifically, students learn to write extended expository essays using a variety of approaches which increase in complexity throughout the course. There are five expository essays and a research paper written in the course.

ENGL102 – English Composition II

3 Credits

English Composition II is the second course in a sequence of two that facilitate a better understanding of writing as a tool of argument, critique and research. The course focuses on the critical analysis of selected readings and topics coupled with the application of the research process as a means of written communication. In addition to gathering, absorbing and analyzing information, the course emphasizes composing, documenting (APA format), revising and editing a final research paper. There are five expository essays and a research paper written in the course. Prerequisite ENGL101 or equivalent

ENGL395 – Research and Report Writing

3 Credits

Research and Report Writing enhances and further develops the research skills acquired in English Composition II. The course primarily emphasizes gathering and evaluating information. Furthermore, it includes research, report development, report writing and oral report presentation. It incorporates research skills into report writing required for upper division academic courses, as well as for professional business and technology endeavors. Prerequisite ENGL102

ESL011 – ESL for Beginners

0 Credits

An introductory course intended for the student with little or no English knowledge or experience, those who have some very basic English skills, but who at home speak primarily their native language. This course is intended to develop confidence in basic speaking, pronunciation, reading, writing and listening skills. Heavier emphasis on grammar and basic syntax as well as recommended communication skills and techniques. This course shall be supplemented with at least four outside classes per session during which the students and the instructor shall visit or tour various and famous Washington, D.C. landmarks and locales. These visits will involve follow-up speaking and/or writing exercises.

ESL012 – ESL for Advanced Beginners

0 Credits

A post-introductory course intended to build upon the skills and knowledge gained from ESL 101, this course is designed for the student who has basic English speaking and comprehension abilities. This course expands upon basic verbs and pronoun usage to modals, comparatives & superlatives, introductions to adverbs and adjectives while also expanding vocabulary, and demanding more reading exercises outside the classroom. With this class, the beginner student shall begin to feel he/she can communicate ideas in his/her own words. This course shall also be supplemented with a minimum of four visits or tours to Washington D.C. landmarks and/or museums with attendant follow-up assignments.

ESL021 – ESL for Low Intermediate Learners**0 Credits**

A mid-level course intended as a follow-up to the ESL-100 levels above-referenced. This class is best suited for the student who speaks English on the job, but not at home, or for the student who received some English education but has been away from school for an extended period of time. This class involves the full spectrum of basic verb tenses, expands upon known modals, and introduces gerunds and infinitives as well as the passive voice among other grammar and related skills. This class will involve a minimum of three visits and/or tours to Washington, D.C. landmarks, institutions and museums with both written and oral report follow-up.

ESL022 – ESL for Intermediate Learners**0 Credits**

Another mid-level course intended for the learner whose existing English abilities demonstrate confidence with basic syntax, verb and pronoun usage. The learner in this course will experience a significant expansion in verb tenses including the passive voice, the perfect tenses, and the greater use of gerunds, infinitives, and modals. The learner in this class will be expected to offer more ego-centric spoken and written communications such that the learner recognizes that he/she begins to take ownership of the language skills he/she chooses to utilize in those communications. As with the other ESL classes, a minimum of three visits/tours to Washington, D.C. locales shall be enjoyed with commensurate follow-up assignments and exercises.

ESL031 – ESL for High Intermediate Learners**0 Credits**

A lower-level advanced course with even greater emphasis on encouraging learners to become comfortable and personally creative with their existing language skills. This course involves expanding upon future and past verb tenses, using conditional sentences, using connectors and transitional words and phrases, as well as expanded usage of gerunds, infinitives and modals. This course anticipates a minimum of one written assignment per week, one type-written “term paper” and one public Classroom speaking term assignment. Additional oral and written assignments will be expected following a minimum of two outside-class visits and/or tours of local D.C. facilities and points of interest.

ESL032 – ESL for Advanced Learners**0 Credits**

The final class in the ESL series, this course is intended to leave the learner with the knowledge that he/she can now effectively communicate successfully and proficiently in spoken and written form. Further, the student will have a good grasp of listening and reading comprehension skills as well as test-taking skills and techniques needed to compete at the university level. It is anticipated that upon completion of this last in the ESL series, the learner will choose to level up to the College Preparatory course such that university admission and successful performance at that level can be expected.

ESL 071 – College Preparatory English**0 Credits**

This TOEFL-test oriented class is designed to give the learner the skills and test-taking techniques necessary to pass the TOEFL test and/or demonstrate satisfactory English knowledge, skills and abilities such that the target university or college may be able to waive any TOEFL requirement. Though this course is highly competitive and fast-paced, learners should come away with the strong sense that they are

ready to successfully compete at the university level. This course will include a heavy focus on vocabulary, idiom expansion, reading, and listening comprehension “speed” enhancement techniques, and general test-taking suggestions. Finally, at least one all-day Field Trip will be conducted with learners choosing the point of interest (Subject to instructor approval) as well as an agreed-upon follow-up college-level assignment.

FIN230 – Fundamentals of Finance

3 Credits

This course explores the central concepts of finance. Topics include strategic consideration, economic analysis, provision and acquisition of funds, financial tools and theories, leveraged transactions, hybrid securities, mergers and acquisitions. Prerequisites: ACCT 110 and MATH 110

FIN310 – Investment Analysis and Portfolio Management

3 Credits

This course introduces the various developments in investment theory and the principles of valuation. Students learn how to examine fixed-income securities, equity securities, and derivative securities. Theories, principles, and techniques of portfolio management are covered. The topics include the portfolio investment process, asset allocation, portfolio construction, and portfolio performance evaluation. In addition, a global perspective is emphasized as well as duration analysis and immunization, Interest rate derivative securities and their application in asset-liability management. Prerequisite: FIN 230

FIN320 – Asset Management

3 Credits

This course applies financial theory to the issues and problems of asset management. The focus is on understanding the roles of asset owners, which may include individuals, collective owners, charitable endowments, corporations, and nations. It covers the properties of asset returns and the nature of various investment strategies to assess how asset management can meet the specific investment goals of asset owners. In addition, the course focuses on the delegated nature of investments which is important in the understanding of principal-agent issues and market frictions associated with each type of asset class. Prerequisite: FIN 230

FIN330 – Corporate Finance

3 Credits

The objective of this course is to study the major decision-making areas of managerial finance. The focus is on financial theory, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; and market efficiency. Corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues are analyzed. In this context, the course is designed to provide students with analytical tools that allow them to determine the "intrinsic value" of a corporation and to assess the effectiveness of corporate management in maximizing that value. Prerequisite: FIN 230

FIN340 – Financial Reporting and Analysis

3 Credits

This course focuses on the analysis of managers' financial reporting and disclosure strategies, and the effects of such strategies on firms' equity values and contracts. Students also examine various institutional settings and economic contexts in which managers make financial reporting and disclosure

choices, paying close attention to the quality and credibility of the information disclosed. The course helps students to develop hands-on financial statement analysis skills in a variety of business decision contexts. Prerequisites: ACCT 320, FIN 330

FIN350 – International Banking and Finance

3 Credits

This course presents an overview of international banking and finance. Topics include the international dimensions of finance, foreign exchange rates, sources of funds, banking regulations, and the contrast between European, Asian and American banking. Methods of effective communication of financial information are addressed. Prerequisite: FIN 230

FIN351 – Theoretical Application Project in International Banking and Finance

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of International Banking and Finance to workrelated situations.

FIN400 – Derivatives and Risk Management

3 Credits

A broad range of derivative products is examined with a primary focus on how to use these for the management of financial risks. Standard models of pricing forward, futures and plain vanilla options on stocks, futures and interest rate instruments are introduced. The course also explores the limitations and extensions of the Black-Scholes model with the aim of valuing options on dividend paying assets and exotic options such as digital options, barrier options, average rate options and options on multiple assets, among others. Prerequisite: FIN 330

GNED112 – Student Success Strategies

3 Credits

This course assists students in a successful transition to University of the Potomac by exposing them to the University's policies, procedures and processes for moving efficiently and successfully through to graduation. It provides academic assessment in discovering and using one's preferred cognitive learning style, study skills development and education planning for completion of all course prerequisites and requirements for a degree program at University of the Potomac. In addition, the course includes Smarthinking and computer usage, current events, writing, research, exposure to APA format and oral presentation projects. Student success Strategies provides students with versatile, practical and meaningful strategies that lead to higher grades, a more thorough learning of information, increased confidence, a sense of empowerment and leadership.

HLTH303 – Information Systems for Health Systems (Cross listed with MCAP 303) 3

Credits

This course prepares students for the application and integration of information systems and computers into health systems. Included are an examination of patient record-keeping systems, medical facility data systems, remote diagnosis and monitoring, third-party information transmission, and the role of the Internet in medical research. The issue of record security is addressed.

HLTH304 – Theoretical Application Project in Information Systems for Health Systems

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of information systems technology for health programs to work-related situations.

HLTH400 – Societal Health and Policy Issues

3 Credits

This course considers national health and policy issues as they apply to special health populations. Such populations include, but are not limited to, geriatrics, pediatrics, gynecology, mental health, and physical impairment.

HLTH401 – Theoretical Application Project in Societal Health and Policy Issues

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of societal health and policy issues to work-related situations.

HLTH403 – Global Health Administration

3 Credits

This course examines healthcare administration on a global basis. Topics include disease control, management of potential epidemic diseases, differences in healthcare approaches in various countries and global cooperation between countries.

HLTH404 – Theoretical Application Project in Global Health Administration

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of global health administration to work-related situations.

HLTH405 – Healthcare Financial Management

3 Credits

This course applies principles of accounting and financial management to the healthcare industry. Topics include unique financial characteristics of healthcare facilities, third-party reimbursement, cost and rate setting, operational and capital budgeting, auditing and risk management. Prerequisite ACCT 101

HLTH406 – Theoretical Application Project in Healthcare Financial Management

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of healthcare financial management to work-related situations.

HLTH 435 – Strategic Healthcare Planning (Cross listed with MGMT 435) 3

Credits

This course presents techniques of strategic healthcare planning as a basis for integration and application of principles, skills, and perspectives developed in earlier courses. It requires integrating the knowledge from your business and other university courses such as finance, accounting, marketing, and organizational behavior as well your general education courses. Special emphasis is given to policy determination at the overall management level.

HOSP100 – Introduction to Hospitality

3 Credits

This course provides an introduction to the elements of the hospitality industry. Overview of structure and financial performances of hospitality industry; food and lodging, resorts, tourism enterprises, attractions and related operations. Focus on orientation to customer service, cultural/economic trends and career opportunities.

HOSP350 – Hotel Property and Facilities Management

3 Credits

This course provides hospitality managers and students with information they need to know how to manage the physical plant of a hotel or restaurant and work effectively with the engineering and maintenance department. Emphasis is given to maintenance, energy use, occupational health and safety, design and conservation issues.

HOSP360 – Hotel Front Office Management

3 Credits

This course offers students an intuitive understanding based on the flow of the guest's experience through reservation, arrival, registration, service purchasing, departure, billing, and recordkeeping. The entire rooms division is covered thoroughly and linked to other hospitality functions, related industries, and the broader economy. Includes extensive coverage of increased internationalization; green operations; new financing sources; boutique and urban collections; and new reservations strategies.

HOSP370 – Housekeeping Management

3 Credits

This course presents the role of the housekeeping department in hotel/lodging operations. The course examines the role of the supervisory function in the housekeeping department; provides a throughout overview of maintaining a quality staff, planning and organizing, the technical details of cleaning room, managing the laundry, and control of supplies and equipment. The course also incorporates new concepts of energy conservation and risk management to address the latest sustainability and security trends in the industry, as well as updated information on guestroom technology.

HOSP450 – Hotel Convention Sales and Services

3 Credits

This course offers the most current and comprehensive coverage of the convention industry, with an indepth look at conventions and meetings marketing, how to successfully sell to groups, and how to service their business after the sale. This course covers key industry trends, including the greening of meetings, new technology applications, social media, the popularity of second-tier cities, and new special interests featuring boutique hotels, positioning of conference centers, meeting rooms of the future, and a day in the life of a convention service manager.

HOSP460 – Supervision and Leadership in Hospitality

3 Credits

This course provides comprehensive coverage of the principles, theories, and decision-making skills required to manage a workforce to profitable results as they apply to day-to-day hospitality operations. Along with new industry examples, profiles, key word definitions, and web-based activities, included are recruiting, selection, orientation, compensation and benefits, motivation, teamwork, coaching, employee training and development, performance standards, discipline, employee assistance programs, health and safety, conflict management, communicating and delegating, decision-making and control.

HOTO220 – Customer Service Management

3 Credits

This course is designed to develop the necessary skills for success as a customer service provider. The course examines various service situations and develops an attitude of superior customer service that is critical to success in all organizations.

HOTO230 – Hospitality and Tourism Marketing

3 Credits

This course addresses a strong emphasis on the relationship between marketing and the tourism and hospitality industry. This course reflects all of the latest trends in the field, including Internet marketing and e-commerce, loyalty marketing, brand extension marketing, and destination branding. The course covers basic concepts and skills in tourism marketing and address differences between tourism and other industries. Students learn how marketing managers can position their products or destinations to capture customers.

HOTO300 – Meetings and Events Management

3 Credits

In this class, students learn basic meeting planning concepts and gain practical knowledge to assist in planning meetings. This class provides students with valuable resources for finding information, arming them with important checklists. Students learn the vocabulary necessary to succeed in meeting planning. This course is necessary for anyone planning to enter the meeting planning or event planning profession.

HOTO310 – Technology in Tourism and Hospitality Industry

3 Credits

This course provides students with an introduction to the information technology and E-Commerce strategies used in the hospitality and tourism industry. The course focuses on the use of technology as a management tool for the effective and efficient operation of small, medium-sized, and large hospitality and tourism businesses. Emphasis is placed on providing students with a thorough understanding of technology's role in ensuring competitive advantage in today's hospitality and tourism business environment.

HOTO320 – Revenue Management

3 Credits

This course presents the topic of revenue management from a managerial accounting and financial management perspective. The course is important as hospitality and tourism professionals need to analyze revenue management decisions from an accounting/finance perspective. Students benefit from a comprehensive understanding of the field of revenue management, its history and applications, and its extensions to a hospitality and tourism field.

HOTO435 – Strategic Management for Hospitality and Tourism

3 Credits

This course presents a complete, comprehensive, and managerially useful treatment of strategic management in the hospitality and tourism industry. This course provides a realistic, balanced, and current view of the field by considering the practical aspects of the strategic manager's role, including the acquisition, development, and management of internal resources and relationships with external

stakeholders. The course explains principles and theories with extensive use of examples from various segments of the industry, including lodging, gaming, cruise lines, airlines, and food service.

HOTO470 – Hospitality and Tourism Law

3 Credits

This course provides coverage of legal issues in travel and tourism, including those associated with transportation, travel agents, tour operators, gaming, mixed-use, and timeshare properties. Students learn about relevant recent events and trends, such as the impact of recent economic collapse on hotel development, sections updated with increased international perspective, added information on data privacy, and updates to legal case studies and decision-making legal scenarios. Further, this course gives students a background on safety and security requirements, disputes with customers, hiring and firing employees, liabilities associated with serving alcohol, and much more.

HOTO490 – Hospitality and Tourism Internship I

3 Credits

This internship courses allow the student to develop exposure, understanding, and working knowledge of actual operations within the hospitality industry. The student is expected to apply theoretical and academic subject matter to this work experience and be able to identify areas of opportunity for permanent employment upon graduation.

HOTO495 – Hospitality and Tourism Internship II

3 Credits

This internship courses allow the student to develop exposure, understanding, and working knowledge of actual operations within the hospitality industry. The student is expected to apply theoretical and academic subject matter to this work experience, and be able to identify areas of opportunity for permanent employment upon graduation.

MATH009 – Transitional Mathematics

0 Credits

This course provides students with strategies and skills for having a successful learning experience. Topics include whole numbers, fractions, decimals, percentage and ratio/proportion. Students are prepared to learn higher order mathematical concepts. (MATH009 does not meet the general education mathematics requirement.)

MATH106 – College Mathematics 3

Credits

This course provides a college-level review of mathematics and algebra fundamentals for adult learners. Topics include functions of whole numbers, fractions, decimals, radicals, as well as basic concepts of prealgebra. This course satisfies the requirement for a general education mathematics course.

MATH110 – College Algebra

3 Credits

This is an introductory level course in algebra. Topics include properties of real numbers, performing operations with polynomials, graphing equations and inequalities, radicals and exponents, and solving systems of equations and quadratic equations. Students acquire familiarity with algebraic techniques and are able to solve equations in a documented, logically sequential manner. (Placement is determined

by a diagnostic mathematics assessment.) This course satisfies the requirement for a general education mathematics course. Prerequisite: MATH 106

MATH323 – Research and Statistical Analysis

3 Credits

This course is an introduction to the methods and tools of general research. It includes the application of the research process to problem solving and the types of research undertaken and appropriate means of conducting them. Attention to secondary source research through bibliographic methods and online resources via the Internet is included. Descriptive statistics and inferential statistics, including frequency distribution, variability, regression, and correlation are discussed. A computerized statistical tool is used in the course. Prerequisite: MATH 110

MCAP303 – Organization and Technology of Information Management (Cross listed with HLTH 303) 3 Credits

This course prepares students for professional involvement with computer and information systems through an understanding of the organization and management aspects of such systems. Topics include management information software; methods of gathering, sorting and distributing information and data; and evaluating software and hardware. Prerequisite: COMP 110

MCAP304 – Theoretical Application Project in Organization and Technology of Information Management

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of organization and technology of information management to work-related situations.

MCAP351 – Management Support Systems

3 Credits

This course examines Management Support Systems and Business Intelligence, which include Decision Support Systems (DSS), Group Decision Support Systems (GDSS), Executive Information Systems (EIS), and Expert Systems (ES). Topics include decision-making, the DSS concept, methodology, data-modeluser relationships, user interfaces, implementation strategies, and evaluation procedures. Prerequisite: COMP 110

MCAP352 – Theoretical Application Project in Management Support Systems

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of management support systems to workrelated situations.

MGMT210 – Introduction to Project Management

3 Credits

This first course provides an overview of, and introduction to, project management in the context of people, processes, tools and procedures. This course addresses the following areas: Definition of a project, definition of project management, project life cycle models, project management processes, process mapping, process flow diagrams, project management documents, project stakeholders and groups. Prerequisite working knowledge of project management functions. Prerequisite: COMP 110

MGMT211 Project Management Knowledge Areas 1**3 Credits**

This second course defines the scope for a project and developing a complete project overview statement. Developing a work breakdown structure (WBS) and the fundamentals of scheduling, including a review of the three constraints (Scope, Time, Cost) related to quality are included. This course addresses the following areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, and Project Quality Management. Prerequisite: MGMT 210

MGMT212 – Project Management Knowledge Areas 2**3 Credits**

This course provides a review of control and tracking steps to ensure a project's successful closure on time and within budget; Discussion on managing scope, change, and identify variances that require action; A review of PMP examination preparation and strategy. This course addresses the following areas: Project Human Resource Management, Project Communication Management, Project Risk Management, Project Procurement Management, PMP Examination preparation. Prerequisite: MGMT 211

MGMT218 – Comparative Economic Systems**3 Credits**

This course presents the basic concepts of international trade and finance and the effects of international economic policies on domestic and world welfare. Topics include comparative advantage, impact of trade on economic growth, and effects of trade policy interventions such as tariffs, quotas, voluntary export restraints, and export subsidies. International agreements on regional trade liberalization (such as ECU and NAFTA) and on multilateral trade liberalization are discussed. Topics on international finance include balance of payments, determination of foreign exchange rates, and international monetary system. Through oral and written presentation of case studies, students expand their knowledge of international trade and finance.

MGMT230 – Organizational Behavior**3 Credits**

This course surveys organizational theory. Focus is on individual and team behavior with an emphasis on developing team-building skills. Additional topics include structure, size, technology, power relationships and how organizations survive, decline, grow and change.

MGMT235 – Introduction to International Business**3 Credits**

This course provides students with an understanding of the global economy and its impact on business within the United States. Topics include the impact of political systems on business; effects of culture on business style; the role of international trade; management of multinational corporations and the impact of trade restraints and liberalization. Balancing legal, political, and ethical issues in international business techniques is covered.

MGMT250 – Introduction to Business Analysis**3 Credits**

Students learn about the role of business analysis as a critical process that drives organizational structures and systems within the context of varying stakeholder interests. The business analyst defines

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and evaluates potential initiatives that best fit organizational goals. In this course, you gain the foundational knowledge needed to effectively perform key business analysis functions. Students learn how to apply a core business analysis framework to improve your analytical competencies.

MGMT260 – Cross Cultural Management

3 Credits

This course discusses behavioral differences that affect international business, on the cultural differences between nations and how these differences affect social organizations, management of multinational corporations. In addition, this course discusses skills and behaviors that are perceived as effective leadership characteristics in one culture are not necessarily those that will be effective in a different culture.

MGMT275 – International Trade and Practices

3 Credits

This course examines theory of international trade, an examination of the gains from trade and commercial policy. Included are issues of protectionism, economic integration and strategic trade policy. In addition, the course focuses on the following topics financial methods and tools used to conduct international business transactions successfully. Risks such as commercial and country are discussed, as are risk-mitigating techniques, their use and legal implications.

MGMT280 – Introduction to Business Consulting

3 Credits

This course teaches the fundamentals of management consulting. It introduces students to the consulting process, skills for project, team, and client management, the ethics of consulting, careers in consulting, key models and theories used to understand management consultancy work practice areas in the consulting industry, and issues surrounding effective use of consultants.

MGMT303 – International Business Management

3 Credits

This course presents a survey of international business management in the context of the increasing economic interdependence of nations. Theories of international business are examined in conjunction with strategic planning, intercultural factors, foreign management techniques, and political risk analysis. The activities of multinational enterprises in home and host countries are also examined.

MGMT304 – Theoretical Application Project in International Business Management

3 Credits

Available as hybrid only

This course applies the concepts, theories, and principles of international business management to work-related situations.

MGMT305 – Organizational Communications

3 Credits

This course examines written and oral communication in business. Topics include effective organization and writing of correspondence, memoranda, reports, research proposals; interpersonal communication and planning; conducting and participating in meetings; and oral presentation.

MGMT306 – Theoretical Application Project in Organizational Communications

3 Credits **Available as hybrid only**

This course applies the concepts, theories, and principles of organizational communications to work-related situations.

MGMT308 Government Contract Law

3 Credits

This course acquaints students with the legal and regulatory aspects associated with the administration of government contracts. Course topics include contract information and award protests, standards of conduct, governmental liability, the dispute process, and administrative and judicial methods of resolution of procurement and contract disputes. It is designed to give students an operating framework to understand government procurement law.

MGMT309 – Theoretical Application Project in Government Contract Law

3 Credits **Available as hybrid only**

This course applies the concepts, theories, and principles of government contract law to work-related situations.

MGMT311 – Supply Chain Management

3 Credits

A comprehensive study of the concepts, processes, and strategies used in the development and management of supply chains and learn about the general concepts of process mapping and analysis. Topics emphasize the importance of efficient integration of suppliers, factories, warehouses so that products are distributed to customers in a timely manner and without cost overruns.

MGMT312 – Theoretical Application Project in Supply Chain Management

3 Credits **Available as hybrid only**

This course applies the concepts, theories, and principles of Supply Chain Management to work-related situations.

MGMT326 – Principles of Federal Acquisition (FAR and DFARS)

3 Credits

This course examines both FAR and DFARS process and introduces concepts, policies and procedures associated with government and defense contracting. This course helps students develop skill in selecting the right clauses, identify the correct procedures and improve their bargaining position during negotiations. In addition, students learn how to keep up with changes to the FAR so they can always be sure that they have the latest and most relevant information.

MGMT 327 – Performance-Based Contract

3 Credits

Students are introduced to the concept and fundamental techniques of Performance-based contracting (PBC) and its application to contract management. Skills to immediately develop and implement performance-based requirements, a performance work statement, quality assurance plans, performance standards and measures, and positive and negative incentives. The course utilizes (PBSA) guides and tools as prescribed by the industry.

MGMT329 – Theoretical Application Project in Principles of Federal Acquisition (FAR and DFARS)

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3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of federal acquisitions to work-related situations.

MGMT330 – Purchasing and Materials Management

3 Credits

This course examines acquisition and material management. Students examine the functional roles and social and ethical responsibilities of individuals managing these areas. Topics include acquisition law, operations management, pricing, negotiations, logistics and the written and oral communication of issues affecting purchasing and materials management.

MGMT331 – Theoretical Application Project in Purchasing and Materials Management

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of purchasing and materials management to work-related situations.

MGMT332 – Cost and Price Analysis

3 Credits

This course presents the establishment and administration of equitable pricing arrangements for contracts. Topics include pricing research and development, selection of hardware and services appropriate pricing, contract estimates and presentation (written and oral) of research and development results.

MGMT333 – Theoretical Application Project in Cost and Price Analysis

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of cost and price analysis to work-related situations.

MGMT350 – Contract Administration

3 Credits

This course acquaints students with general policies and procedures for contract administration functions. Topics include the structure and responsibilities for contract administration including pre-and post-award activities, contract oversight, quality assurance, compliance, financing, cost controls, documentation, terminations and disputes, and subcontract management.

MGMT351 – Theoretical Application Project in Contract Administration

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of contract administration to work-related situations.

MGMT360 – Leadership

3 Credits

This course examines the implications and challenges faced by leaders as people from different cultures, social structures, individuals who participate in a globalized landscape and workforce. Focus on issues that help develop an understanding of study the interrelatedness of nations in the global economy, explore the changing nature of international business and leadership, and evaluate the concepts of

sustainable business strategies, international trade, foreign direct investment, and regional economic integration.

MGMT 365 Managing Conflict and Change

3 Credits

The course examines workplace conflict and its relationship to organizational change. It explores the causes of conflict and identifies strategies for management and improvement. The course also covers the necessary skills for managing change; the theory underlying the creation of integrated conflict management systems in organizations; the nature of such systems and how they are developed, designed and evaluated. The primary focus is on identification, strategizing and overcoming resistance to change.

MGMT366 Theoretical Application Project in Managing Conflict and Change

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of contract administration to work-related situations.

MGMT 405 Business Development and Contract Proposal

3 Credits

This course introduces developing contract proposal with special emphasis on the federal government. Topics include types of contracts, qualifying bids for competitive advantages, RFP analysis, Competitive assessment, strategies how to improve the quality of proposals, Risk and opportunity assessment, Production, Post-bid follow-up, and RFP generation and bidder evaluation.

MGMT406 – Theoretical Application Project in Business Development and Contract Proposal

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of business development and contract proposals to work-related situations.

MGMT408 – Mission Performance Assessment

3 Credits

This course provides professionals with the knowledge they need to identify and utilize appropriate performance metrics when evaluating the contractor's performance in the mission. Students explore processes for working with their customers to ensure contract performance meets mission requirements. Students explore assessment strategies and performance remedies, and learn how to make and price contract changes after award, handle disputes and close out completed contracts.

MGMT411 – Total Quality Management

3 Credits

This course presents quality measurement and performance issues. The course emphasizes quality management process in business, marketing, and federal and nonprofit environment. Students learn how to manage process control, sampling plans and use of control charts. Topics in quality planning and assurance are covered.

MGMT412 – Theoretical Application Project in Total Quality Management

3 Credits Available as hybrid only

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This course applies the concepts, theories, and principles of total quality management to work-related situations.

MGMT417 – Human Resource Management

3 Credits

This course surveys the principles and methods of effectively managing people in a work environment. It includes the recruitment, selection, development, utilization of, and accommodation of people by organizations. Employee motivation and contemporary personnel management issues are examined in terms of the impact they have on organization effectiveness, goal attainment, health and viability, and overall performance.

MGMT418 – Theoretical Application Project in Human Resource Management

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of human resource management to work-related situations.

MGMT422 – Global Management

3 Credits

This course examines the major theories of multinational and transnational management and their influences on ethics and social responsibility, strategic planning and managerial styles.

MGMT423 – Theoretical Applications Project in Global Management 3

Credits

This course applies the concepts, theories and principles of global management to work-related situations.

MGMT424 – Negotiations Management

3 Credits

This course teaches how to apply strategies, tactics and counter-tactics to achieve success in contract negotiations. Emphasis is given to practical knowledge in contract negotiations, including planning, conducting and documenting the deal. Students are expected to differentiate between federal governmental and commercial contract negotiations. Finally, the course helps students to develop skills towards managing and building business relationships during contract negotiations.

MGMT425 – Theoretical Applications Project in Negotiations Management

3 Credits Available as hybrid only

This course applies the concepts, theories and principles of negotiations management to work-related situations.

MGMT427 – Operations Management

3 Credits

This course examines via case analysis the direction and control of processes that convert resources into goods and services. It further focuses on the definition, planning, implementation and evaluation of discrete projects. Students complete a project or presentation of an information technology project.

MGMT428 – Theoretical Application Project in Operations Management

3 Credits **Available as hybrid only**

This course applies the concepts, theories, and principles of operations and project management to work-related situations.

MGMT429 – International Organizations

3 Credits

This course explores the roles of international organizations and/or agreements that affect business organizations. Topics include regional agreements, the World Bank, the World Trade Organization, The European Union, NAFTA and the International Monetary Fund.

MGMT430 -- Theoretical Applications Project in International Organizations

3 Credits **Available as hybrid only**

This course applies the concepts, theories and principles of international organizations to work-related situations.

MGMT435 – Strategic Management and Planning

3 Credits

This course presents techniques of strategic planning as a basis for integration and application of principles, skills, and perspectives developed in earlier courses. It requires integrating the knowledge from your business and other university courses such as finance, accounting, marketing, and

organizational behavior as well your general education courses Special emphasis is given to policy determination at the overall management level.

MGMT436 – Theoretical Application Project in Strategic Management and Planning

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of strategic management and planning to work-related situations.

MGMT440 – International Organizational Development Strategies 3

Credits

International business and strategy focuses on activities and expertise on forces affecting businesses that have to operate in a globalized economic environment. Globalization and the technological developments of the digital age have created exciting new opportunities for managers who seek growth and profits by accessing resources and serving markets worldwide. This course focuses on the strategic and organizational challenges involved in managing activities across borders, in an increasingly interconnected world.

MGMT441 – Theoretical Application Project in International Organizational Development Strategies

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of international organization development strategies to work-related situations.

MGMT445 – Strategic Planning for IS Management (Cross listed with MGMT 435) 3

Credits

This course presents techniques of strategic planning as a basis for integration and application of principles, skills, and perspectives developed in earlier courses. It requires integrating the knowledge from your business and other university courses such as finance, accounting, marketing, and organizational behavior as well your general education courses Special emphasis is given to policy determination at the overall management level.

MGMT446 – Theoretical Application Project in Strategic Planning for IS Management

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of strategic planning for IS management to work-related situations.

MGMT450 – Contract Modification and Options

3 Credits

This course focuses on how to determine if a change can be made to a contract, if a change has been made and what relief, if any, is due the contractor, a contractor's duty in the face of change. unilateral and bilateral modifications, procedures under the Contract Disputes Act, whether a contract has been breached, develop a Disputes clause and determine what, if any, remedies are available to an aggrieved party.

MGMT455 – International Contracts Management

3 Credits

This highly practical, information-packed course explains how you can anticipate and address the key issues and conflicts that arise in entering and managing contractual relationships with foreign firms and

governments. This course addresses corruption and other legal considerations, commercial arrangements, and the implications of international treaties. It helps project managers learn to profit from overseas trade opportunities while avoiding the pitfalls that face those who are uninformed.

MGMT456 – Theoretical Application Project in International Contracts Management

3 Credits **Available as hybrid only**

This course applies the concepts, theories, and principles of international contracts management to work-related situations.

MGMT480 – Capstone Project in Management

3 Credits **Available as hybrid only**

The Capstone Project requires students to define, research, design, implement, and evaluate a project of their choosing relevant to the needs of a work situation. The project, which may identify and analyze a business need or issue, offer a proposal for solving a business problem, or developing a business plan, requires the integration of five course areas in a student's program in Management. Orientation for the Capstone begins after a student has completed seven program courses or the equivalent. A faculty advisor works closely with students in developing their plan for a Capstone Project. Research and analysis are required. Students deliver both oral and written presentations of the project.

MGMT481 – Capstone Project in Government Contract Management

3 Credits **Available as hybrid only**

The Capstone Project in Government Contract Management requires students to define, research, design, implement and evaluate a project of their own choosing relevant to the needs of a work situation. The project, which may identify and analyze a contract management need or issue, offers a proposal for solving a contract problem, or developing a business plan, requires the integration of five course areas in a student's program of Government Contract Management. Orientation for the Capstone begins after a student has completed the appropriate hours required by the discipline. A faculty advisor works closely with students in developing their plan for a Capstone Project. Research and analysis are required. Students deliver both oral and written presentation of the project.

MICS341 – Systems Analysis and Design

3 Credits

This course focuses on the analysis and design of integrated hardware and software solutions to meet the needs of end users. Students learn factors and methods in selecting hardware components, software applications packages, and operating systems are examined. Particular attention is given to systems integration with human and organizational environments, to systems development life-cycle methodology, and to total quality management. Prerequisite: COMP 110

MICS342 – Theoretical Application Project in Systems Analysis and Design

3 Credits **Available as hybrid only**

This course applies the concepts, theories and principles of systems analysis and design to work-related situations.

MICS360 – Wireless Networking

This course covers the design, installation, configuration and administration of a wireless local area network (WLAN). Students learn wireless network design fundamentals. Topics include wireless

standards, determining design requirements and managing system performance. Access and security configuration is covered, as well as basic troubleshooting. Prerequisite: COMP 110

MICS455 – Computer Networking and Telecommunications

3 Credits

This course focuses on data communications, local area networks, and the software and hardware necessary to implement such systems. Through the completion of a networking and telecommunications project, students gain an understanding of data communication, local area networks and software and hardware implementation. Prerequisite: COMP 110

MICS456 – Theoretical Application Project in Computer Networking and Telecommunications

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of computer networking and telecommunications to work-related situations.

MICS461 – Database Management

3 Credits

This course examines database structures and management and provides exposure to a specific computer data base system. Students learn data definition and modeling, data base access and command languages, and design and implementation in an office environment are topics considered. Prerequisite: COMP 110

MICS462 – Theoretical Application Project in Database Management

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of database management to work-related situations.

MICS466 – Windows Server - Directory Services

3 Credits

This course is designed to help prepare for the Microsoft Certified Solutions Associate – Windows Server 2012 *Configuring Advanced Windows Server 2012 Services* (Exam 70 - 412). Topics include configuring Domain Name Services (DNS) zones and settings, configuring forests or domains (including trusts, sites, Active Directory and operations masters), creating and maintaining the Active Directory environment; roles and services, accounts, objects, and certificates. Prerequisite: COMP310

MICS468 – Windows Server – Infrastructure, Design and Configuration 3

Credits

This course is designed to help prepare for the Microsoft Certified Solutions Associate – Windows Server 2012 *Installing and Configuring* test (Exam 70 - 410). Students learn how to Install and Configure; Configure Server Roles and Features; Deploy and Configure Core Network Services and Install and Administer Active Directory; Create and Manage Group Policy. Prerequisite: MICS466

MICS476 – Windows Server – Administration

3 Credits

This course is designed to help students prepare for the Microsoft Certified Solutions Associate – Windows Server 2012 *Server Administrator* test (Exam 70 - 411). The course teaches the fundamentals of deploying, supporting, and administering Windows 2012 systems. Prerequisite: MICS 468

MICS480 – Capstone Project in Information Technology

3 Credits **Available as hybrid only**

The Capstone Project requires students to define, research, design, implement and evaluate a project of their choosing relevant to the needs of a work situation. The project, which may identify and analyze a business need or issue, offer a proposal for solving a business problem, or developing a business plan, requires the integration of five course areas in the student's program in Information Systems. Orientation for the Capstone begins after a student has completed the appropriate courses. A faculty advisor works closely with students in developing their Capstone Project plan. Research and analysis are required. Students deliver both oral and written presentations of their project.

MRKT110 – Principles of Marketing

3 Credits

This course presents basic principles and practices of marketing. Topics include marketing orientation, external environments, the industry's code of ethics, and the importance of marketing to the economy and business entities. Emphasis is placed on marketing strategy: the target consumer plus product, price, promotion and place.

MRKT230 – Introduction to International Marketing

3 Credits

This course introduces essential international marketing theories and discusses various cultures in the global marketplace. To provide a foundational understanding of contemporary marketing, an international marketing strategy overview and implementation requirements are introduced.

MRKT319 – Principles of Marketing and Advertising

3 Credits

This course presents an overview of marketing that gives students an awareness of institutions and methods employed in the marketing of goods and services. Discussions cover such topics as marketing strategies, opportunity and environmental analysis, new product development, and pricing. Various types of advertising media and their adaptation to business activities are reviewed.

MRKT320 – Theoretical Application Project in Principles of Marketing and Advertising

3 Credits **Available as hybrid only**

This course applies the concepts, theories, and principles of marketing and advertising to work-related situations.

MRKT325 – Theoretical Application Project in International Marketing

3 Credits **Available as hybrid only**

This course applies the concepts, theories and principles of international marketing to work-related situations.

MRKT350 – Salesmanship

3 Credits

This course focuses on basic sales skills with an emphasis on understanding selling and sales trends in a competitive and diverse business environment. Addresses the complex and demanding responsibilities of sales personnel, including forecasting; territory management; understanding customer expectations

and buyer behavior; gathering feedback; communicating; budgeting; and relating sales goals to marketing goals.

MRKT424 – International Marketing

3 Credits

This upper division course uses case studies to discuss differences in cultural, economic and legal factors as they related to the marketing process. Communication issues created by such differences are examined. This is a systematic treatment of marketing on a global scale, extending basic principles into foreign requirements.

MRKT425 – Consumer Behavior

3 Credits

This course teaches students how to analyze consumer purchasing behavior as it relates to development of marketing mix programs. Important considerations include economic, psychological, cultural, cognitive and social factors.

MRKT 426 – Theoretical Application Project in International Marketing

3 Credits Available as hybrid only

This course applies the concepts, theories, and principles of **International Marketing** to work-related situations.

MRKT427 – Marketing Management

3 Credits

In this course, students apply principles and strategies for marketing products and services to industrial, commercial and governmental entities. Understand the strategic role of marketing and develop the ability to define and analyze the marketing problems dealt with by managers. In addition, course discusses ways in which market information and product life cycle affect product and production design; forecasting techniques; interdependencies between marketing and operations functions; and selling skills.

MRKT450 – New Product Development (US and Global)

3 Credits

This course focuses on the challenges new-product managers face as they take ideas through the newproduct-development process. Topics include how US and international companies develop newproduct development processes with an emphasis on customer involvement; new-product strategy; idea generation; idea selection and evaluation; concept development and testing; product development and testing; and market testing.

MRKT451 – Theoretical Application Project in New Product Development (US and Global)

3 Credits Available as hybrid only

This course applies the concepts, theories and principles of new product development to work-related situations.

MRKT490 – Marketing and Social Media

3 Credits

This course discusses the use of social networks and online communities such as Facebook to LinkedIn, Twitter and YouTube, blogs, wikis, virtual events that allow companies to expand their interaction with

customers and develop relationships with collaborative communities. This program addresses the many issues surrounding Marketing and Social Media.

PSYC201 – Principles of Psychology

3 Credits

This course provides a survey of psychology as both a social and a biological science and covers the general principles and basic methods and facts of general psychology. An emphasis in the course is on the development of critical thinking skills and the analysis of controversial issues in the field. Topics include research methods and fields, the biological basis of behavior, sensation and perception, drug use and abuse, developmental psychology, social psychology, cognitive psychology, learning and memory, personality theory, psychological assessment, abnormal behavior, and therapy.

REST350 – Restaurant Management

3 Credits

This course provides students with the skills needed to succeed in highly competitive and rewarding restaurant industry. Emphasis is placed on restaurant business plans, restaurant management, and restaurant operations. From concept to menus to staffing to legal and tax matters, this course provides indispensable information to guide students to success in this industry. The course explains trends and issues within restaurant management, including the greening of the industry, sustainability, leadership, and social media as a marketing and sales opportunity.

REST360 – Food and Beverage Management

3 Credits

This course provides students with a basic understanding of the management process in food and beverage operations. All aspects of food and beverage operations are covered, including organization, marketing, menus, costs and pricing, production, service, safety, and finances. This course addresses ways in which food and beverage operations have adapted management and operating tactics from other industries, what operations are doing to maintain or improve quality standards while reducing expenses, and how high-tech strategies are being used to give customers greater value for their dining dollars. Further, this course explores how planning and control functions can help operations work more efficiently, compete for market share, and provide value to guests.

REST370 – Food Safety and Sanitation Management

3 Credits

This course presents a systems approach to food safety that answers public health concerns, reduces sanitation risks, and ensures satisfaction for food establishment guests, staff members, and owners. Explains how to define and implement sanitation quality, cost control, and risk reduction standards in a food service operation. Clearly defined terms, detailed lists of food safety responsibilities, and checklists for all control points make this a resource that graduates can readily put into practice in any food and beverage operation.

REST450 – Purchasing for Food Service

3 Credits

This course gives students a basic understanding of the purchasing function in the food service sectors. Students learn about the ways in which value can be added by members of the food service distribution channel, the necessary elements of purchase specifications, and how to select and evaluate distributor

partners. The course also covers ethics, group purchasing, electronic purchasing methods, and food safety and defense issues.

REST460 – Catering Operations

3 Credits

This course covers all the essential skills and knowledge a professional needs to succeed in the catering field. It is an ultimate guide to catering in hotels, banquet halls, wedding facilities, conference centers, private clubs, and other venues. The course covers modern technological trends in the industry, including online marketing, social media, and digital proposals, as well as modern décor, effective menu writing, catering in stadiums and casinos, and more.

SCIE312 – Environmental Science and Sustainability

3 Credits

This course emphasizes the biological and environmental problems facing society. Basic concepts of environment and ecology are discussed including topics such as the ecosystem concept, the impact of humankind on nature, human population dynamics, alternate energy sources, solid and nuclear waste problems, water and air pollution, endangered species, land use, and conservation. Topics include ecosystems, energy, populations, resources, pollution, and sustainability.

TOUR110 – Principles of Tourism

3 Credits

This course is designed to provide each student a basic understanding of tourism including tourism organizations, related business and service industry, traveler behavior, tourism planning, tourism research and marketing.

TOUR350 – Travel Agency Management

3 Credits

This course explains the various concepts of travel agency operations in a systematic manner. Since customer relation is a key to the success of travel agency business, the course explains the need for understanding and retaining the customers, as it is easier to retain loyal customers than to make new ones.

TOUR360 – Medical Tourism

3 Credits

This course provides an in-depth, comprehensive assessment of the benefits and risks when health care becomes a global commodity. The course explains how government agencies, medical tourism companies, international hospital chains, and other organizations promote medical tourism and the globalization of health care. The topics explored include the legal remedies available to medical tourists when procedures go awry; potential consequences when patients cross borders for medical procedures that are illegal in their home countries; the relationship of medical tourism to international spread of infectious disease; and the lack of adequate transnational policies and regulations governing the global market for health services.

TOUR370 – Transportation and Tourism Management

3 Credits

This course explains the complex relationship between transport provision and tourism, and adopts a global perspective throughout. It analyzes the management of land, sea and air transportation systems

that support travel; examines airlines, cruise ships, buses, and rail and travel packages. Topics covered include the ongoing financial crisis in the airline industry, challenges posed by low-cost airlines and other innovative forms of transport provision, the climate change and sustainability debate, problems of managing car-based tourism, crime, safety, and security, and the e-travel revolution.

TOUR450 – Global Travel and Tourism

3 Credits

This course presents tourism in the context of contemporary globalization and cross-cultural characteristics. It provides new perspectives on cultural aspects of tourism such as the impacts of culture on tourism planning, development, management and marketing. It examines various cultural issues and impacts of international tourism, including cultural influences on social interaction, on tourism products or services, on ethics, etc.

TOUR460 – Sustainable Tourism

3 Credits

This course explains the characteristics of environmentally, economically, and sociocultural sustainable tourism, and assesses the possibilities and limitations for its implementation in a variety of destination and product settings. It comprehensively examines the theoretical and applied dimensions of contemporary sustainable tourism from a global perspective. In this course, students go through all aspects of sustainable tourism from the emergence of the paradigm to sustainability issues in all types of tourism and all components of the industry.

Graduate Courses

BUS501 – Managerial Accounting

3 Credits

This course introduces the student to the concepts and procedures of managerial accounting from the perspective of the user. The course teaches students how to think about accounting issues and covers cost accumulation, decision-making and control.

BUS502 – Managerial Economics

3 Credits

This course introduces the aspects of economics that are most relevant to the operation of the organization. It covers theory of individual economic behavior, demand theory and demand estimation, cost and supply, price determination, production decisions, and industry structure.

BUS503 – Managerial Finance

3 Credits

This course provides a general survey of the field, including the basic principles of corporate finance, financial markets and institutions, and investment theory. Corporate finance topics covered include the objective of financial management, valuation of assets and associated problems in the valuation of the firm, acquisition of long-term assets (capital budgeting), management of short-term assets, capital structure, and financial statement analysis. Financial markets and institutions studied include money markets, stock and bond markets, derivatives, and the banking system. Investment analysis topics include portfolio theory and asset pricing models.

BUS510 – Strategic Management**3 Credits**

This course concentrates on strategy and policy formulation and implementation at the top management level. It discusses skills and concepts needed to manage an organization to compete effectively in its environment. It provides tools for identifying environmental opportunities and threats and organizational strengths and weaknesses.

BUS520 – Human Resources and Organizational Behavior**3 Credits**

This course explores human dynamics by examining the role of management and learning styles in the effective functioning of organizations. Topics include personality types, motivation, cognition and learning, communication, team development, and leadership.

BUS530 – Marketing Management**3 Credits**

This course offers an understanding of the nature and role of marketing in the firm and in the society. Students gain knowledge regarding the marketing decisions of price, place, promotion, product, develop an understanding of consumer behavior, market research, social and cultural factors affecting marketing. The course exposes students to a series of marketing principals, frameworks, and analyses.

BUS560 – Management and Information Systems**3 Credits**

This course introduces the manager to the strategic use and implications of information technology in the business environment. Topics include how information systems affect and are affected by organizational goals and strategies; basic overviews of the components of an information system: hardware, software, data storage and retrieval, and network communications; the Internet; the information systems development process; and systems development as planned organizational change.

BUS570 – Business Ethics 3**Credits**

This course introduces students to ethics-related aspects of the business decision-making process. Students address a variety of topics, including the theoretical underpinnings of ethics, stakeholders, decision-making strategies, and utilization of such strategies in specific areas such as shareholder and employment relations, marketing, and globalization. The emphases of the course are issue recognition, application of ethical principles, and analysis of the consistency of corporate decision-making processes with such principles.

BUS640 – International Business Law**3 Credits**

This course provides an in-depth analysis of the various legal issues encountered in conducting multinational business, including the domestic applicable laws of developing and developed countries and international conventions and treaties. The interplay of economic, social and political issues with regulations is examined using pragmatic approaches. The impact of the United Nations (UN), World Trade Organization (WTO) and other International Organizations on global business and legislation are evaluated. Case studies and legal analyses form important learning tools for this course.

BUS650 – Global Leadership**3 Credits**

This course provides practical insights into external and internal factors which impact leadership effectiveness. The various characteristics of successful leaders are examined through historical and theoretical approaches. The impact of culture on leadership is studied including analysis of the impact that various cultures give rise to and their impact on approaches to leadership form a key element of the course. Additionally, application of the various issues covered during the course is conducted through case studies requiring long-term agenda setting and team building.

BUS670 – Foundations of Human Resource Management

3 Credits

This course provides students with an advanced understanding of the concepts, principles and functions of human resource management. Topics include planning and decision making, organizing, leadership and motivation, change management and development, control, and in depth understanding of human resource business issues such as ethics, training, employing organizational development.

BUS680 – Human Resource Law

3 Credits

This course provides an overview of human resource law and applicable federal governance on employment law and analyzes discrimination regulation in employment from a legal, philosophical and historical perspective. Topics include the evaluation of current methods to help organizations proactively address issues raised by employment laws, sexual harassment, and associated ethical dimensions of organization compliances. Additional topics include the evaluation of organizational strategies for complying with laws regarding discrimination, creating an effective workplace, and strategies to mitigate risk in employment litigation.

BUS 690 - Entrepreneurship and Small Business Management

3 Credits

This course is a focus on small business entrepreneurship from a management perspective that includes analysis and research in the fields of marketing, taxes, forms of business, capital and venture capital opportunities.

BUS 691 - Consulting

3 Credits

Students examine consulting, from defining what a consultant is to analyzing the problems and expenses involved in starting a consulting business. Topics include promotion, establishment of a client list, computers that support consulting and contracts.

BUS 692 - Franchising

3 Credits

Topics include research, analysis, evaluation, financing and legal requirements of existing and potential franchises. Also included are methodologies of the franchise agreement, the operating manual, the Uniform Franchise Offering Circular (UFOC), and research and marketing theory and practice. Students prepare a research paper based on a real or proposed franchise. The course also examines international franchising. Background preparation: three credit hours in marketing and business law or the equivalent.

BUS 693 - The Business Plan

3 Credits

In this courses students will select a real –world small business project and complete a business plan that includes complete a real- world project or Small Business Institute consultancy. The plan will include a company overview, industry analysis, customer analysis, competitive analysis, marketing plan, operations plan, management and staffing plan, and a detailed financial plan.

CBSC500 – Network Defense and Countermeasures

3 Credits

This course provides students with an overview of networks and network security tools used to better secure company assets and protection of company data. Additional topics include vulnerability assessments, contingency planning, wireless security, web application security, cryptography and methods for authorized users to access the network securely.

CBSC510 – Cloud Computing from the Ground Up

3 Credits

In this course, students learn about cloud computing including it benefits, drawbacks, types of services provided by cloud computing, cloud architecture solutions. Additional topics include cloud resourcing, preparation, security, disaster recovery and management.

CBSC520 – Data Analytics

3 Credits

This course provides students with an understanding of data analysis by discussing models and simulation, data sets, different types of variables, and tools for collecting, sorting and organizing data into an understandable format. Some additional topics are probability and probability distributions and decision making.

CBSC530 – Cyber Crime and Homeland Security

3 Credits

This course covers the most common cyber threats that our nation faces today and into the future. Topics discussed include national cyber security methodology components such as deception, separation, diversity, commonality, depth, discretion, collection, correlation, awareness and response.

CBSC610 – Computer Forensics and Cyber Crime

3 Credits

This course provides students with a comparison of traditional crimes and cybercrimes. It also provides students with types of cybercrimes to include fraud, identify theft, cyber bullying, child exploitation, and scams. The course also focuses on digital forensics, the four steps of digital forensics, investigations, and types of evidence, standards and authentication of evidence.

CBSC620 Cyber Law and Policy

3 Credits

In this course students learn the importance of information security, types of information security, the CIA triad, importance of guarding information, laws associated with guarding information, privacy laws, and governmental laws and regulations. Students also learn the difference between policies, standards, guidelines and procedures when it comes to guarding information.

CBSC630 – Hacking Methodology

3 Credits

This course provides students with an understanding of a hacker's methodology, including the terms reconnaissance, enumeration, exploitation, persistent presence, covering tracks, maintenance and exfiltration. Students see what it is like to be in the mind of hacker and witness the patience that it takes to get into a network whether it is by getting a person to accidentally give them access or through sheer brute force.

CBSC640 – Capstone: Cyber Warfare

3 Credits

This course teaches students how to identify why cyberspace is difficult to recognize and defend against cybercrimes from state sponsored and non-state sponsored attackers. Students learn to explain how laws governing cyber war relate to investigating attacks, and responses to those attacks called cyber operations. As a capstone course, it incorporates information from the whole program into a total cyber security project.

COMP610 – Strategic IT: Best Practices for Executives

3 Credits

This course focuses on how technology is positioned as an effective strategic driver in a corporation. The student learns to understand the challenges and develop strategic objectives to implement and develop high-potential technology managers. This course provides the student with case studies of current technology challenges in major corporations and interaction that promotes critical thinking and decision making skills to make technological decisions that affect the strength of the corporation.

COMP620 – Corporate IT Security Audit Compliance

3 Credits

This course focuses on information technology security assessment of Compliance and Governance laws and regulations within a corporation. The student learns to recognize and discuss Audit characteristics, Auditing tools, frameworks and techniques. The course provides the student with case studies of current corporation audit issues and challenges. Through discussion questions and course interaction students enhance their decision making and critical thinking skills while developing a strong understanding of the Compliance and Governance of Corporate IT Security Audits.

COMP630 – Technology Entrepreneurship

3 Credits

This course focuses on technology entrepreneurs in their efforts to create new businesses and to innovate. Students learn to recognize and discuss Technology Entrepreneurs and New Technology Ventures, Innovation and Entrepreneurship Policy, Concepts of Targeting to New Technologies and more structure and planning in technology and entrepreneurship through case studies, class collaboration and presentations.

COMP640 – Capstone: Forecasting and Management of Technology 3

Credits

This course focuses on technology forecasting, managing the forecasting analysis, economic and market analysis of changing technologies that affect business decisions, cost-benefit and risk analysis, and impact assessment in technology forecasting through case studies, class collaboration and presentations.

FIN610 – Financial Strategy

3 Credits

This course develops financial, analytical, and communication skills necessary to develop and implement a financial strategy consistent with firm value creation in a dynamic environment. It stresses the impact of ethical and legal considerations, global markets, and technological innovation on efficient economic outcomes. Emphasizes written and oral communication skills. Upon completion of this course, students should be able to identify and analyze a firm's strategic opportunities and propose a suitable financial strategy that is consistent with firm value creation.

FIN620 – Financial Risk Management

3 Credits

This course provides an overview of all of the hedging markets and hedging instruments. It explores specific hedging use of options, forwards, futures, swaps, and options on futures. It focuses on advanced financial risk management of interest rates, currency rates, equity returns, and fixed income returns. Students use readings and case problems to study when and how to use hedging instruments to alter a portfolio's risk exposure.

FIN630 – Mergers and Acquisitions

3 Credits

This course explores the environments that have recently given rise to a large number of corporate mergers and the business factors underlying these corporate combinations. It examines the financial, managerial, accounting, and legal factors affecting mergers. Studies how to appraise a potential merger and structure a merger on advantageous terms.

FIN640 – Valuation and Value Creation

3 Credits

This course explores recent developments in financial management and financial analysis through the use of modern finance theory to make capital allocation decisions that lead to long-run value maximization for the corporation. Focuses on applications and financial model building, risk analysis for valuation applications, and business strategies to measure and manage corporate value and value creation. Topics are relevant to value consultants, corporate managers, and securities analysts.

HLTH500 – Healthcare Systems

3 Credits

This course is designed to advance understanding of the forces shaping the present and future health care delivery system. Students examine the major institutions, professions, and political factors that influence the provision of healthcare services in the United States.

HLTH510 – Managing Healthcare Organizations

3 Credits

This course provides the student with a comprehensive overview of health administration in the United States. Areas to be covered include providers, payers, governance, management, the medical staff, community health, and quality initiatives. This course is highly interactive and requires students to engage in discussions and group assignments and projects.

HLTH520 – Healthcare Policy, Law and Ethics

3 Credits

This course explores how healthcare policy in the U.S. is initiated, formulated and implemented and provides an understanding of ethical and legal issues inherent in the provision of health services. A comparative, cross-national and cross-state perspective is employed to analyze political culture, interest group and party behavior, the legislative and executive processes, and the dynamics of federalism. Legal issues related to the organization and delivery of health care are examined, along with the ethical and moral considerations associated with the management of health care facilities and the provision of health services.

HLTH530 – Decision Analysis for Healthcare Managers

3 Credits

In this course, students draw on scientific evidence, patients' preferences, and expert opinions to analyze managerial decisions and identify optimal alternatives. The course covers applications of decision analysis to practice patterns, benchmarking, probabilistic risk assessment, cost analysis, conflict analysis, and measurement of severity of illness. Analytical tools such as multi-attribute value models, Bayesian probability networks, and decision trees are covered. Students acquire an understanding of the analytical tools used in healthcare, including benchmarking performance of clinicians, implementing projects planning scenarios, allocating resources, analyzing the effect of HMO penetration, setting insurance rates, conducting root-cause analysis and negotiating employment agreements.

HLTH540 – Physician Group Practice Management

3 Credits

This introductory course examines the business of medicine with an emphasis on proven techniques employed by successful physician practices. Topics include managing cash flow, productivity, appointment scheduling, risk management, revenue management, personnel, and the external factors reshaping the clinical practice of medicine.

HLTH550 – Financial Management of Healthcare Organizations

3 Credits

This course offers an introduction to the most-used tools and techniques of health care financial management, including health care accounting and financial statements; managing cash, billings and collections; making major capital investments; determining cost and using cost information in decisionmaking; budgeting and performance measurement; and pricing. Areas of expanded content include revised examples of financial statements for private non-profit hospitals and investor-owned hospital management companies, changes in bad debt and charity care, the role of financial statements, the discount rate or cost of capital, lease financing section, use of cost information, budgeting, cost centers, and current forms of reimbursement.

HLTH560 – Public Health

3 Credits

This course prepares professionals to understand and resolve complex health issues and enhance the well-being of different local, state and national communities. This course educates and develops leaders in the health care workforce by aligning them with academic-community partners and by empowering students to address relevant public health problems. Students are exposed to core public health knowledge and public health policy issues using principles from such fields as epidemiology, biostatistics, environmental health sciences, management, social and behavioral sciences, and academic research, preventative medicine, data collection, measurements and future challenges.

HLTH570 – Global Health Systems

3 Credits

This course introduces the structures and mechanisms of health systems worldwide, including those in wealthy, transitional and very poor countries. Inter-disciplinary examination is made of the achievements of global health systems, as well as such challenges as the burden of diseases and health system development. Ways to improve healthcare systems are explored at the national and global levels in terms of evidence-based medicine, cost-effectiveness, quality of care, equity, and human rights.

HLTH600 – Healthcare Informatics, Analytics, and Technology

3 Credits

This introductory course explores the dramatic changes that information technology is making in the healthcare setting, and the role of the healthcare administrator in relation to that technology. This course includes an overview of medical informatics and analytics and its application to evidence-based medicine and improved patient outcomes. Additional topics include the process of transforming data into usable information, electronic health records, understanding the roles of the Information Service Department, Telemedicine, and the Internet.

HLTH610 – Marketing and Competitive Strategy in Healthcare

3 Credits

This course explores the application of marketing theories to the health care industry. Marketing concepts and competitive strategies are introduced. Emphasis is placed on methods for developing organizational strategic plans using the marketing approach.

HLTH620 – Health Insurance and Risk Management

3 Credits

This course addresses the financing and reimbursement functions associated with medical care in the United States. Primary attention will be directed toward the economic purpose, structure, operation, and performance of the private health-insurance industry. Emphasis will be placed on the business of providing health-insurance products such as underwriting, and on medical claims cost control, pricing, and marketing. In that context, managed-care techniques, benefit package designs, including consumer-directed health plans, and cost-sharing mechanisms will be discussed. Attention also will be paid to the Medicare and Medicaid programs, the impact of government regulations on the operation and performance of the private health-insurance industry, and health care reform in the United States.

HLTH630 – Organizational Behavior in Health Care

3 Credits

This course integrates the study of organizational behavior and organizational theory within the dynamic context of the health care industry. Students explore health care organizations from both the microlevel, individual behavior in leadership, intrapersonal and interpersonal issues, groups and teams, managing organizational change as well as the macro-level, the organization as a whole. Future and practicing health care managers alike will benefit from this course, which draws deeply from current research articles, case studies and health care management journals.

HLTH640 – Introduction to Health Information Technology

3 Credits

This course is an introduction to health record systems in the non-acute health care settings available to the health information professionals and health care administrators and managers. Emphasis is placed on regulatory issues, documentation practices, reimbursement, information systems, quality

improvement, utilization management, risk management and the roles of the health information professionals and current trends in the field. The course provides practical experience in the use of software programs commonly used in health information technology and database programs in the manipulation and use of health information.

HLTH690 – Capstone Project in Healthcare Systems

3 Credits

The Capstone Project is the major, integrative learning activity of the *Master of Healthcare Administration* program. Each student will work with an actual healthcare organization, under the supervision and direction of a faculty adviser, with the objective of developing a real-world solution to an organizational challenge. The Capstone Project will allow students to demonstrate the ability to translate theory into practice using all the learning goals of the program.

HOTO 610 – Hospitality and Tourism Management

This course provides an extensive overview of the structure and scope of the travel/tourism and hospitality industries from a management perspective. It examines the components of the tourism industry: transportation, accommodation, food and beverage, and attractions. Other topics include the history, political, social and cultural impacts tourism has on local, state and global environments. Students will examine and analyze case studies drawn from the hospitably and tourism fields that promote best practice management skills.

HOTO 620 – Marketing and Advertising in Hospitality and Tourism

This course examines advanced concepts used to identify, develop, and promote tourism and hospitality products and services. Issues such as marketing, sales, advertising, and promotion for the tourism and hospitality industry will be explored. Case studies from different regions will be used to illustrate both areas of opportunity and challenges to product development. Trends in marketing including the integration of marketing communications, customer relationship management, global markets, the impact of e-commerce and the expanding organizational role of marketing are studied.

HOTO 630 – Financial Management and Planning in Hospitality and Tourism

This course covers advanced concepts of issues related to the sustainable planning and management of tourism and hospitality businesses. Planning, conservation of resources, monitoring and assessment, environmental audits, visitor management, and green building construction and retrofits will be discussed. The course also provides a detailed review of the most widely-used financial management and accounting systems for the industry.

HOTO 640 – Applications of Technology in Hospitality and Tourism

This course focuses on how technology is positioned as an effective strategic driver in the hospitality and tourism business. The student learns to understand the challenges and develop strategic objectives to implement and develop high-potential technology managers. Student will work on case studies of current technology challenges, including implementation and maintenance of complex scheduling and reservation systems. Instructor and student peer interaction will promote critical thinking and decision making skills to enhance technological decision making that affects the strength of the corporation.

HOTO 690 – MBA Internship in Hospitality and Tourism

For students who are not working in the industry, the internship offers the opportunity to put learned theory to practical application in a supervised work environment. Students are required to complete a

minimum of 180 hours in the workplace and complete a portfolio on the internship. Periodic conferences between the site supervisor and Program Department Chair are scheduled to monitor and evaluate student progress.

MCAP520 – Enterprise Data Management and Administration

3 Credits

This course focuses on data storage, security and reporting needs of an enterprise-level management information system. Also examined are management and administration of very large and/or distributed database architectures with large geographic topographies. Security issues surrounding management and administration of large distributed enterprise-level databases are presented, as are network and integration issues associated with such systems.

MGMT610 – Executive Leadership

3 Credits

This course examines the characteristics and skills that allow leaders to make positive contributions to their organizations. It offers students the opportunity to improve their skills through the use of simulations, role-plays, case analyses, and discussions. Skills examined and practiced in this course include developing and communicating a vision, systems thinking, team building, and decision making.

MGMT620 – Legal Aspects of Management

3 Credits

This course introduces students to business-related aspects of the American legal system. Students are exposed to a variety of areas including constitutional law, administrative law, dispute resolution, business formation and equal employment opportunity as well as contracts, torts and property. The emphases of the course are issue recognition and the resolution of such issues through application of legal principles.

MGMT630 – Managing Organizational Diversity

3 Credits

This course focuses on providing students with an understanding of themselves within cultures and subcultures and their responses to difference; other people (bosses, coworkers, subordinates, clients, and customers); and differences among organizations. The course develops the point that managing diversity well is the essence of good management.

MGMT640 – Managing Change

3 Credits

This course examines contemporary theories and practice in managing change and preventing and managing crisis. The focus is on applying theoretical concepts from the fields of organizational behavior and strategic human resource management (HRM) to the practical challenges of managing organizational change and transformation.

MGMT650 – Asia-Pacific Rim Management

3 Credits

This course focuses on impact of the world and US economic impact of the Asia-Pacific Rim countries. Select cases of managerial challenges in the Asia/Pacific region are covered, combining a specific national/territorial setting with a management topic (i.e., staffing, ethics, incorporation, joint venture management, distribution analysis). Emerging issues such as the new political economy of Northeast

Asia, post-industrial globalism in Japan and the Indian investment environment change are covered. Case studies and analyses are amongst the learning tools for students in this course.

MGMT660 – Global Negotiations

3 Credits

The focus of this course is on negotiations in a global context. Various negotiation strategies along with their benefits and pitfalls are covered. Cross-cultural negotiations and their impact on approach form an essential element of the course and (i.e., required sensitivity when negotiating with individuals from different parts of the world). Students participate in a variety of hands-on activities, such as scenariodriven discussions, case studies and student-to-student negotiation.

MGMT675 – Human Capital Management

3 Credits

This course explores the principles of managing and developing strategic human resources. It further examines alternative solutions to strategic human resources problems, critical analysis of human resource solutions, and the key concepts of motivation and rewards towards managing problems and incorporating solutions. Topics to be covered include identifying factors and issues associated with effective policy development in human resources, evaluating training and development alternatives, negotiating union contracts, and comparing different perspectives on human behavior and motivation and analyzing how these translate to the organizational reward systems.

MGMT680 – Organizational Training and Development

3 Credits

This course examines the human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, training programs, leadership development, organizational design and structure, change, and improving organizational effectiveness.

MITM610 – Ethics in Information Technology

3 Credits

This course focuses on issues surrounding professional codes of ethics, file sharing, and infringement of intellectual property, security risk assessment, Internet crime, identity theft, employee surveillance, privacy, compliance, social networking, and the ethics of IT corporations. Also examines ethical decisionmaking for current and future business managers and IT professionals and learn how to examine the various ethical situations that typically arise in IT.

MITM630 – Systems Analysis, Planning and Control

3 Credits

This course introduces concepts and tools of systems development and implementation, and emphasizes using the life-cycle approach to effectively manage business information. The course provides practice in each major phase of the life-cycle approach: planning, analysis, design, implementation and operation/support. Business re-engineering techniques and project management models are used.

MITM640 – Decision Support and Expert Systems

3 Credits

This course focuses on design, development and implementation of effective systems for meeting information needs of management decision-makers. The course explains both model-based and databased decision support systems and their use by managers in functional areas. Spreadsheets and applied artificial intelligence models, such as artificial neural network, and/or rule-based expert systems software, may be used to introduce the decision-support process.

MLS610 – Planning Law

3 Credits

This course examines the application and administration of planning law at the local level. The tension between constitutionally protected rights and governmental regulation is explored as it emerges in decisions regarding land use, environmental protection and growth management.

MLS620 – Intergovernmental Relations

3 Credits

This course provides an understanding of the nature and dynamics of the American federal system of government: the functions, powers and service delivery capacities of county, municipal and special purpose district governments, the creation of new jurisdictions, the reciprocal influences of local, state, and federal bureaucracies, the grant-in-aid system and revenue sharing among different units of government. A special emphasis is placed on the complex nature of state-local and inter-local relations in an urban setting.

MLS630 – Administrative Law

3 Credits

This course studies the legislative, adjudicatory and general policy-making powers of administrative agencies and regulatory commissions, and the scope of judicial review of administrative action. The course is directed primarily toward an analysis of the political nature of bureaucracy, and secondarily toward the procedural requirements for administrative policy-making.

MLS640 – Environmental Law and Regulatory Policy

3 Credits

This course examines the development of environmental law and regulatory policy in the United States. It provides an overview of the scope and substance of environmental law and the various regulatory techniques they employ. Both criminal and civil litigation surrounding the implementation of environmental law are examined.

MPM610 – Project Management Structure and Culture

3 Credits

This course examines the importance of understanding corporate cultures and their influence on project success. Students improve their identification and evaluation skills through simulations, role-playing, case analyses, and discussions. Areas examined and practiced in this course include identifying characteristics of organizational culture, evaluating project management structures, developing an organizational culture and the project management structure plan.

MPM620 – Project Management and the Enterprise Communication Plan 3

Credits

In this course, students examine the importance and complexity of maintaining proper communication throughout the project lifecycle. Students improve their communication planning and management

skills through simulations, role playing, case analyses, and discussions. Topics examined and practiced in this course include stakeholder management, developing a communication matrix, ongoing project communications, change management and proper project closure.

MPM630 – Project Risk and Management

3 Credits

This course strengthens the student's ability to identify, evaluate and manage project risk. Students improve their evaluation and analysis skills through simulations, role playing, case analyses, and discussions. Areas examined and practiced in this course include risk identification, risk probability assessment, contingency planning and risk response control.

MPM640 – International Project Management

3 Credits

This course prepares the student for managing the unique characteristics of international project management. Students improve their evaluation, analysis and planning skills through simulations, role playing, case analyses, and discussions. Areas examined and developed in this course include outsourcing best practices, negotiation & managing across distances, cross-cultural communication and management techniques.

MPP610 – Governmental Theory

3 Credits

This course introduces students to the field of comparative government and politics through an examination of most common political systems. Special attention is given to the basic concepts of the ethical use of power and political culture, decision-making, and communications.

MPP620 – Grant Writing and Administration

3 Credits

This course introduces students the basic points of grant writing and administration. The focus is on writing and evaluation of proposals and applications. Students develop a program, practice pre-writing exercises, write sections of a proposal and letter of inquiry, and prepare budgets for Foundation Grants and Federal Non-Construction Grants. The emphasis is on operating grants including grant research and construction grants.

MPP630 – Public Budgeting and Finance

3 Credits

This course reviews the history of different approaches to public budgeting and examines the budgeting process in government. It examines the development of public planning at all levels of government with an emphasis on budgetary process. Consideration is given to revenue sources, administration, and structure of taxation.

MRKT610 – Strategic Marketing

3 Credits

The focus of this course is strategic marketing analysis and marketing planning. Students study the components and construction of a strategic marketing plan, and they learn to analyze complex marketing situations/decisions. This course reviews trends in marketing including the integration of marketing communications, customer relationship management, global markets, the impact of ecommerce and the expanding organizational role of marketing.

MRKT620 – Marketing Research**3 Credits**

This course considers the development, implementation, identification and generation of information from research as input to marketing decisions. Emphasis is given to the marketing manager's perspective in determining whether additional information is needed and, if so, how the information should be acquired. Topics include problem definition, model building, systems design, research design and budgeting, and interpretation and reporting of information. This course makes extensive use of statistical software.

MRKT630 – Multinational Marketing**3 Credits**

This course introduces the student to global marketing concepts and strategies. It examines problems of performing various marketing functions in other countries. Emphasis is on understanding the different cultural, economic, political, social and legal environments in which a firm's product might be marketed in global settings and formulating strategies for such markets.

MRKT640 – Digital Marketing**3 Credits**

Recent changes in consumer behavior and opportunities, problems, tactics and strategies associated with incorporating electronic methods into the marketing function are examined. The course also includes discussion of current metrics used to gauge the effectiveness of digital advertising. Subjects include eCommerce, Lead Generation, Retargeting; Web Sites, Media Planning, Branding; On-Line Advertising, Advertising Tools, Display Advertising; Digital Campaigns; Search Engine Marketing; Social Media Marketing; Mobile Media.

ADDITIONAL DISCLOSURE INFORMATION AND FEDERAL POLICIES

Governance

University of the Potomac LLC is governed by a Board of Trustees (see Statement of Legal Control below). Day-to-day operations are overseen by the University President and Chief Executive Officer.

Statement of Legal Control

University of the Potomac was originally incorporated in 1995 in the State of Maryland. University of the Potomac LLC was created as a Delaware Limited Liability Corporation in 2007. The members of the Board of Trustees are:

BOARD OF TRUSTEES MEMBERSHIP

Dr. Dora Carbonell, Chair of the Board

PhD, Teachers College of Columbia University

MS, Teachers College of Columbia University

BS, International Institute of the Americas

Mr. John Danielson

Partner, Chartwell Education Group, LLC

BBA, University of Texas at Austin

Mr. Andres Enriquez

Program Director, National Science Foundation

MA, Columbia University

BA, Hamilton College

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PhD, Michigan State University

BA, Michigan State University

Dr. Oksana Malysheva

The Hamilton White Group, LLC

PhD, University of Pennsylvania

MS, Moscow Institute of Physics and Technology

BS, Moscow Institute of Physics and Technology

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MBA, University of Chicago

BA, University of California-Davis

Ms. Patricia Potter

MBA, National University
BA, Goucher College

EXECUTIVE AND SENIOR MANAGEMENT

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Chief Executive Officer/President
PhD, Michigan State University
BA, Michigan State University

Mr. Gary Hatch

Chief Financial Officer/Controller
MBA, Regis University
BS, Northeastern University

Ms. Andrea Ford

Vice President of Financial Aid and Compliance
MBA, Strayer University
BS, Strayer University

Dr. James Booker

Academic Dean for Online Operations and
Graduate Programs
PhD, Capella University
MPA, University of Central Florida
BS, North Carolina State University

Dr. Richard Resch

Interim Chief Academic Officer
PhD, University of Connecticut
MA, Pennsylvania State University
BA, Union College (Schenectady, NY)

Mr. Walter Person, EdS

Vice President of Assessment and Institutional
Research
AGS, University of Maryland College Park
MA, George Washington University
BGS, American University
AA, American University

Mr. Ron Hendricks

Interim Chief Marketing Officer and
Director of Admissions
BA, Utah State University

Ms. Yvonne Hood

Academic Dean for Campus Operations
MS, Capella University
MEd, Strayer University
BS, University of the Potomac

Edward Robinson

Director of Learning Resource Center
ML/IS, Catholic University of America
JD, District of Columbia School of Law

Faculty

Edward Aldama
MBA, Western International University
BS, University of Phoenix

Adnan Al-Kujuk
MS, DeVry University
BEE, University of Detroit Mercy

Noni Anderson
MBA, University of Phoenix
BS, Strayer University

Vargha Azad
PhD, NOVA Southeastern University MS,
George Washington University

Larry Barnes, J.D.
JD, Stetson College of Law
BA, University of South Florida

Caroline Banard
MS, Strayer University
BS, Cuttington University College

Joseph Boayue
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MS, Strayer University
BS, University of Maryland

Kathleen Bodine
MSEd, Cappella University
BS, Virginia Technical University

James G. Booker
PhD, Capella University
MS, University of Central Florida
BS, North Carolina State University

Robert Brown
MBA, American International College
BBA, American International College
AA, American International College

Markell Franklin

MAM, Keller Graduate School
BSBA, DeVry University

Augusta Burney
JD, Marquette University
BA, DeVry University

Geraldine Cameron
EdD, Walden University
MBA, Southeastern University
BA, University of the District of Columbia

Gerry Coffee
PhD, Bowie State University
MPA, Bowie State University
BS, Fisk University

Angela DaCosta
MIS, Keller Graduate School of Management
BA, Chatham University
AS, Community College of Allegheny County

Michael Donovan
PhD, Case Western Reserve University
MA, Saint Mary's University
BA, Rutgers University

Maria Dulce
MA, Southwestern University
BA, Philippine Normal University

Carol S. Farabee
MBA, Western International University
MS, Western International University
BA, University of North Florida

Holly L. Faust
JD, Barry University
MBA, Keller Graduate School of Management
BA, Boston University

Frederick Fisher
MS, George Washington University
MC, George Washington University
BS, University of the Potomac

Walter Foggie DM, University of Phoenix MBOM, University of LaVerne BS, University of Maryland	MS, University of London BS, University of London
Jackie Fuller PhD, Capella University MS, Bowie State University BS, Bowie State University	Jason Karpf MA, University of Denver BS, University of Phoenix Ara Kechiantz PhD, State Polytechnic Institute, St. Petersburg, Russia MS, Yerevan State University, Yerevan, Armenia MBA, American University of Armenia, Yerevan, Armenia
Courtney Well Fusco MA, American University BA, Elon University	David Kimble MS, Central Michigan University BS, University of the Potomac
Kendra H. Gaines PhD, Northwestern University MA, Northwestern University MA, Claremont University BA, Mount Holyoke College	Colin Lennon MBA, University of Phoenix BS, University of Phoenix
Fedeke Gindaba, ACCA MBA, Maharishi University BA, Adis Ababa University	Judith Levin MSEd, Central Connecticut State University BS, Russell Sage College
Vasil Hadzi-Jordanov MBA, Schiller International University BA, Schiller International University	Aimee McKinney MBA, Saint Joseph's University BS, Pennsylvania State University
Michael Hancock MS, Stratford University BS, University of the Potomac	Laura D. Mellot MEd, University of Pittsburgh BS, Pennsylvania State University
Dennis Hermann MBA, University of Phoenix MS, University of Phoenix BA, Salisbury University	Anabela Muekalia MBA, Strayer University BS, University of the Potomac
Yvonne M. Hood MS, Capella University MEd, Strayer University BS, University of the Potomac	Domingos Muekalia MA, Institute of World Politics MS, New Hampshire University
Felix Hovsepian PhD, University of Warwick MS, London South Bank University	Rene' Folse Nasluchacz MBA, American Intercontinental University BS, Nicholls State University
	Lorenzo Nicholson, Jr.

MBA, Strayer University
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Petya Nikolova
PhD, New Bulgarian University, Bulgaria
MA, Tufts University
MA, The St. Kliment Ohridski University of Sofia,
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Cynthia Oglesby
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College
MS, University of Maryland University
College
BA, University of Maryland University
College

Nate Perry
MBA, Strayer University
BA, Strayer University
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Walter H. Person, Jr.
MA, George Washington University
BGS, American University

Shivaji Prasad
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MS, Alabama A & M University
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Zameer Qureshi
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BPTC, University of the West of England
LLM, University of Sussex

Keith Rieger
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BBA, University of New Mexico

Edward Robinson
JD, District of Columbia School of Law
MA, Catholic University

Rob Shah
MBA, DeVry University
BS, Arizona State University

Donice Stewart
PhD, Walden University
EdD, Argosy University
MA, The George Washington University
MPA, Southeastern University

Mamasa Sumare
MS, Arizona State University
BS, Arizona State University

Darcel Tolliver
PhD, Walden University
MBA, Drexel University
MS, University of Phoenix
BS, Nova Southeastern University

Debra Touhey
DBA, North Central University
MA, Liberty University
MS, University of Phoenix
BBA, Florida International University

Constance Trower
MA, Webster University
BS, Howard University

Charlie Valadez, CPA
MS, Georgetown University
BS, University of Virginia

Jarred C. Warrick
MA, Regent University
BA, Morehouse College

Lissa Whyte-Morazan
MBA, University of Phoenix
BA, Laurentian University

Ronda Williams
MBA, Southeastern University
BBA University of the District of Columbia

Nicole Zeeman
PhD, University of Southern California
MS, University of Southern California
BA, University of Tampa

Non-discrimination Policy

University of the Potomac adheres to the non-discrimination regulation of the District of Columbia § 2-1402.42. University of the Potomac adheres to the following federal regulations to ensure nondiscrimination: American Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, and Titles VI and VII of the Civil Rights Act of 1964. University of the Potomac affirms that it will not discriminate on the basis of the actual or perceived gender, gender identity or expression, race, color, national origin, ethnicity, religion, age, disability, sexual orientation, veteran status, personal appearance, familial status, family responsibilities, political affiliation, source of income or marital status in any of its policies, practices or procedures in accordance with applicable federal, state and local laws, nor will it condone any acts of illegal discrimination by its employees. This provision includes, but is not limited to, employment, admissions, testing, financial aid and educational services. If any student has a discrimination concern, please contact Student Services. If the discrimination concern is one regarding sexual discrimination, sexual harassment or sexual assault, please contact the Title IX Coordinator listed below immediately. If the discrimination concern is one regarding disabilities discrimination, please contact the Disabilities Coordinator listed below.

Sexual Harassment Prevention Policy

Sexual harassment is inappropriate in a working environment and is not tolerated at University of the Potomac. Sexual favors may not be explicitly or implicitly suggested as a term or condition of an individual's academic performance or employment. Sexual contact and conduct with sexual overtones, which has the purpose or effect of unreasonably interfering with an individual's academic work performance or that creates an intimidating, hostile, or offensive educational or working environment, is prohibited. The University promptly investigates complaints of sexual harassment and when necessary, takes disciplinary action up to and including termination of the offending individual. All complaints of sexual harassment will be handled according to the Grievance Procedures (Non-Academic) section of the Catalog, and should be brought to the attention of the Title IX Coordinator or to General Counsel.

Washington D.C. Campus
Title IX Coordinator
Student Services
1401 H Street, N.W., Suite 100,
Washington, D.C. 20005
(202)274-2300

Disabilities Policy

University of the Potomac does not discriminate in admission or access to its programs on the basis of age, race, color, sex, disability, religion, sexual orientation or national origin. If a student wishes to request academic adjustment or auxiliary aids, please contact the Disabilities Coordinator listed below. They may request academic adjustments or auxiliary aids at any time. The Disabilities Coordinator is responsible for coordinating compliance with Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act of 1990. Applicants, who are persons with disabilities, as defined in paragraph 104.3(j) of the regulation under Section 504 of the Rehabilitation Act of 1973, may apply for admittance into the program. The University will work with the applicant or student to determine whether reasonable accommodations can be effective and/or are available.

Any qualified individual with a disability requesting an accommodation or auxiliary aid or service should follow this procedure:

1. Notify the Disabilities Coordinator in writing of the type of accommodation needed, date needed, documentation of the nature and extent of the disability, and of the need for the accommodation or auxiliary aid. The request should be made at least four weeks in advance of the date needed.
2. The Disabilities Coordinator will respond within two weeks of receiving the request.
3. If the student would like to request reconsideration of the decision regarding his/her request, he/she should contact the Disabilities Coordinator within one week of the date of the response. At that time, the student will be required to provide a statement of why and how the response should be modified.

Washington, DC Campus
Vienna, VA Campus
Disabilities Coordinator
Ms. Andrea Ford
1401 H Street, N.W., Suite 100,
Washington, D.C. 20005
(202)274-2300

Online Education
Disabilities Coordinator
James Booker
202-274-2300
James.Booker@potomac.edu

Personal Counseling

University of the Potomac does not offer personal or psychological counseling. Students who express a need for such services are referred to appropriate community resources through Student Services.

Maintenance of a Drug-Free Environment

University of the Potomac is committed to drug and alcohol abuse prevention and to the maintenance of a drug-free educational and work environment. University of the Potomac's Substance Abuse Policy is as follows:

- University of the Potomac engages in the education of its students, employees, and community members who are involved with the University regarding substance avoidance and abuse.
- The University disseminates materials addressing prevention, detection and treatment of substance abuse.
- The University is committed to reporting the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance.
- Students who violate University of the Potomac's Substance Abuse Policy are subject to appropriate action in accordance with Disciplinary Procedures (Non-academic) on the following pages; such discipline may involve dismissal from the University.
- The drug policy is located in the Student Handbook and is available electronically. Printed copies of this handbook are available upon request.

Code of Student Conduct

University of the Potomac's code of conduct defines the rights and responsibilities of students and establishes a structure by which to hold students accountable for violations of the code and other rules and regulations of the University. University of the Potomac expects its students to conduct themselves as business professionals as they progress toward their goals of academic achievement and career success. Conduct subject to disciplinary action includes, but is not limited to, the following:

1. Academic dishonesty such as cheating, fabrication and plagiarism.
2. Forgery, alteration and/or misuse of University documents, financial instruments, or identification cards with intent to defraud.
3. Unprofessional conduct, such as, but not limited to:
 - a) Obstructing or acting in a manner disruptive or disturbing to the normal educational functions of the University, administration of the University, disciplinary procedures or other authorized activities on University property;
 - b) Disrespect of or insubordination to University personnel;
 - c) Use of oral or written profanity;
 - d) Physical and/or psychological abuse or the threat of such abuse of any person on or in the vicinity of University property or at University-sponsored or University-supervised functions, or conduct that threatens or endangers the health or safety of any such person; or
 - e) Sexual harassment of other students, faculty, or staff.
4. Misuse of University property, such as, but not limited to:
 - a. Unauthorized use of, damage to, theft or seizure of any property or facilities of the University, or located within the boundary of University premises, threat to do so, or refusal to depart from any property or facilities of the University upon direction by officials or other persons authorized to represent the University;
 - b. Littering, defacing, destroying, or damaging property of the University or property under its jurisdiction.
 - c. Unauthorized entry into, presence in, or use of any University building or facility;
 - d. Violation of the computer use policy; or
 - e. Violation of the University's policy on solicitation and sales.
5. Improper use of resource center materials, including damage to materials and failure to return materials when due.

6. Alcohol and drug violations, such as, but not limited to:
 - a. Use of alcoholic beverages, including the purchase, consumption, possession, or sale of such items on campus property;
 - b. Possession, use, sale, or distribution of any type of drugs for illegal purposes; or
 - c. Violation of the University's policy pertaining to smoking.
7. Criminal activity and violent or dangerous behavior, such as, but not limited to:
 - a. Violation of any local, state, or federal law;
 - b. Possession on University property or at any University activity of weapons, such as knives, firearms, or any dangerous chemical or explosive elements or their component parts;
 - c. Physical detainment or restraint of another person or the removal of such person from any place where he and/or she is authorized to remain or to in any way obstruct the free movement of persons on University premises or at University activities;
 - d. Threatening of any member of the University of the Potomac community;
 - e. Tampering with fire protection apparatus or failure to comply with emergency evacuation procedures.
 - f. Gambling or holding of a raffle or lottery on University premises; or
 - g. Participation in unauthorized and/or disorderly assembly or incitement of a riot.
8. Other violations.
 - a. Violation of any other University rule or policy not contained in official publications but announced by a University official or other person authorized by the President or Chief Executive Officer (CEO).
 - b. Willful encouragement of others to commit any of the acts herein prohibited.

Sanctions

The following sanctions may be imposed:

- **Warning:** An oral or written statement to a student that he/she is violating or has violated University rules and may be subject to more severe disciplinary action.
- **Probation:** Exclusion from the participation in privileges or activities set forth by the University, including the holding of any office, for a specified period of time.
- **Interim Suspension:** If, in the opinion of the President, CEO and/or the Disciplinary Committee, the presence of a student poses a serious threat to others, the President or his designee may, pending a hearing, suspend the student immediately. In such a situation, a hearing shall be held at the earliest reasonable time.
- **Suspension:** Exclusion from the University (to include classes and other University related activities) for a definite period of time. If a student, while on suspension, violates the Code of Conduct while on University property or in relation to a University-sponsored activity, he/she shall be subject to further discipline in the form of dismissal or expulsion.
- **Dismissal:** Termination of student status for an indefinite period. The conditions of readmission, if any, will be stated in the order of dismissal. If a dismissed student violates the Code of Conduct while on University property or in relation to a University-sponsored activity, he/she shall be subject to further discipline in the form of expulsion.
- **Expulsion:** Permanent termination of student status without possibility of readmission to any campus of the University.

- **Revocation of Degree:** If, in the opinion of the President, CEO and/or the Disciplinary Committee, a student has committed gross violations of the University's Academic Integrity and Ethics Policy, the President or his designee may, after a hearing, revoke a student's degree.
- **Restitution:** In addition to any of the above sanctions, reimbursement for damage to or misappropriation of property may be required. This may take the form of appropriate services or other compensation.

Disciplinary Procedures (Non-Academic)

The President, CEO or designee without further consultation may administer a warning or probation. All cases involving suspension, dismissal, expulsion, revocation of degree or restitution of students are referred by the President, CEO or designee to the Chief Academic Officer or designee, who convenes a Disciplinary Committee for a hearing.

Any academic or administrative official, faculty member, or student may file a complaint with the Chief Academic Officer or designee against any student for violations of University policies and procedures.

1. Written notice will be given to a student charged with violating the policies set out in this document.
2. If a student requests a hearing, the Chief Academic Officer or designee will schedule a disciplinary hearing via teleconference, giving the student reasonable time to prepare his/her defense. If the student does not request a hearing, the Chief Academic Officer or designee will still convene the Disciplinary Committee, who will make a written determination, which the student may petition for appeal within ten working days following receipt of the decision.
3. A written decision is issued within ten working days after the hearing.
4. The student is advised in writing of appeal procedures.
5. The student may petition for appeal within ten working days of receipt of the decision by writing a letter to the Chief Academic Officer or designee. The appeal must outline the reasons the student objects to the decision of the Disciplinary Committee and provide any written evidence supporting the student's position.

The Chief Academic Officer or designee forwards the student's petition for appeal, along with the summary of the disciplinary hearing and the Disciplinary Committee's written decision, to the President, who reviews all evidence and issues a written decision within thirty days. The decision of the President is final. The University does not accept further appeals from the student.

Procedures for Dealing with Disruptive Behavior

If a student's behavior, in addition to disrupting an instructional area, presents a threat to the safety of those present, the instructor should:

1. Order the student to stop the disruptive behavior and leave the area.

2. Call, or assign someone to call, the police to remove, and if necessary, arrest the student.
3. Notify the Chief Academic Officer or designee and file a charge under the Code of Conduct.
4. If the instructor feels that the student's presence at the University presents an immediate threat to the safety of the University community, the instructor should request through the Chief Academic Officer or designee that the student be placed on interim suspension.
5. A student on suspension is required to meet with the Chief Academic Officer or designee prior to being permitted to return to class. The meeting is held at the earliest time practicable, but in no event later than three working days subsequent to the instructor's action. The meeting is informal in nature. The official conducting the meeting seeks to determine whether the student should be permitted to return to class or should be excluded pending resolution of the matter, and provides the student with an explicit warning as to the consequences of any future disruption. The instructor should also be present unless specifically excused for good cause by the Chief Academic Officer or designee.

First Violation

The first time a particular student causes a disruption, the instructor, depending on the seriousness of the infraction, should:

- Order the student to immediately stop the disruptive behavior and give the student a verbal warning.
- Make written note of the warning for the instructor's files, and
- Talk with the student after class to explain the consequences of any further disruption.

Second Violation

The second time a particular student causes a disruption, the instructor, depending on the seriousness of the infraction, should:

- Inform the student of the infraction and order the student to leave the instructional area.
- If the student leaves voluntarily, the instructor shall permit the student to return the next class period. If the student refuses to leave, the instructor shall advise the student that the failure to leave voluntarily renders the student liable for immediate suspension, dismissal, or expulsion as well as criminal prosecution for trespassing. If the student still refuses to leave, the instructor shall call, or assign someone to call, the police to remove, and if necessary, arrest the student.
- If the student refused to leave, the instructor must file a charge under the Code of Conduct, and unless interim suspension has been imposed, the student will be required to meet with the Chief Academic Officer or designee or the Academic Dean prior to being permitted to return to class. The meeting is held at the earliest time practicable, but in no event later than three working days subsequent to the instructor's action. The meeting is informal in nature. The official conducting the meeting seeks to determine whether the student should be permitted to return to class or should be excluded pending resolution of the matter, and provides the student with an explicit warning as to the consequences of any future disruption. The instructor should

also be present unless specifically excused for good cause by the Chief Academic Officer or designee.

Third Violation

The third time a particular student causes a disruption, the instructor, depending on the seriousness of the infraction, shall:

- File a charge under the code of conduct (mandatory).
- Inform the student of the infraction and order the student to leave the instructional area. If the student still refuses to leave, the instructor shall call, or assign someone to call, the police to remove, and if necessary, arrest the student.
- Notify the Chief Academic Officer or designee and bar the student from attending further classes until the matter has been resolved. The student is required to meet with the Chief Academic Officer or designee prior to being permitted to return to class. The meeting is held at the earliest time practicable, but in no event later than three working days subsequent to the instructor's action. The meeting is informal in nature. The official conducting the meeting seeks to determine whether the student should be permitted to return to class or should be excluded pending resolution of the matter, and provides the student with an explicit warning as to the consequences of any future disruption. The instructor should be present unless specifically excused for good cause by Chief Academic Officer or designee.

The conditions for readmission to class, if permitted at all, are determined by the Chief Academic Officer or designee and communicated to the instructor.

Grievance Policy

University of the Potomac recognizes the importance of providing a prompt and efficient procedure for resolving grievances fairly and equitably, without fear of prejudice or retaliation for initiating a grievance or participating in its settlement on the part of the person(s) involved. The University has a grievance policy that provides a process for all students, faculty and employees to discuss issues of concern with management and to receive careful consideration and a prompt resolution of their problem in an open and constructive manner. This procedure is intended to supplement, rather than discourage or replace informal discussion between students and faculty and between supervisors and employees. A faculty member or a supervisor should make every reasonable effort to resolve concerns outside the formal Grievance Process.

Students should refer to Student Academic Grievance Procedures and Grievance Procedures (NonAcademic) below.

Grievance Procedures (Non-Academic)

The grievance procedure described below is applicable to non-academic student complaints.

Level 1: Because grievances should be raised and settled promptly, a grievance shall be raised as soon as the event occurs or the student gains knowledge of it and in no event more than 60 days after the event occurred.

If a complaint cannot be resolved informally, the student may file a written grievance. The written grievance is filed with Student Services and shall contain the name of the complainant, the date of the filing, and a brief, specific description of the grievance and the redress sought. Students will receive a written response typically within thirty days of receipt, unless the situation requires additional research or investigation. All sexual discrimination, sexual harassment or sexual assault matters should be brought immediately to the attention of the Title IX Coordinator. All disabilities discrimination matters should be brought to the attention of the Disabilities Office/Coordinator.

Level 2: If not satisfied with the grievance disposition at Level 1, students may file a written grievance with the Chief Academic Officer or designee within thirty days of receipt of the written decision from the Level 1 official. The written grievance contains the name of the complainant, the date of the filing, a brief, specific description of the grievance and the redress sought, and the results of the disposition of the grievance at Level 1.

The student is contacted upon receipt of the written grievance and receives a written response typically within thirty days of receipt, unless the situation requires additional research or investigation.

Personnel who review the appeal at this level include the Chief Academic Officer and any additional person the CAO deems relevant to the appeal, e.g., the Director of Academic Operations, an Academic Program Chair, the Director of Financial Aid or the Registrar. The CAO replies in writing typically within thirty days after receipt of the written request. The decision of the CAO is final.

Maintenance of Records

The Registrar maintains student academic records. Students receive final grade notification for each course within two weeks of course completion. Official transcripts are sent to other education institutions, prospective/current employers, etc., upon a student's completion of a Transcript Request Form. Student accounts must be paid in full before official transcripts are released.

Academic records include evidence of application and acceptance, official transcripts from previous institutions, registration records and educational plans. A student information system is used to house grades and other transcript information. Academic records are maintained for seven years after a student leaves school. (Student transcripts are maintained indefinitely.)

In the event of a school closure, academic records are maintained by Northern Virginia Community College (NOVA). In addition, all student records are maintained and backed up daily on Potomac's student information system.

Privacy of Student Records

Policies and procedures concerning the privacy of student records are governed by the Family Education Rights and Privacy Act of 1974 (Public Law 93-380). Student records are maintained by the Registrar's Office (academic records), Financial Aid Office (financial aid records) and Bursar's Office (accounts receivable records). Files that are accessed by outside personnel are documented with date and the name of the person or entity accessing the file. Files are maintained in a locked room, in fire resistant cabinets.

Students have the right to inspect and review their educational records, request amendment of their educational records, consent to disclosure of their educational records and file a complaint with the US Department of Education.

Students age 18 or over have access to their personal record files kept by University of the Potomac. All authorized Potomac personnel have access to student records for official purposes. A student (or in some cases an eligible parent) is given access to his/her record within a reasonable time after submitting a written request to the office in possession of the record. Students should allow 72 hours for a written request to be fulfilled.

If the content of a record is believed to be in error, inaccurate, discriminatory, or in violation of student rights or otherwise inappropriate, it may be challenged and students may submit a written explanation to be included in the record.

Student information is released to persons, agencies or legal authorities as required by subpoena/legal process or by consent of a student (or eligible parent). Information is released on a consent basis in cases where a student or eligible parent has provided a written consent, signed, dated and specifying the information to be released and name(s) of persons to whom the information is to be released.

Directory Information

Colleges and universities may disclose, without consent, “directory” information. University of the Potomac designates the following items as directory information: Student name, address, telephone number, date and place of birth, major field of study, participation in officially recognized activities, dates of attendance, degrees, certificates and awards received, e-mail address, and the most recent previous educational institution attended.

Right of Refusal to Provide Copies

University of the Potomac reserves the right to deny transcripts or copies of records not required to be made available under FERPA regulations in any of the following situations:

- A student has an unpaid financial obligation to the University
- A student is in default on a Title IV federal loan
- There is an unresolved disciplinary action against a student

University of the Potomac designates the following items as directory information: Student name, major field of study, participation in officially recognized activities, dates of attendance, degrees, certificates and awards received. If a student does not want any or all of the above information released, he/she should inform the Registrar’s Office in writing by the fifth calendar day following the start of classes.

Facilities Description for the Virginia Branch Campus

The Virginia Branch Campus of University of the Potomac is situated in the former Kodak building at 2070 Chain Bridge Road in Vienna, Virginia. Located in Suite G100 on the ground floor of a five-story modern facility, it provides the perfect location to showcase the campus’s six state-of-the-art smart

classrooms and Learning Resource Center. Each classroom is outfitted with large screen projectors married to eight-foot automatic retracting screens. The Learning Resource Center is outfitted with 10 independent work stations utilizing 23" monitors that provide the students, faculty and staff access to the Learning Resource Center/Library maintained in Washington, DC (see Learning Resource Center/Library on page 18). The Vienna Campus Learning Resource Center is also equipped with an overhead projector and eight-foot automatic retracting screen for group work.

Additionally, the campus provides multiple administrative offices, a reception area, and a large, comfortable break area for students. A 100-seat auditorium is also available for use with large audience events such as guest speakers, student functions and commencement exercises.

The building is compliant with all disabilities laws and meets all County of Fairfax, VA ordinances.

Demographic Information for Virginia Residents

Virginia Student Data 2016-2017			
Program	2016-2017 Number of Students at VA Campus	2016-2017 Number of Virginia Residents	2016-2017 Number of Virginia Residents Graduates
Certificates	2	6	2
AS-Accounting	0	2	0
AS-Business	0	1	1
AS-Network Security	2	1	0
AS-International Business	0	1	0
AS-Information Technology	0	2	0
BS-Accounting	2	4	1
BS-Business	33	36	8
BS-Cyber Security Policy	2	2	1
BS-Government Contract Mgt.	4	7	0
BS-International Business	6	7	1
BS-Information Technology	4	11	1
BS-Health Systems Mgt.	0	2	0
MBA	69	32	7
Masters Healthcare Adm.	6	4	0
MS-Information Technology	104	70	21
TOTAL	234	188	43

Campus Security Policy and Student Right-to-Know

University of the Potomac is committed to providing a safe environment in which students can learn and staff can work. A copy of the latest campus security report and details on how to report a crime are available online on our Potomac website under the Student Services tab. Hard copies of the report can be obtained from Student Services.

Graduation Rates

The Student Right-to-Know Act requires schools to disclose graduation rates of certificate- or degree-seeking, full-time, first-time undergraduate students. See the University of the Potomac web site <http://www.potomac.edu> for details of the University's graduation rates for certificate, associate degree and bachelor's degree programs.

Gainful Employment Data

See the University of the Potomac web site www.potomac.edu for details of the University's gainful employment data under program information for each degree program.

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