

# NATIONAL AMERICAN UNIVERSITY

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

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Vista Park Office Building, Suite 100  
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(605) 336-4605 (FAX)

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925 29<sup>th</sup> St. S.E., Suite E  
Watertown, SD 57201  
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# NATIONAL AMERICAN UNIVERSITY

## University Mission Statement and Core Values

### Mission Statement

National American University welcomes students of diverse interests, cultures and abilities and prepares them for careers in health care, business and business-related fields by providing quality higher education in a caring and supportive environment.

The university builds learning partnerships with students and other institutions locally, nationally and internationally through its private, regionally accredited system of campuses and education centers offering courses in traditional, accelerated and distance learning formats.

As a comprehensive technical and professional institution of higher learning, the university responds to the changing needs of students, employers, and their communities by providing undergraduate and graduate programs and continuing education opportunities to serve our evolving global society.

### Core Values

- Offer high quality instructional programs and services.
- Provide a caring and supportive learning environment.
- Offer technical and professional career programs.

### Purposes

1. Offer quality technical and professional degree programs, as documented by institutional and academic assessment processes at the associate, bachelor's and graduate level, diplomas, certificates and adult degree completion programs to traditional, adult and international learners.
2. Provide a general education program to build awareness, abilities and interests to empower life-long learners as knowledgeable citizens of the global community.

3. Provide a collegiate experience through instructional and support services that creates a stimulating, caring and supportive learner-centered environment in which students are encouraged to achieve the educational goals established by the university.
4. Promote a learning and working environment by providing new technologies, methodologies and practices that enhance and extend quality programs and services.
5. Prepare students to provide leadership and services for the employment needs of business, industry and government worldwide.
6. Pursue communication, cooperation and alliances with educational institutions, organizations and associations on a local, regional, national and international basis.
7. Respond to the ever-changing societal demands for personal and professional development and continuing education through flexible scheduling and convenient access via traditional, accelerated and distance delivery methodologies.
8. Assist students in the development of ethical values and behaviors.
9. Foster an environment that encourages involvement by employees in the innovation and solution-seeking processes and provide an opportunity for personal and leadership development.
10. Provide a stable institutional environment where human, financial and physical resources are sufficient to accomplish its educational and institutional goals as a sound basis for continued growth and development.

*Adopted by the National American University Board of Governors, February 2007*

## **Accreditation – Approvals – Affiliations**

National American University is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools, [www.ncahlc.org](http://www.ncahlc.org), (312) 263-0456.

In addition, the following National American University programs are separately accredited or approved by national educational and professional associations.

The athletic training education program is accredited by the Commission on Accreditation of Athletic Training Education (CAATE), on recommendation of the Joint Review Committee on Educational Programs in Athletic Training (JRC-AT).

The medical assisting programs offered at Colorado Springs, Denver and Sioux Falls are accredited by the Commission on Accreditation of Allied Health Education Programs ([www.caahep.org](http://www.caahep.org)) on the recommendation of the Curriculum Review Board of the American Association of Medical Assistants Endowment (AAMAE). The Commission on Accreditation of Allied Health Education

Programs can be contacted at 1361 Park Street, Clearwater, Florida 33756, phone (727) 210-2350, fax (727) 210-2354.

Initial approval has been granted by the Kansas State Board of Nursing for the university's practical nurse diploma and Associate of Science in Nursing (ASN) Mobility program.

Initial approval has been granted by the Missouri State Board of Nursing for the university's Associate of Science in Nursing (ASN) program.

Interim approval has been granted by the Colorado Board of Nursing for the university's Associate of Science in Nursing (ASN) program.

Full approval has been granted by the South Dakota Board of Nursing for the university's online Bachelor of Science in Nursing (BSN).RN to BSN program.

The National League for Nursing Accrediting Commission (NLNAC) has awarded candidate status for the Associate of Science in Nursing (ASN) program for spring 2008 through fall 2009. Candidate status has also been awarded for the baccalaureate degree nursing program for fall 2008 through spring 2010.

The paralegal studies program offered at the Rapid City campus is approved by the American Bar Association (ABA).

The veterinary technology program is accredited by the Committee on Veterinary Technician Education and Activities (CVTEA).

National American University, through the business division, has been granted accreditation by the International Assembly for Collegiate Business Education (IACBE) for the following degree programs:

- Master of Business Administration
- Master of Management
- Bachelor of Science degree in Applied Management
- Bachelor of Science degree in Business Administration
- Bachelor of Science degree in Accounting
- Bachelor of Science degree in Business Administration with an emphasis in Accounting, Financial Management, Hospitality Management, Information Systems, International Business, Management, Marketing, Pre-Law and Tourism Management
- Associate of Applied Science degree in Applied Management
- Associate of Applied Science degree in Business Administration
- Associate of Applied Science degree in Accounting

The university is affiliated with Human International University, Japan; Universidad del Mar, Chile; Universidad Privada Cumbre, Bolivia; Skyline College, United Arab Emirates; Skyline Business School, India; and New York College, Greece for the purpose of lower division instruction and academic articulation programs.

NAU 9/16/08 4:08 PM

**Comment:** Need to update??? – University of New York Prague  
SEG  
MAHSA  
GAU  
At the graduate level the university is affiliated with . . . .

National American University is approved for veteran's training and for administering the various educational programs sponsored by state and federal agencies, such as the Bureau of Indian Affairs, Social Security Administration, and various state rehabilitation services.

National American University is registered with the Minnesota Office of Higher Education pursuant to section 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

National American University is authorized by the Tennessee Higher Education Commission. This authorization must be renewed each year and is based on an evaluation by the minimum standards concerning quality of education, ethical business practices, health and safety, and fiscal responsibility.

## **Admissions Statement**

National American University admits students of any age, religion, race, sex, sexual orientation, cultural background, or national and ethnic origin to all of the programs, activities, rights, and privileges generally accorded or made available to students at the university. It does not discriminate on the basis of these characteristics in the administration of its educational policies, admissions policies, scholarship and loan programs, or other university-administered programs.

No qualified disabled person shall be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any university-related program or activity.

National American University reserves the right to make changes at any time in its policies and procedures, fees, class schedules, and/or programs.

## **Equal Educational Opportunity Policy**

National American University is committed to providing equal educational and employment opportunity regardless of sex, marital status, race, color, religion, age, ancestry, national origin, disability or veteran status. Equal educational opportunity includes: recruitment and admission; access to courses and facilities; access to counseling, testing, and tutoring services; housing; financial assistance and student employment; health and insurance services; and extracurricular programs and activities.

Questions and comments concerning the university's EEO Policy may be directed to Mr. Jerry Joy, System Vice President for Student Services, 5301 S. Highway 16, Suite 200, Rapid City, SD 57701, or (605) 394-4821.

## **The Catalog**

This catalog reflects the regulations, policies, procedures, programs, and fees for National American University as of September 2008. National American University reserves the right to adopt, amend, and implement its policies and procedures as it deems appropriate and necessary. Under certain circumstances, National American University may grant exceptions to its policies and procedures in individual cases when it is determined, in the sole and absolute discretion of the university, that such action would be appropriate to further the mission and purposes of the university. The provisions of this catalog are not to be regarded as a contract between the student and National American University. The university also reserves the right to correct clerical errors.

Prospective students should contact the admissions office for information regarding any such possible changes. Currently enrolled students should consult the campus executive officer, academic dean or other appropriate administrators. The catalog is also available online at [www.national.edu](http://www.national.edu).

# Introduction

National American University currently offers a Master of Business Administration degree and a Master of Management degree. The graduate degree programs are designed to provide students with an innovative curriculum as well as the skills needed for effective leadership and management. In addition to the core program courses, students have the opportunity to select elective courses to fit their individual career needs.

To fulfill our mission of providing career and professional education responsive to student interests and the needs of a variety of employers, the graduate degree programs focus on the needs that many employers have for graduate-level business, management and technical workers. This mission is accomplished by graduate-level programs that emphasize the synthesis of knowledge in relevant subject areas needed for those filling middle and upper management positions in a wide variety of organizations.

National American University's master's degree programs seek to assist students in developing the ability to communicate business issues effectively to interested parties. Students participate in a variety of activities that provide meaningful planning and problem solving opportunities. Activities include executive seminars, case studies, team projects and research. Students are prepared to meet a wide variety of challenges in their careers. The program advisory board reviews program requirements to ensure that curriculum content corresponds with the needs of the business environment.

Additional elective courses enable graduate candidates to gain in-depth understanding in selected academic areas for which they have a special interest.

The student will meet with his/her graduate academic coordinator to develop a plan of study based on prior education and work experience, career goals and individual needs. The graduate academic coordinator will assist the student in assessing whether he/she has met the prerequisite course requirements. The resulting academic plan will be submitted to the dean of graduate studies for approval/disapproval. After approval, the student will receive a copy of the approved plan of study. A copy will also be placed in the student's file for future reference.

## Graduate Program Mission

The mission of the practitioner-oriented graduate programs at National American University is to provide a blended learning environment where students can explore a global perspective while learning to make regionally relevant decisions.

## Graduate Program Goals

The goals of the National American University Graduate Program are to:

1. Provide students with a thorough understanding of theory and application related to the area of study so they can collect and analyze data to formulate analytically sound decisions and understand the likely consequences of those

decisions.

2. Provide students with graduate-level knowledge and skills in current technology application for use in communication, data collection/analysis and problem solving.
3. Involve students in leadership development through participation in classroom and professional activities.
4. Foster an interest by students for involvement in student and professional organizations.
5. Provide students with an understanding of professional ethics and application to the work environment.
6. Prepare students for future leadership positions in for-profit, nonprofit and/or government organizations.
7. Develop a high level of proficiency in verbal and written communications skills required in leadership positions.
8. Provide students with opportunities to develop their awareness of the global perspective and to understand how diversity may impact decisions.

# Master of Business Administration

The Master of Business Administration program provides students with the opportunity to advance their knowledge and skills in the field of business. Students may come from a business undergraduate degree or may elect to complete the foundation courses in order to ensure that all students enter the program with a solid background in the field of business. The core program courses provide students with an opportunity to enhance their analytical and practical skills in the areas of accounting, finance, economics, information systems, marketing, quantitative methods and leadership. The emphasis areas provide students with an opportunity to tailor the program to help them to meet their specific career goals. Emphasis areas include human resources, information systems, health care administration and management.

## MBA Program Outcomes

MBA students will:

- Demonstrate the ability to integrate knowledge of accounting, marketing, management information systems, organizational behavior, finance, economics, operations management and quantitative analysis.
- Demonstrate the ability to collect and analyze information and data in order to formulate analytically sound decisions and understand the likely consequences of those decisions.
- Demonstrate the verbal and written communication skills required of executive-level employees.
- Identify and manage ethical issues and multicultural diversity issues.
- Evaluate the actions of an organization operating in a global business environment.
- Demonstrate the ability to utilize technology in multiple ways to achieve project and/or organizational goals.
- Demonstrate leadership ability and team-building skills through class projects and involvement in student, community and/or professional organizations.

## Program Requirements

The Master of Business Administration degree provided by National American University consists of three academic requirements: foundation courses, graduate core courses and elective courses.

The MBA degree may be earned under a non-thesis or a thesis plan. Under the non-thesis option, the student must satisfy 31.5 hours of foundation requirements, and complete 40.5 hours of graduate-level core courses and 13.5 hours of electives. Under the thesis option plan, the student must satisfy 31.5 hours of foundation

requirements, and complete 40.5 hours of graduate-level core courses, 4.5 hours of electives and nine (9) hours of thesis.

An in-depth analysis of a case, accomplished in the Strategy and Policy course, is designed to integrate the MBA core areas and is required in both the non-thesis and thesis options to satisfy the university's requirement for a comprehensive program assessment.

### **Foundation Requirements**

Foundation courses are offered online. These courses cannot be used to fulfill the 54 hours of MBA core and elective courses, and the student must be admitted to the graduate school before enrolling in the graduate-level foundation courses.

Foundation courses are not included in the cumulative grade point average or the credits-earned calculations. Grades earned in foundation courses are designated by a # sign as follows: A#, B#, C#, F#, W# or I#.

The following National American University courses fulfill the foundation requirements:

BU5100	Foundations of Accounting
BU5300	Foundations of Statistics
BU5400	Foundations of Economics
BU5500	Foundations of Finance
BU5610	Foundations of Management
BU5620	Foundations of Marketing
BU5700	Research and Writing for Graduate Study

The foundation requirements may also be met in the following ways:

- The equivalent undergraduate courses or graduate courses may be taken at an accredited two- or four-year college or university, or from an international higher education institution approved by an appropriate national ministry of education or recognized country equivalent, **and**
- The student has earned a C or higher in the course(s), **or**
- The student may attempt and successfully complete CLEP or DANTES examinations, **or**
- The student may submit an experiential learning portfolio to the graduate school for approval.

The MBA program requires that students be proficient in the use of computers and of application software. Students are encouraged to discuss their level of computer proficiency with their academic coordinator prior to starting the program.

### **MBA Core Courses**

It is not necessary that all foundation courses be completed prior to enrolling in graduate courses. However, the writing requirement must be met during the first term while individual prerequisite foundation courses must be completed prior to enrolling in corresponding graduate core class. The relationships of the foundation courses to the core graduate courses are as follows:

Core Courses

Foundation

AC6550	Managerial Accounting	BU5100
CI6400	Information Systems for Strategic Advantage	
EC6150	Managerial Economics	BU5400
FN6350	Financial Management	BU5100, BU5500
MA6600	Quantitative Methods for Management Decisions	BU5300,
MG6500	Marketing Administration	BU5620
MT6200	Leading the Organization I: Communication, Culture and Change	BU5610
MT6250	Leading the Organization II: Productivity, Process and Programs	
MT6650	Strategy and Policy	eight graduate core courses

### **MBA Elective and Emphasis Options**

In order to meet the MBA program requirements, a student must complete a minimum of three elective courses as a part of his/her program. Each student will work with his/her advisor to develop a program of study that outlines the core and elective courses the student will complete. Final approval of each program of study is the responsibility of the dean of graduate studies.

#### **Generalist**

Students who select the generalist MBA without an emphasis area will work with their graduate academic coordinator to select 13.5 hours of elective credit that best match their professional interests. These electives can be selected from any graduate courses not included in the MBA core courses, provided that the student meets any individual course prerequisites.

#### **Health Care Administration Emphasis**

Students who select this option must complete the alternate MBA core courses for the health care administration emphasis along with the following elective courses:

HA6500	Fiscal and Regulatory Issues in Health Services
HA6510	Global Issues in Health Care – required
HA6520	Health Care Administration and Policy Seminar – required

#### **Human Resource Management Emphasis**

Students who select this option will pursue the standard MBA curriculum with a three-course emphasis in human resource management by completing three of the following courses:

MT6300	Managing Human Resources
MT6310	Training and Development in Human Resource Management
MT6320	Employee Evaluation and Compensation
LA6570	Human Resource Law

### **Management Emphasis**

Students who select this option will pursue the standard MBA curriculum with a three-course emphasis in the area of management. Completion of this emphasis focuses the student's preparation in order to pursue or expand a career in management. To complete this emphasis, the student must complete three of the following electives:

FN6370 Investment Management and Corporate Finance  
LA6100 Legal Environment for Global Organizations  
LA6570 Human Resource Law  
MT6300 Managing Human Resources  
MT6570 International Business  
MT6580 International Management  
MT6600 Enterprise E-Business Strategy  
MT6610 Managing and Optimizing Projects  
MT6620 Knowledge Management  
MT6700 Managerial Communication

### **Information Systems Emphasis\***

Students who select this option will pursue the standard MBA curriculum with a three-course emphasis in information technology by completing three of the following courses. Completion of this graduate emphasis enables students to pursue careers as managers in information technology and related fields.

CI6510 Database Systems in the Enterprise  
MT6600 Enterprise E-Business Strategy  
MT6610 Managing and Optimizing Projects  
MT6620 Knowledge Management

\*This emphasis area is only available to students enrolled in the international Best of Both Worlds IDP program with an NAU affiliate school.

### **International Business\***

Students who select this option will pursue the standard MBA curriculum with a three-course emphasis in the area of international business. Completion of this emphasis focuses the student's preparation in order to pursue or expand a career in the global business environment. To complete this emphasis, the student must complete the following electives:

LA6100 Legal Environment for Global Organizations  
MT6570 International Business  
MT6580 International Management

\*This emphasis area is only available to students enrolled in the international Best of Both Worlds IDP program with an NAU affiliate school.

### **Marketing\***

Students who select this option will pursue the standard MBA curriculum with a three-course emphasis in the area of marketing. Completion of this emphasis focuses the student's preparation in order to pursue or expand a career in the field of

marketing. To complete this emphasis, the student must complete the following electives:

MG6100 Consumer Behavior

MG6400 Strategic Global Marketing

MT6600 Enterprise E-Business Strategy

\*This emphasis area is only available to students enrolled in the international Best of Both Worlds IDP® program with an NAU affiliate school.

### **Thesis Option**

Students who select the thesis option must complete both thesis courses and one additional elective course.

MT6805 Thesis I

MT6810 Thesis II

One elective course

# Master of Management

The Master of Management program offers graduates of diverse undergraduate programs the opportunity to expand their knowledge and skills base in the area of management. The program is designed to help the student develop a well-rounded portfolio of management knowledge, skills and abilities along with a holistic view of the organization. Course topics focus on management issues in areas such as human resources, marketing, information technology, finance and accounting, leadership, communication and international business.

## M.M. Program Outcomes

M.M. graduates will:

- Demonstrate the ability to integrate knowledge of human resources, marketing, information technology, organizational development and change, accounting and finance, and relevant management theory.
- Demonstrate the ability to collect and analyze information and data in order to formulate analytically sound decisions and understand their likely consequences of these decisions.
- Demonstrate the verbal and written communication skills required of executive-level employees.
- Identify and manage ethical issues and multicultural diversity issues.
- Evaluate the actions of an organization operating in a global business environment.
- Demonstrate the ability to utilize technology in multiple ways to achieve project and/or organizational goals.
- Demonstrate leadership ability and team building skills through class projects and involvement in student, community and/or professional organizations.

## Program Requirements

The Master of Management (M.M.) degree provided by National American University consists of three requirements: foundation courses, graduate core courses and elective courses.

The M.M. degree may be earned under a non-thesis or a thesis plan. Under the non-thesis option, the student must satisfy nine (9.0) hours of foundation requirements, and complete 40.5 hours of graduate-level core courses and 13.5 hours of electives. Under the thesis option plan, the student must satisfy nine (9.0) hours of foundation requirements, and complete 40.5 hours of graduate-level core courses, 4.5 hours of electives and nine (9.0) hours of thesis.

An in-depth analysis of a case, accomplished in the Strategy and Policy course, is designed to integrate the M.M. core areas and is required in both the non-thesis and thesis options to satisfy the university's requirement for a comprehensive program assessment.

### Foundation Requirements

Foundation courses are offered online. These courses cannot be used to fulfill the 54 hours of M.M. core and elective courses, and the student must be admitted to the graduate school before enrolling in the graduate level foundation courses.

Foundation courses are not included in the cumulative grade point average or the credits-earned calculations. Grades earned in foundation courses are designated by a # sign as follows: A#, B#, C#, F#, W# or I#.

The following National American University courses fulfill the foundation requirements:

BU5610 Foundations of Management  
BU5700 Research and Writing for Graduate Study

The foundation requirements may also be met in the following ways:

- The equivalent undergraduate courses or graduate courses may be taken at an accredited two- or four-year college or university, or from an international higher education institution approved by an appropriate national ministry of education or recognized country equivalent, **and**
- The student has earned a C or higher in the course(s), **or**
- The student may attempt and successfully complete CLEP or DANTES examinations, **or**
- The student may submit an experiential learning portfolio to the graduate school for approval.

The M.M. program requires that students be proficient in the use of computers and of application software. Students are encouraged to discuss their level of computer proficiency with their graduate academic coordinator prior to starting the program.

### M.M. Core Courses

It is not necessary that all foundation courses be completed prior to enrolling in graduate courses. However, the writing requirement must be met during the first term while individual prerequisite foundation courses must be completed prior to enrolling in corresponding graduate core class. The relationships of the foundation courses to the core graduate courses are as follows:

	<u>Core Courses</u>	<u>Foundation</u>
CI6400	Information Systems for Strategic Advantage	
FN6200	Finance for Managers	
LA***	Select either LA6100 Legal Environment for Global Organizations OR LA6570 Human Resource Law	
MG6400	Marketing and Sales Management	
MT6200	Leading the Organization I:	

	Communication, Culture and Change	BU5610
MT6300	Managing Human Resources	
MT6580	International Management	
MT6700	Managerial Communication	
MT6650	Strategy and Policy	eight graduate core courses

#### Elective Courses

Three elective courses

### **M.M. Elective and Emphasis Options**

In order to satisfy the M.M. program requirements, a student must complete a minimum of three elective courses as a part of his/her program. Each student will work with his/her graduate academic coordinator to develop a program of study that outlines the core and elective courses that the student will complete. Final approval of each program of study is the responsibility of the dean of graduate studies.

#### **Generalist**

Students who select the generalist M.M. without an emphasis area will work with their academic coordinator to select 13.5 hours of elective credit that best match their professional interests. These electives may be selected from any graduate courses not included in the M.M. core courses, provided that the student meets any individual course prerequisites.

#### **Health Care Administration Emphasis**

Students who select this option will pursue the standard M.M. curriculum with a three-course emphasis in health care administration by completing the following courses:

HA6500	Fiscal and Regulatory Issues in Health Services
HA6510	Global Issues in Health Care
HA6520	Health Care Administration and Policy Seminar

#### **Human Resource Management Emphasis**

Students who select this option will pursue the standard M.M. curriculum with a three-course emphasis in human resource management by completing the following courses:

MT6310	Training and Development in Human Resource Management
MT6320	Employee Evaluation and Compensation
LA6570	Human Resource Law

#### **Information Systems Emphasis\***

Students who select this option will pursue the standard M.M. curriculum with a three-course emphasis in information technology by completing three of the following courses. Completion of this graduate emphasis enables students to pursue careers as managers in information technology and related fields.

CI6510	Database Systems in the Enterprise
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MT6600 Enterprise E-Business Strategy  
MT6610 Managing and Optimizing Projects  
MT6620 Knowledge Management

\*This emphasis area is only available to students enrolled in the international Best of Both Worlds IDP program with an NAU affiliate school.

### **Marketing\***

Students who select this option will pursue the standard M.M. curriculum with a three-course emphasis in the area of marketing. Completion of this emphasis focuses the student's preparation in order to pursue or expand a career in the field of marketing. To complete this emphasis the student must complete the following electives:

MG6100 Consumer Behavior  
MG6400 Strategic Global Marketing  
MT6600 Enterprise E-Business Strategy

\*This emphasis area is only available to students enrolled in the international Best of Both Worlds IDP program with an NAU affiliate school.

### **Thesis Option**

Students who select the thesis option must complete both thesis courses and one additional elective course.

MT6805 Thesis I  
MT6810 Thesis II  
One elective course

# Admissions

## Admission Criteria

The ideal graduate student is highly motivated, values lifelong learning opportunities, has the ability to perform academic work at the graduate level, and is able to contribute positively to the learning environment of fellow graduate students. Admission requirements are designed to acquire a graduate student body with these attributes.

## Admission Requirements

### Regular Admission Status

- A baccalaureate degree from an accredited institution of higher learning in the United States or from an international institution of higher learning recognized by the ministry of education or other appropriate government agency, **and**
- A minimum grade point average of 2.75 achieved for all undergraduate work, **or**
- A minimum grade point average of 2.9 achieved for the last one-half of the credits earned toward a baccalaureate degree, **or**
- A minimum grade point average of 3.0 in two or more graduate-level courses taken at a regionally accredited institution of higher learning or recognized foreign equivalent.

### Students Admitted on a Probationary Admission Status

Students may be admitted on a probationary status if they hold a baccalaureate degree from an accredited institution of higher learning or international institution of higher learning recognized by the ministry of education or other appropriate government agency but do not meet the minimum grade point requirements as described above.

### Conversion of Students Admitted on a Probationary Admission Status to Regular Admission Status

Students who have been admitted on a probationary basis will be converted to a regular admission status provided:

- A grade point average of 3.0 is achieved in the first two graduate program courses taken at National American University (does not include foundation courses), and
- No more than one final grade of “C” or lower is recorded in the first two graduate program courses taken at National American University.

### Termination from the Graduate Program

Students who are unable to convert their probationary admission status to regular admission status may be terminated from the program. The student’s progress towards completing the program along with his/her grades will be considered in making this determination. A student may submit a written request to the dean of the graduate school to be considered for re-admission to the program. Students

should contact the graduate office for further information about termination/re-admission procedures.

### **Admission Submittals**

Each applicant for admission to the graduate program must submit all of the following items:

- Official undergraduate transcript(s) from an accredited institution of higher learning or from an international institution of higher learning recognized by the ministry of education or other appropriate government agency. Transcripts must include all courses and grades that are pertinent to receiving the baccalaureate degree.
- Official transcripts from an accredited institution of higher learning or from an international institution of higher learning that is approved by the appropriate national ministry of education or its equivalent, indicating completion of any prerequisite courses which may have been taken after receiving the baccalaureate degree.
- A completed National American University graduate application for admission and submission of a \$45 application fee.

### **International Student Admission Requirements**

International graduate student applicants who wish to study in the National American University graduate program must satisfy all of the following criteria for admission:

1. Complete and submit an International Graduate Student Application for Admission.
2. Pay a one-time, non-refundable application fee of \$45 U.S. at the time of application (*The fee requirement may be waived for students from higher education institutions with which National American University has an affiliation agreement.*).
3. Provide evidence of completion of a baccalaureate degree in the form of official transcripts from (i) an international higher education institution recognized by the ministry of education or other appropriate government agency or (ii) an accredited U.S. higher education institution. Transcripts should show marks and credits earned for all post-secondary work. All records should be submitted in the native language, and credentials written in languages other than English must be accompanied by a certified English translation. Translations should be literal and not interpretive. A key to the marking system or grading scale should also be included if it is not indicated on the transcript.
4. Demonstrate proficiency in English through satisfaction of one of the following requirements:

- a. Provide an official Test of English as a Foreign Language (TOEFL) score report indicating a minimum score of 550 for a paper-based, 213 for a computer-based or 80 for an Internet-based exam (The TOEFL must have been taken within the past two calendar years. Official test scores must be sent from the testing agency to National American University. When ordering TOEFL test results, include the university's school code of 6464.).
  - b. Provide an official International English Language Testing System (IELTS) score report with an overall minimum score of 6.0 (The IELTS must have been taken within the past two calendar years. Official test scores must be sent from the testing agency to National American University.).
  - c. Provide evidence of completion of two semesters (or equivalent) of college-level English (excluding ESL courses) with a grade of C or higher at an accredited college or university whose language of instruction is English.
  - d. Provide evidence of English language proficiency as deemed appropriate by National American University.
5. Complete and submit the International Financial Certification form and attach an original bank statement. International students are required, as part of the application process, to show evidence of sufficient funding during their studies. The amount and source of funds are also shown on the Certificate of Eligibility (I-20) needed to apply for an F-1 visa. In addition, students planning to bring a spouse and/or children are required to show additional funds for those individuals.

Students requesting the Certificate of Eligibility (Form I-20) to apply for an F-1 (student) visa to enter the U.S. to attend National American University must fulfill all listed international student admissions requirements. Upon acceptance by and approval from the university, Form I-20 will be issued to eligible students.

Transfer students will be additionally required to submit official transcripts from previously attended colleges and universities as well as information concerning proof of current status with the United States Citizenship and Immigration Services (USCIS) for the issuance of Form I-20.

Additional documentation in support of an applicant's candidacy may be requested as deemed necessary by National American University. The university reserves the right to reject documentation and to request verification of documents as necessary. Admissions documentation will be considered the property of the university and will not be returned to the applicant (some exceptions may apply). National American University reserves the right to reject any and all student applicants.

## Admittance Process

Once the required admissions submittals have been received by the graduate office and are deemed in order, the application process is considered to be complete. Upon evaluating the completed application submittals, the graduate office will notify the student as to whether he/she is accepted into the graduate program.

An applicant meeting the admission requirements will normally be granted regular admission into the graduate program. Probationary admission status may be granted to an applicant who does not meet all of the conditions for regular admission but provides definite evidence that a capability for graduate-level study exists.

## Tuition and Fees

NOTE: All tuition and fees are subject to change by notification from the university. Please contact the admissions office for current tuition and fees.

Tuition and fees are due on the first day of each quarter unless advance arrangements are made. A commitment for tuition and fees is made for three academic quarters, subject to the current refund policy. Students may qualify for short-term financial assistance to complete their registration.

Debts that are not paid in full within 30 days after the student's last date of attendance are considered late and will be subject to late charges of 18% per year (1.5% per month) on the unpaid balance.

### Fees

Application Fee: (applies up to one year from the original scheduled start date)*	\$45.00
Foundation Course Prior Learning Portfolio evaluation fee (per class, due at time of portfolio submittal)	\$50.00
Matriculation Fee (paid once)	\$50.00
Material Fee, per course	\$90.00
Graduation Application Fee (per degree at time of graduation application)	\$60.00

Quarter tuition does not include the cost of books and supplies.

\*The application fee will be refunded if the applicant withdraws within three days of making payment, provided the student has not entered classes. (Exceptions: Five days in the state of Minnesota regardless of whether the course of instruction has started. Three days in the state of Missouri, excluding Saturday, Sunday and holidays, regardless of whether the student has entered classes.)

## Academics

## **Educational Philosophy of National American University**

National American University stresses academic excellence. Its programs emphasize the importance of thinking rationally, communicating effectively, acting purposefully, and dealing effectively with others and with the environment. The curriculum is designed to enable students to acquire a breadth as well as a depth of knowledge. The general education core classes emphasize broad knowledge in several areas, including communications, computers, the humanities, science, mathematics, and the behavioral and social sciences. Specialization in a major field gives students the opportunity to develop depth of knowledge as they pursue goals consistent with their individual interests, skills, and abilities.

National American University faculty members are committed to excellence in the classroom and to the challenge of nurturing the intellectual growth of students. Additionally, because of our commitment to a collegiate environment of caring, concern, and professional service, students at National American University have the opportunity to establish close personal and professional relationships with their instructors.

## **Enrollment Status**

### **Full-time Student**

A graduate student who is enrolled in nine or more graduate-level quarter hours of credit in a given quarter will be considered a full-time student.

### **Part-time Student**

A graduate student who is enrolled in less than nine graduate-level quarter hours of credit in a given quarter will be considered a part-time student.

### **Special (Non-degree Seeking) Status Students**

A special status student is one who is not degree seeking at the graduate program. No more than 18 quarter credit-hours may be taken through the “special” status. Students wishing to take more than the 18 quarter credit-hour limit must enroll in the graduate program before enrolling in additional classes. Special students generally are not eligible for federal financial aid. However, alternative loan programs may be available. Contact the National American University Financial Aid office for more information.

### **Auditing**

Students who wish to attend the class sessions of a university course but do not wish to receive credit or a letter grade must meet with their graduate academic coordinator to request auditing privileges. Privileges will be extended to students upon recommendation of the student’s advisor and approval of the academic dean.

The following students are eligible to request auditing privileges:

1. Students who are already carrying at least eight hours of credit may audit one or more on-campus or online courses, on a space available basis, at no additional cost.

2. Graduates of National American University may audit, on a space available basis, a course they have previously taken and passed at National American University at no additional cost.

Students may not audit independent study courses or courses not already completed that are required in the program of study.

### **Student Re-entry**

Students who re-enter the graduate program after more than three consecutive terms will be required to re-enter the university under new program requirements.

An exception to this requirement may be made if the student has two or fewer courses left in his or her program, the re-entry is within two years, and the university still offers the program. If the program is a limited enrollment program, the student will be readmitted on a space available basis. Students who leave the university due to military deployment may request special re-admittance consideration.

If the student was in academic suspension status when he/she left the university, he/she will be required to appeal his/her status to the graduate dean, and his/her reenrollment is conditioned upon a successful appeal with the Academic Standards Committee.

### **Cancellation of Classes**

The university reserves the right to cancel any scheduled class for which there is insufficient enrollment.

### **Assessment Philosophy**

National American University provides quality career and professional undergraduate and graduate programs and continuing education to students from diverse backgrounds, interests and abilities (please refer to the NAU mission statement). In order to achieve its mission, the university community recognizes the importance of:

- developing strategic and operational plans that are consistent with the stated mission, which promote quality academic and institutional support services and encourage excellent teaching and effective learning;
- designing new academic programs and support services after appropriate research and planning have been completed so that quality is "built in" to any design;
- identifying important indicators for academic programs and student services which can be used to measure student learning outcomes and the quality of services provided within and across university departments;
- measuring these important indicators in a systematic and continuous manner with peer group analysis of resultant data to determine whether areas for improvement in undergraduate and graduate student learning or related services are present;
- implementing recommended actions, when indicated, and continuing to measure these areas until improvement can be documented; and

- incorporating the findings from this improvement process into future strategic, budget and operational plans.

Consistent with this philosophy, every student at National American University shall participate in periodic assessment evaluations as a requirement for graduation in order for the university to measure and improve student learning outcomes and student services. A variety of academic and institutional assessment methods are used and may include examinations, competency checklists, portfolio assignments or survey participation.

### **Independent Study**

Independent study courses are available under extenuating circumstances. The student must consult with the graduate dean to determine if he/she qualifies for an independent study. Independent study courses may not be taken to improve a grade in a previously completed course or to complete a capstone course.

In addition, the student must meet the following eligibility requirements:

- Written approval by the graduate dean or designee.
- Indication of academic ability evidenced by one of the following:
  - Minimum undergraduate GPA of 3.0 or
  - Completion of one or more graduate-level courses with a minimum CGPA of 3.0

The independent study course will start on the first day of a term and end on the last day of the term.

### **Student Course Load Policy**

In order to complete the graduate program in 18 months, the student course load would consist of nine credit-hours per quarter for six consecutive quarters. A minimum of nine credits per quarter is required to be considered as a full-time student. Students receiving federal financial aid should check with their financial aid advisor to determine if they meet the federal requirements for full-time status. Registration for course loads exceeding 13.5 quarter-credits requires a minimum cumulative grade point average (GPA) and approval as follows:

<b><u>Credit Hours</u></b>	<b><u>Min. Cumulative GPA</u></b>	<b><u>Signature(s)</u></b>
over 13.5	3.0	dean of the graduate school

### **Grading Standards**

Grade points are earned as follows for each credit hour\*:

A .....	4 grade points .....	Excellent or Superior
B .....	3 grade points .....	Good
C .....	2 grade points .....	Passing
F .....	0 grade points .....	Failing

\*Foundation courses are not included in the current grade point average, cumulative grade point average, quality hours calculation, quality points calculation or the credits-earned calculations. Grades earned in foundation courses are designated by a # sign as follows: A#, B#, C#, F#, W# or I#.

Grade designations for which grade points are not earned include:

- F Failure. The subject must be repeated.
- I Incomplete. The student did not complete all requirements of the course at the time of grading. Incomplete grades will be given only when unusual circumstances beyond the student's control prevent completion of the work in a particular course. Incomplete grades and arranging for the completion of coursework must be approved by the instructor and the graduate dean **prior** to the end of the class. Incomplete grades are awarded at the discretion of the instructor. In the absence of extenuating circumstances, the remaining coursework must be completed within four weeks after the end of the course.
- W Withdrawal. The student voluntarily withdrew from the course or was dropped from the course by the last day of the class. This grade has no bearing on the grade point average (GPA) but may affect eligibility for financial aid.

# Any grade followed by a “#” sign.

- **Current GPA** includes grades only from a specific term.
- **Cumulative GPA (CGPA)** includes grades earned in graduate core and elective courses completed at National American University.
- The **GPA** is equal to the number of **Quality Points (QP)** divided by the number of **Quality Hours (QH)**.
- **Quality Hours (QH)** = total number of credit hours for courses in which the student received a grade of A, B, C or F.
- **Quality Points (QP)** = number of credit hours per course multiplied by the grade point value of the grade received. Example grade point values: A = 4, B = 3, C = 2, F = 0.
- When a **course is repeated**, the highest grade achieved is used in calculating the CGPA.
- Courses with grades of W or I are not included in GPA calculations.

Students will be informed of their progress in each course on a regular basis by grades given on exams, papers and other assignments.

### **Repeating Courses**

Any course may be repeated a maximum of two times, regardless of the letter grade earned, at the current cost per unit. When a course is repeated, the higher grade will be used in computation of the grade point average and the other grade, while remaining on the transcript, will not be computed in the grade point average.

Students who do not successfully complete a course after three attempts will be terminated from the graduate program.

Students should check with their financial aid advisor regarding eligibility for financial aid when repeating courses.

### **Change of Grades**

Grades submitted by faculty at the end of each quarter are not subject to revision on the basis of additional work or completion of new assessments. If a student questions a final grade, the student should first discuss the grade with the instructor. If the student still feels the grade is not appropriate, the student may request a hearing before the grade review committee. The grade grievance form to request a hearing must be submitted to the graduate office prior to the end of the quarter following the quarter in which the grade was issued.

### **Study Tour Opportunities**

National American University recognizes the importance of opportunities for students to experience the global nature of business. Companies are seeking professionals who understand and have experienced the global marketplace, who know the importance of cultural diversity, and who can strengthen the organization's global presence. In response to this need, the graduate program offers the opportunity for students to participate in Study Tour courses.

Study Tour courses blend global opportunities with current graduate courses. Students will complete a portion of the course in the normal manner, but in lieu of certain assignments, the students may opt to take the Study Tour option. Students who select this option will travel with a faculty member to another country where they will participate in lectures, discussions, and case studies with international students as well as spend time touring businesses, meeting with local business leaders, and experiencing the local culture.

All expenses for Study Tour opportunities are the responsibility of the student as a part of the Study Tour course. Students planning to participate in study tours should visit with their financial aid advisor to determine funding options that may be available to assist in covering these costs.

Students who are interested in the Study Tour opportunities should contact the graduate office for more information.

### **Graduate Transfer Courses**

A total of 13.5 quarter-hours of graduate transfer credits are permitted to be included in a student's program of study. In certain extenuating circumstances, a total of 18 quarter-hours may be accepted for transfer. The following conditions apply:

1. All such courses must have been completed at a regionally accredited institution of higher learning **or** at an international higher education institution that is approved by an appropriate national ministry of education or recognized country equivalent; **and**

2. All courses must be graduate level and relevant to the student's area of study; **and**
3. Courses included in a program of study which were taken more than seven years prior to the date of graduation must be repeated or validated as to currency by the candidate. Contact the dean of graduate studies to obtain the validation procedures; **and**
4. Transferred courses that replace core courses must be academically comparable to the National American University course it is intended to replace; **and**
5. Any course to be transferred into a program of study must have been completed with at least a "B" grade.

### **Time Limitations**

A student is expected to complete the graduate degree within seven years of beginning graduate study at National American University. Credits taken in the program, which were completed more than seven years prior to graduation, will be reviewed by a committee composed of the dean of graduate studies and graduate faculty. The criterion for accepting or rejecting these credits as part of the student's program is based on the relevance of the material at the time of review. If the committee does not validate a course or courses, the student must retake the appropriate graduate course(s) as part of his/her program of study.

### **Graduation Requirements**

The graduate degree is granted from National American University upon recommendation of the president/CEO and graduate faculty upon completion of all academic requirements for the degree. The requirements for obtaining a graduate degree are as follows:

- Successful completion of 54 quarter-credits composed of nine core courses and a minimum of three elective courses. If the student selects the thesis option, he/she must complete both thesis courses for nine credits, and
- Successful completion of MT6650 with a grade of "A" or "B", and
- Successful fulfillment of foundation course requirements (see Program Requirements section – Foundation Requirements), and
- A minimum grade point average of 3.0 in the core and elective courses, and
- A grade of "C" or below in no more than two core and elective courses. Courses in which a "C" or below is received may be repeated a maximum of two times by the student at his/her discretion. However, no program of study with more than two core and elective courses in which a "C" or below is received as a final grade in a graduate-level course will be approved for graduation, and
- A grade of "C" or above in all courses used to meet the foundation requirement regardless of whether the courses were taken from National
- American University or from another institution.

## Requirements for Graduation with an MBA and an M.M.

Students who elect to pursue both an MBA and an M.M. are required to complete all of the degree requirements for each degree (includes prerequisite requirements) and a minimum of 15 total courses regardless of degree requirements. Students should work closely with their graduate academic coordinator early in the program to plan for both degrees.

## Commencement

Commencement exercises are conducted annually in the spring. Students should check with their graduate academic advisor for scheduled dates and locations.

# Satisfactory Academic Progress Policy

## General

The graduate degrees are professional-level courses of study. Accordingly, standards of satisfactory progress are required for candidates during their matriculation.

Satisfactory Academic Progress Standards are administered by the Academic Standards Committee, which is composed of administrative staff and faculty as applicable. Actions taken by the Academic Standards Committee affect not only the student's academic status, but also his/her financial aid eligibility.

Satisfactory academic progress for all students including on-campus and online students will be evaluated when the student has attempted nine or more credit hours and incrementally every academic quarter the student attends thereafter. Each student's status will be evaluated only once per quarter. To graduate, students must meet all graduation requirements.

### 1. Qualitative Progress

- a. The student must maintain a specified cumulative grade point average (CGPA) consistent with the university's graduation requirements.
- b. For a given number of credit hours attempted plus transfer credits hours, the minimum CGPAs as follows:

Satisfactory Academic Progress Table	
Minimum Required GPA	Quarter Credit Hrs attempted and transfer credits
2.5 CGPA	1 – 18 credit hours
2.6 CGPA	19 – 22.5 credit hrs.
2.7 CGPA	23 – 31.5 credit hrs.
2.9 CGPA	32 – 45 credit hrs.
3.0 CGPA	46 + credit hrs.

- c. All foundation courses regardless of grade and any core or elective courses with an Incomplete (I) or Withdrawal (W) grades are not used in calculating the CGPA.
- d. When a course is repeated, the highest grade achieved will be used in calculating the CGPA.
- e. The CGPA requirements listed in the above table apply to full-time and part-time students.
- f. Transfer credits accepted by National American University are not used in the calculation of the student's National American University CGPA, but are added to the number of credit hours attempted when locating the minimum CGPA in the above table. For example: A student completing a graduate degree with 13.5 transfer credits and 18 credits earned must have a CGPA of 2.7 or better. This will help to insure the student has a 3.0 or better CGPA by the end of his/her maximum time frame.

2. Quantitative Progress

- a. The student must complete his/her academic program within seven years of graduate study at National American University.

**Satisfactory Academic Progress Status**

A student's satisfactory academic progress status applies for all NAU campuses. This status remains his/her status even during periods of non-enrollment. The Satisfactory Academic Progress Policy sets forth the following academic and financial aid status definitions:

- 1. Good Standing Status – In general this means the following:
  - a. the student has a Cumulative Grade Point Average (CGPA) equal to or greater than the "minimum CGPA" value listed in the National American University Satisfactory Academic Progress Table on the previous page; *and*
  - b. the student has not exceeded the seven year maximum time allowed to complete his/her graduate study at National American University.
- 2. Academic Probation Status – Students who fall below the minimum CGPA listed in the National American University Satisfactory Academic Progress Table will be in probation status. Financial aid will be disbursed to eligible students in this status. Students placed in this status will be given one quarter to correct the deficiency. At the end of the probation status quarter, students who correct the deficiency will be returned to good standing status. Students who do not correct the deficiency will be placed in suspension status.
- 3. Suspension Status – Students who do not return to good standing after one quarter of attendance following their assignment of probation status will be placed in suspension status. A suspended student may not enroll following the assignment of the suspension status or receive federal or NAU financial aid. Students in suspension status stay in suspension status until they have a successful appeal, no matter how many quarters of non-enrollment have passed. See Appeals for specifics regarding appeals.

4. Provisional Readmission Status – A suspended student is eligible for provisional readmission after the one-quarter suspension period and a successful appeal if:
  - a. the student meets the readmission stipulations as set by the Academic Standards Committee; *and*
  - b. it is evident that the student can progress toward a successful completion of the educational objective.Federal financial aid will *not* be disbursed to students who are in provisional readmission status. Students may qualify for alternative loans.
5. Maximum Time Frame - Students who have exceeded seven years of graduate study at National American University will not be eligible for further federal financial aid disbursements. Students may qualify for alternative loans.

## Notification

Students who are placed on or removed from academic probation status, suspension status, provisional readmission status, or who have exceeded seven years of graduate study at National American University will receive a notification letter stating their academic and financial aid status.

## Appeals

Students in suspension status, **after one quarter of non-enrollment**, may appeal to re-enter NAU on a provisional readmission status.

Students in suspension status with extenuating circumstances may appeal their suspension status without one quarter of non-enrollment or anytime thereafter to a probation or provisional readmission status. Extenuating circumstances can be, but are not limited to: incomplete grades that are now completed, medical conditions or death in the immediate family.

Students may appeal their suspension status to the Academic Standards Committee. Appeals are made to the campus at which the student intends to enroll, no matter which NAU campus the student has previously attended. Appeals will be in writing and will be considered on a case-by-case basis and must be submitted to the Academic Standards Committee **no later than the last day of the first week of the quarter for which the student wishes to enroll**. For specific details on the appeals process and the Appeal for Reinstatement from Suspension Form, please see your academic dean.

## Reinstatement of Financial Aid Eligibility

Students who have lost eligibility for financial aid as a result of satisfactory academic progress deficiency can be reinstated by improving their status according to the standards of satisfactory academic progress, or with extenuating circumstances through the appeals process. (See Appeals.)

# University Policies/Procedures

## Attendance

Attendance is taken each week in both the online and the campus-based classes. For online classes, students are counted as present if they successfully log into each of their courses within the online system. For on-campus classes, students are counted as present if they attend the scheduled session.

Regular attendance and participation in classes is critical to each student's academic success. Failure to attend and participate in class in a consistent fashion will not only affect a student's academic performance, but may also result in:

1. academic warning,
2. academic withdrawal,
3. administrative withdrawal, and/or
4. financial aid complications.

Attendance in an online (electronic distance learning) course can be verified through the student's access to the secured host site. As a result, the student's last date of attendance is permanently recorded through the learning management system.

A student's weekly involvement in course activities can be measured by active participation in the academic endeavor. Students who do not participate in class in a consistent fashion will jeopardize their academic standing.

## Academic Integrity

The National American University Mission and Purposes describe the university's commitment to assist students in further development of ethical values and behavior. A significant aspect of one of the purposes relates to academic integrity and the encouragement of honesty and ethical behavior on the part of students and graduates.

Academic dishonesty includes, but is not limited to, plagiarism and cheating on assignments, tests or projects, or assisting someone else in these actions. Student dishonesty is considered in the context of classroom conduct and faculty member standards and/or the university's policy on student conduct and behavior.

## Students

Students are encouraged to model behaviors that reflect honesty and integrity, and therefore, may not engage in or tolerate cheating, plagiarism or other forms of academic dishonesty and/or related misconduct. Students should work harmoniously with each other to accomplish educational objectives; however, they are also responsible for their own understanding of the academic content and for their own work.

The most common forms of academic dishonesty include:

*Cheating:*

1. Submitting material that is not the student's as part of his/her course performance, such as copying from another student's exam or allowing a student to copy from the student's exam.
2. Using information or devices that are not allowed by the faculty, such as using formulas or data from a computer program, or using unauthorized materials for a take-home exam.
3. Obtaining and using unauthorized materials such as a copy of an exam before it is given.
4. Fabricating information, such as data for a lab report.
5. Violating specific procedures prescribed to protect the integrity of an assignment, test or other evaluation.
6. Collaborating inappropriately with others on assignments without the faculty member's consent or knowledge.
7. Cooperating with or helping another student cheat.
8. Other forms of dishonest behavior, such as having another person take an exam.
9. Altering exam answers and requesting that an exam be re-graded.
10. Communicating with any person during an exam other than the faculty member or the exam proctor.

*Plagiarism:*

1. Directly quoting the words of others without using quotation marks or indented format to identify them, consistent with the university's approved style guidelines.
2. Using sources of information (published or unpublished) without identifying the source.
3. Paraphrasing materials or ideas of others without identifying the sources.

Students are responsible for seeking information about accurate documentation of citations and references for specific content areas. Students who are unclear about the cheating and plagiarism examples listed above should seek clarification from a faculty member or staff members with appropriate expertise.

### **Faculty**

The university entrusts the members of the faculty to enforce policies and to establish procedures in their classes that will encourage honesty and ethical behavior on the part of students. The university expects that faculty members will not only make the determination of academic dishonesty, but that they will impose the sanctions described below.

### **Sanctions/Appeals**

A first suspected act of dishonesty must result in a failing grade for the test, assignment or project. A faculty member will submit written notification of the academic dishonesty incident to the graduate dean. The graduate dean will determine if this act of dishonesty is the first one identified at the university, or whether the student has a prior documented incident on file. The graduate dean will forward a copy of this notification to the student and the registrar's office. If the student believes the identification of academic dishonesty is not appropriate, the student may request a hearing before a Grade Review Committee.

If a second suspected act occurs at the university, regardless of the course or campus, the sanction will be a failing grade for the course. The faculty member will submit written notification of the second incident of academic dishonesty to the graduate dean. A copy of this notification will be sent to the student and the registrar's office. If the student believes the identification of academic dishonesty is not appropriate, the student may request a hearing before a Grade Review Committee.

A third act of academic dishonesty on the part of a particular student will prompt review by the Student Conduct Committee. The faculty member will submit written notification of the third incident of academic dishonesty to the graduate dean. A copy of this notification will be sent to the student, the registrar's office and the system vice president for academic operations and learner services to forward to the Student Conduct Committee. The notification to the Student Conduct Committee may result in an investigation and disciplinary sanctions.

An academically dishonest act may also be so flagrant and/or far-reaching as to result immediately in a Student Conduct Committee investigation and sanctions without the steps listed above. These acts are to be reported to the system vice president for academic operations and learner services, who will notify the Student Conduct Committee. Disciplinary sanctions brought about by the Student Conduct Committee can lead to suspension or dismissal.

In the instance that a student wishes to appeal a Student Conduct Committee decision, the university's Student Conduct Committee Procedures describes the appeal process.

## **Drug and Alcohol Policy**

National American University takes a positive, proactive role in preventing the possession, use or distribution of drugs and alcohol by students and other members of the campus community. The university has adopted the guidelines of the 1990 Drug Free Schools and Campuses Act. Under this act, National American University has:

1. established standards of conduct that prohibit unlawful use, possession or distribution of drugs or alcohol;
2. annually distributed information describing legal sanctions under state and federal law;
3. annually distributed information regarding health risks associated with the use and abuse of drugs and alcohol;
4. provided information related to counseling, treatment, and rehabilitation associated with abuse of drugs and/or alcohol on an annual basis;
5. set disciplinary sanctions which will be imposed on students and employees for violations related to abuse of alcohol and/or drugs;
6. utilized professional staff to inform and to support institutional and personal educational objectives.

The university's drug and alcohol policy is distributed to students annually. These sanctions include expulsion of students and termination of employees.

## **Enrollment Dates and Quarter System**

The National American University graduate program is on a four-quarter calendar schedule. Graduate classes are delivered in 5 ½ week or 11 week sessions, occurring in weeks one through six, in weeks six through eleven, or for the entire eleven-week quarter.

The instructional methods employed by National American University include discussions, case studies, written assignments, research papers, and a variety of interactive learning strategies.

## **Registration**

Any changes in a student's registration (including class sections and adding or dropping classes) must be completed by the student through National American University's Student Portal. Once the student submits the changes electronically they will be reviewed by the graduate studies office for approval.

## **Falsification of Educational Records**

Falsifying, altering, or misrepresenting a transcript, grade report, diploma or any other material relevant admission, enrollment or academic performance shall be considered an overt act of academic dishonesty. This action shall result in denial of admission or enrollment into National American University or permanent suspension from continuing as a student with the university.

## **Grievance**

Written policies and procedures of National American University describe processes through which students may question or contest most institutional determinations. There are specific descriptions related to privacy, harassment, conduct, grades, drugs and alcohol, and other campus concerns and conditions. Due process is integral to university procedures; students are encouraged to voice their concerns and to interact productively with the university in the administration of policies that relate to them or to the well being of other students.

Student problems or issues may be appealed through a formalized grievance policy and procedure document. Grievances can be pursued by obtaining information and printed material from a university academic dean or campus executive officer.

## **Internet Policy**

Open access through computers, networks, and the Internet is a privilege. National American University's goal in providing this service to our students, faculty and staff is to promote educational excellence by facilitating resource sharing, innovation and communication.

National American University's e-mail and Internet resources are provided for the sole use of NAU students, faculty, staff and administration. E-mail and Internet records are subject to all existing laws (federal, state and local) as well as the university policies and procedures.

Internet access is coordinated through a complex association of government agencies and regional and state networks. In addition, the smooth operation of the network relies upon the proper conduct of the end users who must adhere to strict guidelines. The guidelines provided here are designed to make students, faculty and staff aware of the responsibilities they are about to acquire. In general, this requires efficient, ethical, and legal utilization of the network resources.

If a National American University user violates any of these provisions, his/her account may be terminated and future access could be denied. Depending upon the severity of the situation, abuse of NAU's e-mail, network, or Internet systems may also result in disciplinary action including dismissal from the university (NAU students) or termination of employment (NAU employees).

#### NETIQUETTE

Users are expected to abide by the generally accepted rules of network etiquette. These include, but are not limited to, the following:

- Be polite – do not use abusive or offensive language in messages to others.
- Do not reveal your personal address or phone number or those of other students, faculty, or NAU employees.
- Remember that electronic mail (e-mail) is not guaranteed to be private. Those who operate the system do have access to mail. Messages relating to or in support of illegal activities may be reported to the authorities without notification to or permission from the student/employee sending or receiving the message.
- Do not tie up the network with idle activities or game playing. Remember there are many students who need to use the system.
- Do not plagiarize – cutting and pasting ideas and documents into your own document is very easy to do. Be sure to give credit to the author when using his/her material.

#### PROHIBITED USE

The following types of activities are specifically prohibited and may result in administrative action:

- Unauthorized use of any computer account.
- Unauthorized transfer of or entry into a file.
- Using NAU's network to gain unauthorized access into any computer system.
- Illegal copying of software protected by U.S. copyright law (may also result in civil damages and criminal penalties).
- Using e-mail to threaten or harass others.
- Using the university's network to access pornography or obscene material and sites displaying the same.
- Activities for the purpose of personal or commercial financial gain including chain letters, solicitation of business or services, sales of personal property, etc.
- Storing, processing or displaying racially offensive, gender offensive or obscene material.

- Using another individual's account or identity to send or receive e-mail.
- Viewing, damaging, or deleting other users' files or communications without appropriate authorization.
- Posting materials on electronic bulletin boards, which violate existing laws, regulations or National American University policies or codes of conduct.
- Theft, misuse or abuse of computing or networking resources.
- Posting of National American University confidential materials, records, policies or procedures or transmitting the same to unauthorized personnel.
- Sharing of passwords with others.

### VANDALISM

Vandalism is defined as intentional or negligent damage to computer equipment, software and systems of the university, or harming or destroying data of another user, Internet, or other networks. It includes, but is not limited to, the intentional uploading or creation of computer viruses. Vandalism will result in the cancellation of privileges and may result in suspension from the university or termination of employment (NAU employees).

## **Refund Policy**

### **Definition of a Student**

The definition of "student" as used in this catalog means the student, if the student is a party to the contract, or the student's parent, guardian, or other person if the parent, guardian, or other person is a party to the contract on behalf of the student.

### **Add/Drop Period**

A student may add/drop any class during the first scheduled week of a standard term of enrollment with no penalty. A student who drops individual classes during this week will receive a full refund for the credit hours dropped. No refunds will be made for individual classes attended and then dropped following this period.

The university will make full or partial refund of tuition paid by students who completely withdraw after classes begin, according to the policy listed below.

### **Withdrawals/Refunds**

Students should give written notice of withdrawal to the university academic dean in order to officially terminate their enrollment. Students who do not give written notice will be withdrawn from classes when it is determined, by the university, that the student is no longer pursuing his/her educational objective.

Students completing at least one class during the term will not be eligible for a refund. Students withdrawn without completing any class during the term will have a refund calculation completed.

The period of enrollment includes all classes for which the student is registered, from the first scheduled day of attendance through the last scheduled day of classes for this student.

The return of Title IV funds and the tuition reduction will be calculated based on the student's last day of attendance. Refunds minus a \$75 administrative fee will be made within 30 days of when the withdrawal date (last day of attendance) is determined.

The following refund policy from National American University applies to all students in all academic programs and all student categories at all campuses with the exception of students enrolled in programs in the state of Minnesota.

A prorated amount of Title IV funds must be returned to financial aid programs for students not completing 60% of the period of enrollment if the student was a financial aid recipient.

Students who withdraw from National American University during the first 60% of the term will have tuition and fees prorated based on the last day of attendance in accordance with the following calculation:

<u>Last Day of Attendance</u>	<u>Percent of Reduction</u>
Withdrawal prior to the first day of classes.....	100%
Last day of attendance during the first week of classes .....	100%
Beyond first week but during first 60% of scheduled classes .....	daily proration*
Beyond 60% of scheduled classes.....	no refund

\* Percent of term completed = Number of days from scheduled start of term through student's last day of attendance ÷ Number of days in scheduled term.

Percent to be refunded = 100% minus the percentage of term completed.

#### **Administrative Fee**

A \$75 administrative fee will be assessed against each prorated refund.

#### **Minnesota Program Refund Policy/Buyer's Right to Cancel**

It is the policy of National American University to comply with all provisions of the Minnesota State Law, Chapter 141, as these provisions apply. The following excerpts are taken from this law.

"Every school shall notify each student in writing of his/her acceptance or rejection. In the event that the student is rejected by the university, all tuition, fees, and other charges shall be refunded. Each school shall acknowledge in writing, any valid notice of cancellation within ten business days after the receipt of such notice and within 30 business days, shall refund to the student any amounts due him/her and arrange for termination of the student's obligation to pay any sum in excess of that due under the cancellation and refund policy. A school cannot make its refund policy conditional upon compliance with the school's regulations or rules of conduct."

"Written notice of cancellation shall take place on the date the letter of cancellation is postmarked or, in the case where the notice is hand-carried, it shall occur on the date the notice is delivered to the school. The date of execution of the enrollment agreement shall be presumed to be the date of delivery of the notice of acceptance; and if delivered by mail, the postmark date of the letter of acceptance."

**TUITION AND FEES CANCELLATION: WITHIN FIVE BUSINESS DAYS OF ACCEPTANCE**

Notwithstanding anything to the contrary, if the student gives written notice of cancellation within five business days after the day on which the contract is executed, regardless of whether the course of instruction has started, all tuition, fees, and other charges will be refunded.

**TUITION AND FEES REFUND: CANCELLATION AFTER FIVE BUSINESS DAYS**

When a student has been accepted and gives written notice of cancellation before the course of instruction has started, the amount charged for tuition, fees, and all other charges will be refunded except for 15% of the total cost not to exceed \$50.

When a student has been accepted by the university and gives written notice of cancellation after the start of the course of instruction but before completion of 75% of the course instruction, the amount charged for tuition, fees, and all other charges for the completed portion of the course shall not exceed the pro rata portion of the total charges for tuition, fees, and other charges that the length of the completed portion of the course bears to its total length, plus 25% of the total cost of the course but not to exceed \$100. After completion of 75% of the course of instruction, no refunds will be made.

Refunds for the Standard Term of Enrollment – Minnesota

Time Elapsed for Term Since Classes Commenced

Last Day of Attendance – Percent of Reduction

Prior to or during first week of scheduled contact hours – 100%

Greater than first week but less than or equal to 75% of the scheduled contact hours – daily proration\*

Greater than 75% of the scheduled contact hours – No refund

An additional 25% of tuition and fees not to exceed \$100 will be assessed against each prorated refund.

\*Percent of term completed = Number of days from scheduled start of term through student's last day of attendance ÷ Number of days in scheduled term.

Percent to be refunded = 100% minus the percentage of term completed.

NAU will not negotiate the sale of any promissory instrument to a third-party agency prior to the student's completion of 50 percent of the course.

## **Self-Directed Learner/Accountability Statement**

Students enrolled in graduate courses(s), will be expected to complete a significant portion of their coursework independent of direct faculty supervision. Due to the nature of graduate studies, the instructor's role will be that of a facilitator and guide. In that role, the instructor will provide the student with guidelines and learning activities and will offer feedback and evaluation as the student proceeds with the course.

Success depends upon the individual student's motivation and ability to undertake independent study. Experience has shown that some students fail to realize the degree of effort and time that is required to successfully complete the course(s). Based upon the foregoing, National American University requests that students carefully review the time commitment/expectations information below.

## **Student Concerns – Minnesota Students**

Those students enrolled at NAU campuses located in the state of Minnesota and who have been unable to resolve their concerns through the university's normal channels may also contact the Minnesota Higher Education Services Office, 1450 Energy Park Drive, Suite 350, St. Paul, MN 55108-5277.

## **Student Concerns – Tennessee Students**

Those Tennessee students enrolled in the distance learning program with student concerns may contact the distance learning campus learner services advisor at 800-548-0602. Those who have been unable to resolve their concerns through the university's normal channels may also contact the Tennessee Higher Education Commission, 404 James Robertson Parkway, Nashville, TN 37243-0830, telephone: 615-741-5293.

## **Student Conduct**

As a student at National American University, appropriate conduct and integrity are expected. In some instances of student misconduct, the university will issue a warning or will place the student on disciplinary probation, suspension, or will dismiss the student from the university. A written policy on student conduct is available from the office of the academic dean or the campus executive officer who has authority and responsibility for overseeing student conduct.

Procedural fair play and due process will be provided in every instance. Proper safeguards for the welfare, safety and educational opportunity will be provided for all students.

Institutional obligations include, but are not limited to, upholding the law and maintenance of regulations regarding academic honesty and restricting prejudicial behavior, physical abuse or harassment, impropriety of personal behavior, or illicit use of drugs or intoxicants, especially as these relate to institutional and educational goals. Respect and tolerance are key words in the institutional expectations of students in their interaction with each other and with other members of the university community.

## **Student Disability Services**

National American University strives to make its programs accessible to all individuals, in compliance with Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act of 1990. Its purpose is to create and maintain an environment in which students may achieve their fullest potential, limited to the least extent possible by individual disabilities. Such disabilities include physical or mental impairment that substantially limit major life functions. All faculty, staff, and students of the university are expected to adhere to this philosophy of equal access to educational opportunity and to assume broad responsibility for its implementation.

Disclosure of a disability is not required, but if disclosed, it is the responsibility of the individual to seek available assistance and make his/her needs known.

The system student services office is the designated office at National American University that maintains disability-related documents, certifies eligibility for services, and determines and provides reasonable accommodations for students with disabilities. It is located in Rapid City, South Dakota. All requests for accommodation, documentation reports, and inquiries should be directed to:

Mr. Jerry Joy, System Vice President for  
Student Services and ADA Coordinator  
5301 South Highway 16, Suite 200  
Rapid City, SD 57701  
(605) 394-4821

For more details regarding the university's policies and procedures for providing reasonable accommodations for students with disabilities, please see the student handbook.

## **Student Right to Privacy - FERPA**

The Family Educational Rights and Privacy Act (FERPA) of 1974 is a federal law which states: (a) that a written institutional policy must be established and (b) that a statement of adopted procedures covering the privacy rights of students be made available. The law provides that the institution will maintain the confidentiality of each student's educational records.

National American University accords all the rights of privacy under the law to students who are declared independent. Students who are minors are still accorded the protection of the law with the exception that a parent or guardian may have the right to information in the student's file. No individual organization outside the institution shall have access nor will the institution disclose any information from students' educational records without the prior written consent of students, except to personnel within the institution or officials of other institutions in which students seek to enroll. Persons or organizations providing students' financial aid, accrediting agencies carrying out their accreditation function, persons in compliance with a judicial order, and persons who, in an emergency, seek to protect the health or safety of students or other persons may also have access. Within the university, only those members of the faculty or staff individually or

collectively acting in the students' educational interests are allowed access to student records.

At its discretion, the institution may provide student directory information in accordance with the provisions of the Act to include the following: name, local and permanent addresses, local and permanent telephone numbers, email address, date and place of birth, dates of attendance, class, college, major, most recent school attended, full-time or part-time status, honor roll, participation in officially recognized activities and sports, weight and height of members of athletic teams, degree(s) and honors conferred, and commencement program information.

A student may withhold directory information by notifying the office of the registrar or the branch campus administrative office in writing no later than the fifteenth day after the first day of the term in which the student is enrolled. Requests for non-disclosure will be honored by the university until removed by the student. Please note that such withholding requests are binding for all information to all parties other than for educational purposes.

In addition, FERPA afford students certain rights with respect to their education records. These rights include the following:

1. the right to inspect and review their education records within 45 days of the day the university receives a request for access;
2. the right to request an amendment of their education records that they believe are inaccurate or misleading;
3. the right to consent to disclosures of personally identifiable information contained in their education records, except to the extent that FERPA authorizes disclosure without consent (One exception that permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the university in an administrative, supervisory, academic or support staff position.);
4. the right to file a complaint with the U.S. Department of Education concerning alleged failures by the university to comply with the requirements of FERPA. The name and address of the office that administers FERPA is: Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue SW, Washington, DC 20202-5920.

### **Time Commitment/Expectations**

Graduate school requires a high level of commitment and motivation from both faculty and students. Students must be committed to:

- reading the course materials,
- participating in face-to-face classes and/or online class sessions,
- participating with class members and the instructor in discussions, and
- completing quizzes, exams, case studies and other written assignments.

This commitment equates to approximately 20-25 hours per week for a full-time (nine credits) graduate student.

## **Student Services/Learner Services**

The program of student services at National American University campuses contributes to the career development goals of the university's students. Student services are provided through personnel, programs, and procedures offered to stimulate student development and personal and social growth. Other aspects of student services attempt to reduce or regulate conditions that might conflict with educational objectives shared by students and the university.

### **Academic Advising Services**

All graduate students have access to graduate academic coordinators to assist them with questions concerning course scheduling, degree completion and other academic issues. Graduate academic coordinators can be reached through email at [graduatestudies@national.edu](mailto:graduatestudies@national.edu) or by phone at 1-800-548-0602.

### **Alumni**

Graduates of National American University become members of the National American University Alumni Association. A recent initiative has been undertaken to enhance communication by way of newsletters and other means, and to build a more active and mutually beneficial relationship. Regular input from recent graduates helps the university evaluate its programs and personnel in terms of assessing outcome determinations and establishing improvement measures.

Alumni of National American University are encouraged to assist the university with the placement responsibility by sharing information regarding employment opportunities. Referral of prospective students to the university by alumni is also welcomed. Job search assistance on a long-term basis is available at no added charge to graduates through the campus career services offices. Alumni may activate involvement on the National American University Web site at <http://www.national.edu/alumni/alumni.html>

### **Career Services**

Career development is central to the mission and the overall purposes of the university and the career services staff has the responsibility to assist students and graduates in this important endeavor. Faculty, staff members, alumni and others also contribute to this effort.

Each career services office prepares and reports statistical information on employment of graduates. This information is available to students, prospective students and others.

National American University students and alumni are informed and empowered by the ability to link to the world's job market through the NAU Career Services Web site: [www.national.edu/careerservices](http://www.national.edu/careerservices).

### **Financial Aid**

Financial aid and student participation in federal, state, local and private assistance programs are very important aspects of National American University's effort to

assist students at all locations. Almost every National American University student at every location utilizes some form of assistance in meeting the financial requirements of higher education. The university's financial aid staff is skilled and up-to-date in understanding and providing assistance to students who wish to apply for various scholarships, grants, and loan programs.

### **Health and Accident Insurance**

Health and accident insurance in the form of a student group policy exists for all National American University students. The financial impact of illness or an accident on educational opportunity may be reduced by electing this optional coverage. Information regarding this benefit may be obtained from campus student services personnel.

### **Learning Resource Center**

National American University's Learning Resource Center (LRC) assists and supports students, faculty and staff in achieving success in their academic programs and careers through the development and maintenance of current and timely information in a variety of formats. Distance Learning students, faculty and staff have access to the National American University online catalog. E-books are also available through NetLibrary. Electronic, searchable full-text databases available include ProQuest Direct, EbscoHost, Infotrac, FirstSearch, NetAdvantage and Westlaw.

### **Online Orientation**

National American University's online orientation introduces students to WebCT, the software program used by National American University to distribute all online courses. The online orientation familiarizes the student with the process of submitting assignments, participating in discussions and communicating with the instructor online.

### **Recognition and Scholarships**

National American University recognizes students for their academic achievements, leadership abilities, and community service. Information on scholarship programs can be made available by contacting the financial aid office at the campus of interest.

In addition to various quarterly honors, the university participates in the national program Who's Who Among Students in American Universities and Colleges. Outstanding upper division students in baccalaureate programs are selected and recognized yearly at each location. Academic excellence, leadership and service are factors used to select qualified candidates for Who's Who.

### **NAU Foundation Academic Excellence Award**

Each National American University campus recognizes and rewards academic achievement through an NAU Foundation Academic Excellence Award and the NAU Foundation Alumni Academic Excellence Award program. To be eligible to apply for the academic excellence award, the student must have attended half-time (eight or more undergraduate credit hours *or* 4.5 or more graduate credit hours) at National American University fall and winter quarters of the last calendar year and

continue on a half-time basis for the award period. The minimum cumulative GPA requirement for consideration is 3.66.

Applications are available at each campus in the spring. Letters of reference and a brief autobiography must be included with the application.

Scholarship recipients are selected on the basis of the following:

1. academic achievement at National American University;
2. participation in institutional activities or community involvement/service while a National American University student;
3. financial need.

### **Student Groups/Organizations**

Student groups on National American University campuses have been organized for specific functions or on the basis of a common interest or goal. Student groups may include student government, student advisory councils, or other campus student organizations that exist on the basis of ethnic, recreational, athletic or academic interests. Contact your graduate academic coordinator or the campus academic dean for more information.

### **Student Interaction**

Because National American University, at each of its campus locations, is a relatively small institution, it enjoys and encourages the interaction of students, not only with each other but with the members of the faculty and professional staff. As a small private university, a family-type interaction with almost everyone in the campus community is possible and encouraged.

The university promotes student and staff involvement in university and community affairs in a service context and in a professional way. The university also interacts positively, supportively, and cooperatively with student families by assisting in student progress toward graduation and employment.

### **Student Welfare**

National American University, through its policies, procedures and student life programs, attempts to build a positive institutional climate and minimize the effects of conditions or situations on campus or off campus that might reduce student effectiveness.

As a private institution, National American University has greater control of campus conditions, for maximizing educational outcomes and building an effective collegiate environment.

In Rapid City, on-campus housing and food service are part of the effort to meet student needs. Details regarding the residence hall are covered in the residence hall handbook and the application-agreement form.

## **Technical Support**

Technical support is available for graduate students. Students experiencing technical problems are encouraged to contact NAU technical support at [nausupport@national.edu](mailto:nausupport@national.edu).

## **Tutoring Services**

Tutoring services for selected courses are available for students taking foundation courses. To request tutoring services for foundation courses contact your graduate academic coordinator.

# Course Descriptions

## Foundation Courses

### **BU5100 – Foundations of Accounting – 4.5 quarter credits**

This course is an introduction to financial and managerial accounting providing a survey of basic accounting principles. Emphasis is placed on the content, interpretation, and uses of accounting reports. This course is designed to provide students with a background necessary for graduate studies and may not be applied towards meeting degree requirements.

Prerequisite: Acceptance into the graduate program

### **BU5300 – Foundations of Statistics – 4.5 quarter credits**

This course engages students in learning to convert data into information through the use of statistical methods including probability, descriptive and inferential statistical procedures, exploratory data analysis, and forecasting. This course is designed to provide students with a background necessary for graduate studies and may not be applied towards meeting degree requirements.

Prerequisite: Acceptance into the graduate program

### **BU5400 – Foundations of Economics – 4.5 quarter credits**

This course is a survey of the principles of economics and the application of these principles to the economic problems including resource allocation, inflation, unemployment, and economic growth. This course is designed to provide students with a background necessary for graduate studies and may not be applied towards meeting degree requirements.

Prerequisite: Acceptance into the graduate program

### **BU5500 – Foundations of Finance – 4.5 quarter credits**

This course introduces students to basic finance concepts and how they are used in decision-making. Topics include evaluation of financial performance, capital budgeting, management of assets and liabilities, and evaluation of financing alternatives. This course is designed to provide students with a background necessary for graduate studies and may not be applied towards meeting degree requirements.

Prerequisite: Acceptance into the graduate program; BU5100 or equivalent

### **BU5610 – Foundations of Management – 4.5 quarter credits**

This course is an introduction to fundamental theories associated with the management of organizations. Emphasis is placed on the managerial process and the application of management theory in organizational settings. This course is designed to provide students with a background necessary for graduate studies and may not be applied towards meeting degree requirements.

Prerequisite: Acceptance into the graduate program

**BU5620 – Foundations of Marketing – 4.5 quarter credits**

This course provides an overview of marketing terminology, concepts and principles. Students will study the role of marketing in an organization and developing, planning and assessing marketing strategies. This course is designed to provide students with a background necessary for graduate studies and may not be applied towards meeting degree requirements.

Prerequisite: Acceptance into the graduate program

**BU5700 – Research and Writing for Graduate Study – 4.5 quarter credits**

This course familiarizes students with the tools and techniques to do acceptable graduate work. Emphasis will be given to critical thinking, research methods, study skills, and graduate-level writing. Students will also review the American Psychological Association's guidelines for properly formatting and citing research papers. This course is designed to provide students with a background necessary for graduate studies and may not be applied towards meeting degree requirements.

Prerequisite: Acceptance into the graduate program

## Graduate Courses

**AC6550 – Managerial Accounting – 4.5 quarter credits**

This course emphasizes the use of accounting information in formulating management decisions. Special emphasis is placed on accounting information needs for planning, controlling, decision-making and performance assessment.

Prerequisites: BU5100 or equivalent

**CI6400 – Information Technology for Strategic Advantage – 4.5 quarter credits**

This course focuses on the meaning and role of information technology within a business setting and offers a broad perspective of the relationship between organizational goals, information technology and strategic advantage. The student will examine the design and implementation of various information systems in order to integrate current technologies and configurations into the management decision-making and evaluation process.

Prerequisite: None

**CI6500 – System and Network Analysis and Design – 4.5 quarter credits**

This course is a survey of system and network analysis and design. The development process of information systems will be detailed, as well as a survey of programming languages, techniques and databases. Additionally, basic concepts of networking technologies and structures will be presented. Students will develop the necessary foundational knowledge of IT development to effectively work as a part of a business/IT team.

Prerequisite: None

**CI6510 – Database Systems in the Enterprise – 4.5 quarter credits**

This course provides students with a foundation in the theoretical and practical applications of current databases and database management systems as utilized by firms employed in commerce. Topics center on methods used to increase a firm's

strategic advantage and include database requirements planning, design, and implementation as well as data mining.

Prerequisite: None

**EC6150 – Managerial Economics – 4.5 quarter credits**

This course emphasizes applied decision-making using economic principles. It examines both internal and external economic environmental factors (such as production costs, competition, government regulation, and international concerns) and applies them to business and economic forecasting as well as to price and output determination.

Prerequisite: BU5400 or equivalent

**FN6200 – Finance for Managers – 4.5 quarter credits**

This course provides students with a framework for understanding and interpreting accounting and financial information. Topics include reading and interpreting financial statement information, developing budgets and using financial information to make informed managerial decisions.

Prerequisite: None

**FN6350 – Financial Management – 4.5 quarter credits**

This course emphasizes the use of financial analysis as a tool in management decision-making. The student will learn to identify and interpret financial information as it relates to the decision-making process and to communicate this information to a variety of audiences.

Prerequisite: BU5100 and BU5500 or equivalent

**FN6370 – Investment Management and Corporate Finance – 4.5 quarter credits**

This course is an analysis of various investment media such as preferred and common stock, and corporate and government bonds. Methods of appraisal of securities and management of investment accounts are also covered.

Prerequisite: BU5500, FN6350 or consent of instructor

**HA6500 – Fiscal and Regulatory Issues in Health Services – 4.5 quarter credits**

This course focuses on fiscal and regulatory issues in the health care industry. Students will focus on the management implications of current economic issues, funding streams, expenditures, legal and regulatory issues and ethical issues.

Prerequisite: None

**HA6510 – Global Issues in Health Care – 4.5 quarter credits**

This course covers global issues commonly encountered in modern health care systems. Topics will include issues common to all systems as well as specifics of the U.S. market. Students will research current issues of interest from other countries in order to assess the transportability and applicability of best practices across international systems.

Prerequisite: None

**HA6520 – Health Care Administration and Policy – 4.5 quarter credits**

This course establishes a conceptual framework for understanding the interconnections between health care administration and health care policy. This understanding is critical to the success of senior managers in our nation's health industry.

Prerequisite: None

**LA6100 – Legal Environment for Global Organizations – 4.5 quarter credits**

This course is designed to introduce students to the complexities of the legal environment for organizations doing business globally. Students will consider the law as it applies throughout the United States and in other countries. In addition, students will study international legal issues and legal and ethical decision-making across cultures.

Prerequisite: None

**LA6570 – Human Resource Law – 4.5 quarter credits**

This course is a survey of the legal and institutional framework that businesses and organizations work within from the standpoint of human resources. An examination of the substantive regulation of the employee/employer relationship, especially through common law and statutes, is covered.

Prerequisite: None

**MA6600 – Quantitative Methods for Management Decisions – 4.5 quarter credits**

This course explores the use of applied quantitative tools for managerial decision-making. These tools include Bayesian decision theory, programming algorithms and special deterministic models, such as queuing models. Students will utilize computer applications to analyze data and to assist in the decision-making process.

Prerequisite: BU5300 or equivalent

**MG6100 - Consumer Behavior – 4.5 quarter credits**

This course examines consumer decision-making models and processes that result in the selection and use of goods and services. Topics will include market research strategies, identifying and evaluating external and internal factors that affect consumer behavior in relation to changing demographics, social/cultural trends, global opportunities, technology, and legal/ethical concerns.

Prerequisite: None

**MG6200 – Marketing and Sales Management – 4.5 quarter credits**

This course provides students with an understanding of the marketing and sales process and how it impacts the operation of the organization. Students will learn to evaluate marketing and sales decisions using a variety of information sources to gather information in both a departmental and organizational context.

Prerequisite: None

**MG6400 - Strategic Global Marketing– 4.5 quarter credits**

This course examines the practice of initiating and sustaining marketing operations both internationally and trans-nationally. Topics examined will include the theoretical and practical application of the marketing discipline to address the

selection of markets, understanding of consumer cultures, development of strategic and marketing plans, placement of goods and services, coordination of support services necessary, and the legal and cultural challenges of implementing global marketing strategies.

Prerequisite: None

**MG6500 – Marketing Administration – 4.5 quarter credits**

This course emphasizes the application of marketing concepts and tools in the decision-making process. Students will discuss the manager's role in administering marketing programs and in ensuring that marketing is appropriate to the organization's goals. The course also includes a study of the behavioral, functional, societal, international, and institutional foundations of marketing.

Prerequisite: BU5620 or equivalent

**MT6100 – Research Design – 4.5 quarter credits**

This course provides students with a framework for research design. Students will conduct a literature review, create research questions and hypotheses, design a research plan, construct and administer a questionnaire, interpret research findings, and create a management report with recommendations. Students will also discuss ethical issues in research.

Prerequisite: Statistics or research design coursework

**MT6200 – Leading the Organization I: Communication, Culture and Change – 4.5 quarter credits**

This course emphasizes the leader's role in communication, culture, and change. Students will investigate how leaders utilize effective communication, build culture and encourage change to create a successful organization.

Prerequisite: BU5610 or equivalent

**MT6250 – Leading the Organization II: Productivity, Process, and Programs – 4.5 quarter credits**

This course emphasizes the leader's role in productivity, processes, and programs in a competitive global environment. Students will investigate the leadership and decision-making role of managers in the operations functions of an organization.

Prerequisite: None

**MT6270 – Independent Research – 4.5 quarter credits**

This course is designed to provide the student with the opportunity for independent applied research. Students who are enrolled will produce a research document pertaining to a topic of personal, professional or academic interest. The course is intended for students who have completed the majority of their program so that previous coursework can provide the foundation for the research. The course encourages independent student research with a minimal amount of faculty direction.

Prerequisite: None

**MT6300 – Managing Human Resources – 4.5 quarter credits**

This course is an in-depth examination of selected human resource management issues from a contemporary manager's viewpoint. Topics examined include: personnel planning; employee selection; performance appraisal, training, and development; compensation; legal issues; discipline; and labor relations. The course examines these topics as they relate primarily to operational activities in organizations.

Prerequisite: BU5610

**MT6310 – Training and Development in Human Resource Management – 4.5 quarter credits**

This course is a detailed examination of training and development issues from a contemporary manager's viewpoint. Topics examined include: identification of training and development needs, implementation of programs, and assessment of program effectiveness.

Prerequisite: None

**MT6320 – Employee Evaluation and Compensation – 4.5 quarter credits**

This course is a detailed examination of employee evaluation and compensation. Topics include performance assessment, compensation/benefits philosophy, role of compensation/benefits in recruiting and retention, design of compensation plans, and assessment of the effectiveness of evaluation and compensation plans.

Prerequisite: None

**MT6570 – International Business – 4.5 quarter credits**

This course is designed to acquaint students with the growing opportunities and potential and economic risks in doing business across international boundaries. This course is a study of the nature of international business and the environment in which an international business operates. Monetary and organizational conditions are examined. Controllable and uncontrollable forces in the international economic arena are also discussed.

Prerequisite: None

**MT6580 – International Management – 4.5 quarter credits**

This course is designed to provide students with an understanding and knowledge of international management as firms become international in scope for a variety of reasons. This course aims to cover prominent areas that are crucial for international managers to be familiar and accustomed with. The areas covered broadly in this course are a) the internationalization process of an organization; b) the impact of globalization on the nature of managing a business; c) essential skills of the global manager; d) managing the new global workforce; e) cross-cultural issues and challenges; f) political, legal and ethical challenges of international management, and g) global leadership.

Prerequisite: None

**MT6600 – Enterprise E-Business Strategy – 4.5 quarter credits**

This course discusses emerging trends and details industry best practices in the use of e-business technologies to integrate and streamline the operational effectiveness of the firm. Technologies discussed will include business-to-consumer (B2C) e-commerce, business-to-business (B2B) e-commerce, portals, Web-based system integration, wireless devices, knowledge management and security. Students will research and use applications and systems in class.

Prerequisite: None

**MT6610 – Managing and Optimizing Projects – 4.5 quarter credits**

This course is a study of the techniques and management used to successfully initiate, conduct and evaluate projects. The course relies on quantitative methods in resource allocation, scheduling, and capacity planning. Industry best practices are examined for a variety of project types and circumstances while practical strategies are evaluated. Students will use project management software to model scenarios and variations.

Prerequisite: None

**MT6610 – Knowledge Management – 4.5 quarter credits**

This course is designed to facilitate the understanding of knowledge management, and how it can be used to gain competitive corporate advantage. This course will provide a forum for in-depth discussions of knowledge management (KM) topics that include; knowledge and organizational knowledge, intellectual capital, knowledge processes, organizational decision-making, organizational learning, productivity and innovation, socio-technical system design, as well as decision support systems enabled by knowledge management, "KM" technologies and best practices.

Prerequisite: None

**MT6650 – Strategy and Policy – 4.5 quarter credits**

This is a capstone course designed to integrate concepts, theories, and skills learned in other graduate core courses. The student will learn to view business challenges from the perspective of senior level management in order to develop, implement, and assess strategic planning options. The student will also learn to develop creative responses to challenges and opportunities that the organization may face.

Prerequisites: Eight graduate core courses

**MT6700 – Managerial Communication – 4.5 quarter credits**

This course addresses communication techniques in contemporary organizations. Students learn about the challenges that middle managers face in employing appropriate communication to resolve conflict, promote workplace efficiency, and achieve organizational goals. Students also learn how to be more effective communicators in a variety of organizational settings.

Prerequisite: None

**MT6800-Thesis I and MT6810-Thesis II– 4.5 quarter credits each**

The thesis project will entail research in a pertinent field of study chosen by the student in conjunction with a university graduate faculty member and will be supervised by a graduate faculty member. The course may require, but is not limited

to conferences, electronic reports, presentations and papers as evidence of work progress and project completion. The thesis project must provide evidence of originality, appropriate organization, clarity of purpose, critical analysis, and accuracy and completeness of documentation. It should be noted that the quality of work accomplished is a major consideration in judging acceptability of the final presentation and paper. Students who select the thesis option must satisfactorily complete both Thesis I and II.

Prerequisite: Approval of dean of graduate studies

**MT6990 – Special Problems in Business – 1 to 4.5 quarter credits**

This course allows students to pursue special topics in contemporary business and management and in other related fields.

Prerequisite: None

## Graduate Academic Calendar

### Fall 2008

September 29	Quarter Begins
October 7	Last Day to Drop/Add Classes without financial penalty
November 5	Second Session starts
November 10	Veteran's Day-No classes
November 12	First Session ends
November 27 & 28	Thanksgiving-No classes
December 17	Second Session ends, Quarter ends
December 18-January 4	Quarter Break

### Winter 2008/9

January 5	Quarter Begins
January 11	Last Day to Drop/Add Classes without financial penalty
January 19	Martin Luther King Day-No classes
February 9	Second Session starts
February 15	First Session ends
March 23	Second Session ends, Quarter ends
March 24-April 5	Quarter Break

### Spring 2009

April 6	Quarter Begins
April 12	Last Day to Drop/Add Classes without financial penalty
April 10	Good Friday-No classes
May 11	Second Session starts
May 17	First Session ends
May 25	Memorial Day-No classes
June 23	Second Session ends, Quarter ends
June 24-July 5	Quarter Break

### Summer 2009

July 6	Quarter Begins
July 12	Last Day to Drop/Add Classes without financial penalty
August 11	Second Session starts
August 17	First Session ends
September 1	Labor Day-No classes
September 21	Second Session ends, Quarter ends
September 22-September 27	Quarter Break

**Fall 2009**

September 28	Quarter Begins
October 6	Last Day to Drop/Add Classes without financial penalty
November 4	Second Session starts
November 11	Veteran's Day-No classes
November 12	First Session ends
November 26 & 78	Thanksgiving-No classes
December 16	Second Session ends, Quarter ends
December 17-January 3	Quarter Break

**Winter 2009/10**

January 4	Quarter Begins
January 10	Last Day to Drop/Add Classes without financial penalty
January 18	Martin Luther King Day-No classes
February 8	Second Session starts
February 14	First Session ends
March 22	Second Session ends, Quarter ends
March 23-April 4	Quarter Break

**Spring 2010**

April 5	Quarter Begins
April 11	Last Day to Drop/Add Classes without financial penalty
May 10	Second Session starts
May 16	First Session ends
May 31	Memorial Day-No classes
June 21	Second Session ends, Quarter ends
June 22-July 5	Quarter Break

**Summer 2010**

July 6	Quarter Begins
July 12	Last Day to Drop/Add Classes without financial penalty
August 11	Second Session starts
August 17	First Session ends
September 6	Labor Day-No classes
September 21	Second Session ends, Quarter ends
September 22-October 3	Quarter Break

# National American University

## Board of Governors

Robert D. Buckingham	Chairman of the Board of Governors; President, DLORAH, Inc., Rapid City, SD
Linda Copper	Assistant to the President, DLORAH, Inc., Carlsbad, CA
Dr. Jerry L. Gallentine	University President and Chief Executive Officer, Rapid City, SD
Richard L. Halbert	Senior Partner, Halbert and Dunn, Falls City, NE
Susan Livingston	Consulting Occupational Therapist, Bayfield, CO
Dr. Richard H. Mosier	President Emeritus of Rogers State University; President of Oklahoma Higher Education Heritage Society, Claremore, OK
H. Edward Yelick	Business Executive, Retired, Rapid City, SD
Kamal Puri	Ex Officio Member, President of Skyline College, Sharjah, United Arab Emirates
Koichi Sato	Ex Officio Member, Chancellor, The Human Group, Osaka, Japan
Dr. Hector Zúñiga Salinas	Ex Officio Member, President, Universidad del Mar, Viña del Mar, Chile

# National American University

## Central Administration

### **University President and Chief Executive Officer**

Jerry L. Gallentine, B.S., Fort Hays State University (1962); M.Ed., University of Toledo (1963); M.S., University of Toledo (1965); Ph.D., University of Toledo (1965).

### **Chief Operating Officer/Chief Financial Officer**

Ronald Shape, B.A., Dakota Wesleyan (1991); MBA, University of South Dakota (1996); Ed.D., University of South Dakota (2001).

### **Provost/General Counsel**

Samuel D. Kerr, B.S., Black Hills State University (1982); B.S. Ed., Black Hills State University (1982); M.Ed., South Dakota State University (1986); J.D., University of Nebraska-Lincoln (1992); Ed.D., University of South Dakota (2001).

### **Associate Provost/System Vice President for Curriculum and Instruction**

Marilyn Holmgren, B.A., College of St. Scholastica (1976); M.S., The Tri-College University (1990); Ph.D., University of Nebraska (2008).

### **System Vice President of Graduate Studies/Dean of the Graduate School**

Phyllis Okrepkie, B.B.A., University of San Diego (1980); MBA, National University (1984); D.M., Colorado Technical University (2001); C.M.A.

### **Interim System Vice President for Academic Operations and Learner Services**

Jerry Joy, B.S., Peru State College (1963); M.S., Northwest Missouri State University (1965).

### **Associate Vice President of Finance**

Venessa Green, B.S., DeVry Institute (1993); MBA, National American University (2006); C.P.A.

### **Registrar**

Tom Mahon, B.S., Eastern Montana College (1979); M.Ed., Eastern Montana College (1985).

### **System Director of Alumni Services**

Guy W. Tillett, B.A., Butler University (1959); M.A.T., Indiana University (1968).

### **System Director of Assessment**

Barbara Preszler, A.A., South Dakota State University (1984); B.S., Black Hills State University (1989); M.S., South Dakota State University (1994).

### **System Director of Financial Aid**

Cheryl Bullinger

**System Director of Human Resources/System Director for International Admissions**

Misti Merriam, B.A., University of Sioux Falls (1990); M.M., National American University (2007).

**System Director of Information Technology**

John Buxton, B.S., University of Nebraska (1993); MBA, University of Tulsa (1995).

**System Director of Marketing**

Tiffany Smith, B.A., Chadron State College (1997).

**System Director of Student Accounts**

Linda Pottorff, B.S., National American University (1995).

**Dean of the School of Nursing**

Julia Bronner, B.S.N., College of St. Teresa (1965); M.S.N., Winona State University (1990); Ph.D., Capella University (1999); R.N., C.T.N.

**System Accounting Program Chair**

Jason Warr, B.S., University of Utah (1994); MBA, Westminster College (1997); C.P.A.

**System Business Program Chair**

Todd Herseth, B.A., Dakota Wesleyan University (1995); MBA, University of South Dakota (2004).

**System General Education Program Chair**

Carole Foster, B.A., University of Colorado (1983); M.Ed., South Dakota State University (1987); M.S., South Dakota State University (1993).

**System IT Program Chair**

Jeff Sloan, B.S., University of Pittsburgh (1979); M.S. Texas State University-San Marcos (2001).

**System Legal Studies Program Chair**

Paul Sedlacek, B.S., Business Administration, University of Nebraska (1977); J.D., University of Nebraska (1980).

**System Medical Assisting and Medical Administrative Assistant Program Chair**

Cathie Ogdie, A.A., Mount Saint Clare College; (1974); B.A., University of Guam (1976); M.S., University of South Dakota (1995); D.L.M. (A.S.C.P.), M.T. (A.S.C.P.).

**System Pharmacy Technician Program Chair**

Pat Schommer, B.S., University of Wisconsin (1982); C.Ph.T.

#### **System Therapeutic Massage Program Chair**

Laura Woitte, B.A., Behavioral Sciences/Education, Dakota Wesleyan University (1998); A.A.S., Therapeutic Massage, National American University (2003); M.S.A.S., Administrative Studies, University of South Dakota (2007).

## **National American University Graduate School Staff**

#### **System Vice President of Graduate Studies and Dean of the Harold D. Buckingham Graduate School**

Phyllis Okrepkie, B.B.A., University of San Diego (1980); MBA, National University (1984); D.M., Colorado Technical University (2001); Certified Management Accountant.

#### **Associate Dean of the Graduate School**

Susan Wurtele, Susan Wurtele, B.S., University of Nebraska (1990), M.Ed., South Dakota State University (1999).

#### **Graduate Academic Coordinators:**

Rani Mitchell, A.A.S, Western Nebraska Community College (1997); B.A. Chadron State College (1999); M.S., South Dakota State University (2005).

Bruce Hamby, B.S., National American University (2000); MBA, National American University (2002).

Karen Hoffman, B.S., South Dakota School of Mines and Technology (2001).

## **National American University Graduate School Business Advisory Committee**

Phyllis Okrepkie, System Vice President for Graduate Studies, and Dean of the Harold D. Buckingham Graduate School.

Dennis Nitschke, Consultant and author of *Leader or Not, Here I Come*.

Charles Baldwin, Vice President and Chief Human Resource Officer, Cabella's Inc.

Chadd Smith, Senior Manager, Deloitte Consulting, Chicago, IL.

Marlene Erickson, Financial Advisor/Bank Development Officer, Bank West,  
Rapid City, SD.

# National American University

## Graduate School Faculty

- Wendy Achilles, B.S., Accounting, East Carolina University (1994); M.S.A., Accounting, East Carolina University (1994); Ph.D., Accounting, Virginia Commonwealth University (2006); Certified Public Accountant.
- Peter Ambs, MBA, College of Santa Fe, (1995); B.A., Business Administration, College of Santa Fe, (1990); Project Management Professional, (2005); Six Sigma Green Belt, (2000); Microsoft Certified Systems Engineer, (1998); Microsoft Certified Professional + Internet, (1998); Novell Certified Network Engineer, (1995).
- Robert Baker, B.S., Business Administration/Finance, University of Louisville (1984); M.S., Business Administration/Management, Golden Gate University (1994).
- Jackie Brewer, B.A., Computer Information Systems, Ottawa University (1998); M.A., Human Resources, Ottawa University (1999); Ph.D., Organization and Management, Leadership, Capella University (2006).
- Alfred Boysen, B.A., English, Augustana College (1967); M.A., English, University of South Dakota (1968); Ed.D., Adult Education, University of South Dakota (1979).
- Richard Caldarola, B.S., English, LaSalle University (1972); MBA, Friends University (1992); D.B.A., Marketing, Nova Southeastern University (1998); Postdoctoral Studies in Finance and Accounting, Nova Southeastern University (2002-2003); Certified Management Accountant; Certified in Financial Management.
- Richard Gayer, B.G.S., Political Science/History, Chaminade University of Honolulu, (1976); M.P.A., Pepperdine University, (1977); MBA, Financial Management, National University, (1979); Ph.D., Organization and Management, Capella University, (2006).
- Venessa Green, B.S., Accounting, DeVry University (1993); MBA, Management, National American University (2006); Certified Public Accountant.
- Gary Hanney, B.S., Business Administration – specialization Health Administration and B.S.O.E., Occupational Education – specialization Nursing Services, Wayland Baptist University (1998); MBA, Wayland University (2000); D.B.A., Management, Argosy University (2005).
- Kenneth Harris, A.A.S., Liberal Arts, City Colleges of Chicago (1985); A.A.S., Avionics Systems Technology, Community College of the Air Force (1986);

B.S., Electronic Engineering Technology, South Dakota State University (1991); MBA, University of South Dakota (2000).

Asefaw Indrias, B.S., Management, Park University (1989); Master of Public Affairs, Public Management, Park University (1993); D.B.A., University of Phoenix (2008).

Theresa Kuffel, B.A., Radio-TV, University of Arizona (1990); J.D., William Mitchell College of Law (1995).

Stephanie Lyncheski, B.A., English and Theatre, Rippon College (1993); M.A., Communications/Journalism, Marquette University (1994); M.Ed., Human Relations/Educational Counseling, Northern Arizona University (1999); D.M., Organizational Leadership, University of Phoenix (2003).

Laina Molaski, B.B.A., Management, Rochester College (2001); MBA, Indiana Wesleyan University (2003); Ph.D., Business Administration – specialization Human Resource Management and Management (2006).

David Murphy, MBA, Washington State University (1980); Ph.D., Business Administration, Washington State University (1989); B.A., Business Administration (Accounting), Central Washington University, (1975); C.P.A., Certified Financial Planner, Certified Fraud Specialist.

Jeremy Nauman, B.S., Political Science and Criminal Justice, University of South Dakota (1999); J.D. University of South Dakota School of Law, (2002).

Phyllis R. Okrepkie, B.B.A., Accounting, University of San Diego (1980); MBA, Financial Management, National University (1984); D.M., Colorado Technical University (2001); Certified Management Accountant.

Jon Outland, B.A., Business Administration, Biology and Chemistry, Augustana College (1996); MBA, University of Illinois (1998); M.S., Information Systems, Dakota State University (2002).

John Quinn, B.A., Political Science, Yale University (1966); J.D., University of Pennsylvania (1968); L.L.M., Corporation Law, New York University (1974); J.S.D., New York University (1979); M.A., Comparative Asian Studies, University of Hong Kong (1987).

James Rairdon, B.A., International Studies, Ohio State University, (1976); M.A., Management, Webster University, (1993); D.M., Colorado Technical University, (2007).

Robert Rhodes, B.U.S., University Studies, Ohio State University (1976); MBA, Eastern New Mexico University (1991).

Michael Smith, B.S., Applied Management, National American University (2000); M.A.O.M., Organizational Management, University of Phoenix (2003).

Myron Sougstad, B.S., Mathematics, San Jose State University (1966); M.S., Mathematics, University of Denver (1968).

Daniel Stanton, B.S., Workforce Education and Development, Southern Illinois University (2000); B.S. Civil Engineering, South Dakota School of Mines and Technology (2001); M.S., Technology for Education and Training, University of South Dakota (2003); MBA, National American University (2006).

Susan Stoker, B.A., Elementary Education, Purdue University (1994); M.A., Business and Organization Security Management, Webster University (2004); Ph.D., Organization and Management, Capella University (2004).

Michael Von Berg, B.S., Applied Management, National American University (2003); B.S., IT – Management Information Systems, National American University (2003); MBA, National American University (2005).

Jason Warr, B.S., Accounting, University of Utah (1994); MBA, Westminster College (1997); C.P.A.

Peter Young, B.A. Political Science, University of California at Los Angeles (1977); M.A., Political Science, University of Hawaii at Manoa (1981).