

NATIONAL AMERICAN UNIVERSITY



Master's Catalog 2015-2016

Quality higher education in a caring and supportive learning environment

NATIONAL AMERICAN UNIVERSITY LOCATIONS

Central Administration

www.national.edu
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(605) 721-5200
(605) 721-5241 (FAX)

Albuquerque

4775 Indian School Road NE, Suite 200
Albuquerque, NM 87110-3976
(505) 348-3700
(505) 348-3705 (FAX)

Albuquerque West

10131 Coors Blvd, Suite I-01
Albuquerque, NM 87114
(505) 348-3750
(505) 348-3755 (FAX)

Austin

13801 Burnet Road, Suite 300
Austin, TX 78727
(512) 651-4700
(512) 651-4705 (FAX)

Austin South

6800 Westgate Boulevard, Suite 102
Austin, TX 78745-4868
(512) 651-4750
(512) 651-4755 (FAX)

Bellevue

3604 Summit Plaza Drive
Bellevue, NE 68123-1065
(409) 972-4250
(409) 972-4255 (FAX)

Bloomington

7801 Metro Parkway, Suite 200
Bloomington, MN 55425
(952) 356-3600
(952) 356-3605 (FAX)

Brooklyn Center

6200 Shingle Creek Pkwy, Suite 130
Brooklyn Center, MN 55430
(763) 852-7500
(763) 852-7505 (FAX)

Burnsville

513 West Travelers Trail
Burnsville, MN 55337
(952) 563-1250
(952) 563-1255 (FAX)

Centennial

8242 South University Blvd, Suite 100
Centennial, CO 80122-3157

(303) 542-7000
(303) 542-7005 (FAX)

Colorado Springs

1915 Jamboree Drive, Suite 185
Colorado Springs, CO 80920
(719) 590-8300
(719) 590-8305 (FAX)

Colorado Springs South

1079 Space Center Drive, Suite 140
Colorado Springs, CO 80915
(719) 208-3800
(719) 208-3805 (FAX)

Ellsworth AFB Extension

1000 Ellsworth St., Suite 2400-B
Ellsworth AFB, SD 57706
(605) 718-6550
(605) 718-6555 (FAX)

Garden City

801 Campus Drive
Garden City, KS 67846
(620) 805-3550

Georgetown

1015 W. University Avenue, Suite 700
Georgetown, TX 78628
(512) 942-6750
(512) 942-6755 (FAX)

Harold D. Buckingham Graduate School

Roueche Graduate Center
6836 Austin Center Boulevard, Suite 270
Austin, TX 78731
(512) 813-2300
(512) 813-2305 (FAX)

Houston

11511 Katy Freeway, Suite 200
Houston, TX 77079
(832) 619-7300

Independence

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Independence, MO 64057
(816) 412-7700
(816) 412-7705 (FAX)

Indianapolis

3600 Woodview Trace, Suite 200
Indianapolis, IN 46268
(317) 810-8100
(317) 810-8105 (FAX)

Lee's Summit

401 N.W. Murray Road
Lee's Summit, MO 64081

(816) 600-3900
(816) 600-3905 (FAX)

Lewisville

475 State Highway 121-Bypass
Lewisville, TX 75067-8193
(972) 829-2150
(972) 829-2156 (FAX)

Mesquite

18600 LBJ Freeway
Mesquite, TX 75150-5628
(972) 773-8800
(972) 773-8805 (FAX)

Minnetonka

10901 Red Circle Dr, Suite 150
Minnetonka, MN 55343
(952) 562-4200
(952) 562-4205 (FAX)

Online Campus

www.national.edu/distance
5301 S. Highway 16
Rapid City, SD 57701
(605) 394-4953
(800) 770-2959 General Information
(800) 209-0182 Admissions
(605) 394-5082 (FAX)

Overland Park

10310 Mastin
Overland Park, KS 66212-5451
(913) 981-8700
(913) 981-8705 (FAX)

Rapid City

5301 S. Highway 16
Rapid City, SD 57701
(605) 394-4800
(605) 394-4871 (FAX)

Richardson

300 N. Coit Road, Suite 225
Richardson, TX 75080
(972) 773-8650
(972) 773-8655 (FAX)

Rochester

3906 E. Frontage Rd NW/Hwy 52
Rochester, MN 55901
(507) 286-1650
(507) 286-1655 (FAX)

Roseville

1550 W. Highway 36
Roseville, MN 55113-4035
(651) 855-6300
(651) 855-6305 (FAX)

Sioux Falls

5801 S. Corporate Place
Sioux Falls, SD 57108
(605) 336-4600
(605) 336-4605 (FAX)

Tulsa

8040 S. Sheridan Road
Tulsa, OK 74133
(918) 879-8400
(918) 879-8405 (FAX)

Watertown

925 29th St. S.E., Suite E
Watertown, SD 57201
(605) 884-7200
(605) 884-7205 (FAX)

Wichita

7309 E 21st St. N., Suite G40
Wichita, KS 67206
(316) 448-5400
(316) 448-5405 (FAX)

Wichita West

8428 West 13th St, Suite 110-120
Wichita, KS 67212
(316) 448-3150
(316) 448-3155 (FAX)

**Workforce Development & Continuing
Education**

www.workforce.national.edu
5301 S. Highway 16
Rapid City, SD 75501
(855) 299-7915

Zona Rosa

7490 NW 87th Street
Kansas City, MO 64153
(816) 412-5500
(816) 412-5505 (FAX)

TABLE OF CONTENTS

National American University Locations.....	1	Master of Management	18
General Information	1	MM Program Outcomes	18
Harold D. Buckingham Graduate School	1	MM Program Requirements	18
Roueché Graduate Center	1	MM Prerequisite Requirements.....	18
Mission Statement	1	MM Core Courses	18
Core Values	1	MM Elective and Emphasis Options	18
Purposes	1	MM Student Learning Outcomes	19
Accreditation - Approvals - Affiliations.....	2	School of Nursing	21
Equal Educational Opportunity Policy	4	Mission Statement	21
The Catalog	4	Goals/Purposes	21
Introduction	5	School of Nursing Philosophy.....	21
Student Core Abilities	5	Nursing Practice and Nursing Education.....	22
Graduate Program Mission.....	5	References	22
Graduate Program Goals	5	MSN Curriculum Description	23
Admissions.....	6	MSN Student Learning Outcomes.....	23
Admission Criteria	6	Academics	24
Admission Requirements - MBA and MM	6	Assessment Philosophy	24
Admissions Requirements - Executive MBA.....	6	Attendance and Participation Policy	24
Admission Requirements - MSN - School of Nursing*	6	Cancellation of Classes	24
Admission Submittals	6	Certificate of Authorship.....	24
Admittance Process	7	Change of Grades	24
International Student Admission Requirements	7	Commencement.....	24
Non-Native English Speaking Students	8	Educational Philosophy of National American University....	24
Termination from the Graduate Program	8	Enrollment Status	25
Transcripts.....	8	Expectation of Master's Students	25
Master of Business Administration.....	9	Grading Standards - Graduate	25
MBA Program Outcomes	9	Graduation Requirements - MBA and MM.....	25
MBA Program Requirements	9	Graduation Requirements - Executive MBA.....	26
MBA Prerequisite Requirements.....	9	Graduation Requirements - MSN.....	26
MBA Core Courses	9	Incomplete Policy.....	26
MBA Elective and Emphasis Options	10	Independent Study.....	27
MBA Student Learning Outcomes	11	Master's Transfer Courses	27
Executive Master of Business Administration	12	MSN Progression Standards.....	28
Executive MBA Program Format.....	12	Repeating Courses.....	28
Executive MBA Admission Process	12	Self-Directed Learner Statement	28
Executive MBA Learning Model and Methodology.....	12	Special Student Status	28
Executive MBA Program Requirements	12	Student Reentry - Graduate	28
Executive MBA Core Courses	12	Student Course Load Policy - MBA, MM, and MSN	28
Termination from the Executive MBA.....	13	Thesis Policy	28
Executive MBA Course Descriptions	14	Time Limitations	29
Skill Based Communication Courses for Leaders (0.75 credit hours each)	17	Transferability of Credit Disclosure	29
		Undergraduate/Master's Dual Credit Courses	29
		Tuition and Fees	30
		Fees	30

Financial Aid Programs	31	Financial Aid	53
Scholarships.....	31	Groups/Organizations	53
Federal Direct Loans	31	Health and Accident Insurance.....	53
Executive MBA Financial Aid and Scholarship Information ..	31	NAU Foundation Academic Excellence Award	53
Course Descriptions - MBA, MM, and MSN.....	32	Online Library and Learning Resource Centers	54
Accounting (AC)	32	Recognition and Scholarships.....	54
Information Technology (CI)	32	Title IX: Sex Discrimination and Sexual Misconduct	54
Criminal Justice (CJ)	33	Student Interaction.....	54
Economics (EC).....	33	Student Welfare	54
Finance (FN).....	33	Technical Support.....	55
Health Care (HA).....	34	Tutoring Services.....	55
Higher Education Management (HE)	34	Academic Calendars	56
Law (LA).....	34	MBA, MM, and MSN - 2015-2017	56
Mathematics (MA)	34	Executive MBA - 2015-2016.....	57
Marketing (MG)	35	Directory	59
Management (MT).....	35	Board of Governors	59
Nursing (NS)	37	Ownership.....	59
Satisfactory Academic Progress Policy	39	Central Administration	60
Satisfactory Academic Progress Policy - Graduate	39	Harold D. Buckingham Graduate School at the Roueche	
Satisfactory Academic Progress Table - Graduate	40	Graduate Center.....	61
University Policies/Procedures	41	NAU Business Advisory Committee.....	61
Academic Integrity	41	MSN Program Advisory Committee	62
Attendance Philosophy	41	Master's Faculty.....	62
Attendance Policy.....	41	Index	64
Conduct.....	42		
Confidentiality Policy.....	42	Published March 2016	
Americans with Disabilities Act Policy -			
Undergraduate/Graduate	42		
Drug and Alcohol Policy	43		
Emergency Military Deployment	43		
Enrollment Dates and Quarter System - MBA, MM, and			
MSN	44		
Enrollment Dates and Trimester System - Executive MBA ..	44		
Registration.....	44		
Falsification of Educational Records.....	44		
Student Concerns.....	44		
Internet Policy	48		
IRB Policy	49		
Refund Policy: On-campus and Online Students.....	50		
Right to Privacy - FERPA	51		
Self-Directed Learner Statement	52		
Student Concerns - Minnesota Students	52		
Student Concerns - Tennessee Students	52		
Time Commitment/Expectations	52		
Student Services/Learner Services.....	53		
Academic Advising Services.....	53		
Alumni.....	53		
Career Services	53		

GENERAL INFORMATION

HAROLD D. BUCKINGHAM GRADUATE SCHOOL

Harold D. Buckingham is widely considered the spiritual founder of National American University. A passionate advocate for higher learning, Mr. Buckingham embraced an open enrollment philosophy where quality educational opportunities exist for every person who desires it. He also strongly believed that it was the responsibility of colleges and universities to do everything in their power to ensure students succeed. Over two decades after his death in 1995, the university is still committed more than ever to his goals and ideals. In his honor, the graduate school is known as the Harold D. Buckingham Graduate School.

"The success of our past greatly inspires us toward success in the future."
~ Harold D. Buckingham

ROUECHE GRADUATE CENTER

National American University established the Harold D. Buckingham Graduate School in 2000 in Rapid City, S.Dak. In 2012, the graduate school moved its headquarters to Austin, Texas and is now housed in the Roueche Graduate Center located at 6836 Austin Center Boulevard, Ste. 270, Austin, TX 78731.

The center is named in honor of Dr. John E. Roueche, president of the center. Dr. Roueche is Director Emeritus of the Community College Leadership Program and Sid W. Richardson Chair Emeritus at The University of Texas at Austin.

The purpose of the Roueche Graduate Center is to coordinate all graduate programs at NAU. The university recognized the importance of focusing on master's and doctoral student experiences to prepare future practitioners and leaders.

MISSION STATEMENT

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

The university builds learning partnerships with students and other institutions and organizations 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 an 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 lifelong learners as knowledgeable citizens of the global community.
3. Provide a collegiate experience through instructional and support services that create 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 while promoting diversity in culture and perspective.
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, January 2012

ACCREDITATION - APPROVALS - AFFILIATIONS

National American University is accredited by the Higher Learning Commission, 230 South LaSalle Street, Suite 7-500, Chicago, IL, 60604, www.ncahlc.org, (800) 621-7440.

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

National American University has received specialized accreditation for its business programs through the International Assembly for Collegiate Business Education (IACBE), located in Lenexa, Kan., USA. The business programs in the following degrees are accredited by the IACBE:

- Master of Business Administration
- Master of Business Administration with emphasis in Accounting
- Master of Business Administration with emphasis in E-Marketing
- Master of Business Administration with emphasis in Health Care Administration
- Master of Business Administration with emphasis in Human Resource Management
- Master of Business Administration with emphasis in Information Technology Management
- Master of Business Administration with emphasis in International Business
- Master of Business Administration with emphasis in Management
- Master of Business Administration with emphasis in Operations and Configuration Management
- Master of Business Administration with emphasis in Project and Process Management
- Master of Management
- Master of Management with emphasis in Criminal Justice Management
- Master of Management with emphasis in E-Marketing
- Master of Management with emphasis in Health Care Administration
- Master of Management with emphasis in Human Resource Management
- Master of Management with emphasis in Information Technology Management
- Master of Management with emphasis in Operations and Configuration Management
- Master of Management with emphasis in Project and Process Management
- Master of Management with emphasis in Proprietary Higher Education Management
- Bachelor of Science in Accounting
- Bachelor of Science in Management
- Bachelor of Science in Business Administration
- Bachelor of Science in Business Administration with emphasis in Accounting
- Bachelor of Science in Business Administration with emphasis in Entrepreneurship
- Bachelor of Science in Business Administration with emphasis in Financial Management
- Bachelor of Science in Business Administration with emphasis in Human Resource Management
- Bachelor of Science in Business Administration with emphasis in Management
- Bachelor of Science in Business Administration with emphasis in Marketing
- Bachelor of Science in Business Administration with emphasis in Pre-Law
- Bachelor of Science in Business Administration with emphasis in Supply Chain Management
- Bachelor of Science in Business Administration with emphasis in Tourism and Hospitality Management
- Associate of Applied Science in Accounting
- Associate of Applied Science in Management
- Associate of Applied Science in Business Administration

The health information technology associate degree program is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) (www.cahiim.org).

The medical assisting programs offered at Albuquerque, Austin, Bloomington, Brooklyn Center, Colorado Springs, Denver, Independence, Overland Park, Roseville, Sioux Falls, Wichita, and Zona Rosa are accredited by the Commission on Accreditation of Allied Health Education Programs (www.caahep.org) on the recommendation of the Medical Assisting Education Review Board (MAERB). The Commission on Accreditation of Allied Health Education Programs can be contacted at 1361 Park Street, Clearwater, FL 33756, (727) 210-2350.

The Occupational Therapy Assistant (OTA) programs offered at the Centennial, Colo. and Independence, Mo. campuses, are accredited through the Accreditation Council for Occupational Therapy Education (ACOTE).

The paralegal studies program offered at the Rapid City and Sioux Falls campuses are separately approved by the American Bar Association (ABA). The program offered in the Minneapolis/St. Paul metro area, including the Bloomington campus, Brooklyn Center campus, Burnsville campus, Roseville campus, and Minnetonka campus, is separately approved by the ABA.

The pharmacy technician programs offered at Bloomington, Brooklyn Center, Independence, Roseville, Sioux Falls, and Zona Rosa are accredited by the American Society of Health-System Pharmacists (ASHP).

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

Full approval was granted by the Missouri State Board of Nursing for the university's ASN program (Zona Rosa campus).

Initial approval was granted by the New Mexico Board of Nursing for the university's Bachelor of Science in Nursing (BSN) program (Albuquerque campus).

Initial approval was granted by the Texas Board of Nursing for the university's BSN program (Austin campus).

The pre-licensure BSN program offered at the Bloomington campus is approved with conditions by the Minnesota Board of Nursing.

Interim approval was granted by the South Dakota Board of Nursing for the university's BSN program (Rapid City and Sioux Falls campuses).

Program approval was granted by the Kansas State Board of Nursing for the university's BSN program, including LPN Bridge to BSN (Overland Park and Wichita West campuses).

Full approval was granted by the South Dakota Board of Nursing for the university's Online RN to BSN program.

The Accreditation Commission for Education in Nursing (ACEN) granted continuing accreditation for the NAU Zona Rosa, Missouri ASN program. For more information, please contact the ACEN at 3343 Peachtree Road NE Suite 850, Atlanta, GA 30326, (404) 975-5000, www.acenursing.org <http://www.acenursing.org>.

The baccalaureate and master's degree programs in nursing at National American University are accredited by the Commission on Collegiate Nursing Education, One Dupont Circle, NW, Suite 530, Washington DC 20036, (202) 887-6791.

National American University is approved for veteran's training and for administering the various educational programs sponsored by state and federal agencies.

National American University is registered with the Maryland Attorney General, 200 St. Paul Street, Baltimore, MD 21202. Toll free number (888) 743-0823 or (410) 528-8662.

National American University is registered with the Minnesota Office of Higher Education pursuant to Minnesota Statutes sections 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 minimum standards concerning quality of education, ethical business practices, health and safety, and fiscal responsibility.

National American University is authorized by: The Indiana Commission for Higher Education/The Indiana Board for Proprietary Education, 101 W. Ohio Street, Suite 670, Indianapolis, IN 46204-1984. Telephone number (317) 464-4400 ext. 138 or (317) 464-4400 ext. 141.

Oregon - This school is a business unit of a corporation authorized by the State of Oregon to offer and confer the academic degree described herein, following a determination that state academic standards will be satisfied under OAR 583-030. Inquiries concerning these standards or the school's approval may be directed to the Office of Degree Authorization, Higher Education Coordinating Commission, 775 Court St. NE, Salem, OR 97301.

National American University is authorized by the Washington Higher Education Coordinating Board (HECB) and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes National American University to offer specific degree programs. The HECB may be contacted for a list of currently authorized programs. Authorization by the HECB does not carry with it an endorsement by the board of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the HECB at P.O. Box 43430, Olympia, WA 98504-3430.

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 academic advising, placement testing, and tutoring services; 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 Dr. Manuel Gomez, Associate Provost and Dean of the Faculty, 5301 S. Highway 16, Rapid City, SD 57701, email: mgomez@national.edu, or phone: (605) 721-5274.

THE CATALOG

This catalog reflects the regulations, policies, procedures, programs, and fees for National American University as of August 2015. 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.

For the convenience of our university community, the undergraduate and graduate catalogs have been published online. Students may access the catalogs at www.national.edu or through the student portal. The most current version of the catalogs will always be posted online. The university also reserves the right to correct clerical errors. Therefore, students should refer to the online version for updates, clerical corrections, and other changes.

The provisions of this catalog are not to be regarded as a contract between the student and NAU.

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.

INTRODUCTION

National American University (NAU) currently offers online degrees in Master of Business Administration (MBA), Master of Management (MM), Master of Science in Nursing (MSN) and Executive Master of Business Administration (EMBA). Core courses for the MBA and MM are also offered at the Rapid City and Ellsworth campuses. 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. The EMBA is designed for experienced managers who want to advance in their career to a higher, executive leadership position.

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 healthcare workers. This mission is accomplished by graduate-level programs that emphasize the synthesis of knowledge in the relevant subject areas needed for those filling middle and upper management positions in a wide variety of organizations.

NAU's master's degree programs seek to assist students in developing the ability to communicate 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 an in-depth understanding in selected academic areas for which they have a special interest.

The student will meet with his or her graduate advisor to develop a plan of study based on prior education and work experience, career goals and individual needs. The graduate advisor 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 or 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.

STUDENT CORE ABILITIES

Student core abilities are the intrinsic intellectual skill sets that all students will have successfully demonstrated upon completion of any of NAU's degree programs. These fundamental competencies are the underlying basis of all course, program, and institutional learning goals and outcomes.

a. Critical Thinking and Problem Solving is the process of actively and skillfully gathering, organizing, and analyzing

information to propose solutions and evaluate their effectiveness.

- b. Professional Competence is a combination of knowledge and capabilities that allow the performance of a profession according to the standards of practice for the chosen field.
- c. Collaboration and Communication is the ability to interact with others to create relationships, partnerships, and professional networks, utilizing the exchange of information through speaking, writing, visual, and other appropriate modes of expression.
- d. Personal and Social Responsibility is the development of a strong work ethic, personal integrity, and competence in ethical and moral reasoning, as well as the ability to consider the viewpoints of others, and the responsibility to contribute to one's wider community.

GRADUATE PROGRAM MISSION

The mission of the practitioner-oriented graduate programs at NAU 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 NAU 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.

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 ensure that the students in the master's programs reflect these attributes.

ADMISSION REQUIREMENTS - MBA AND MM

A minimum of 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.

ADMISSIONS REQUIREMENTS - EXECUTIVE MBA

Admission to the EMBA requires the following:

1. A bachelor's degree or higher from a regionally accredited institution of higher education in the United States or from an international institution of higher education recognized by the ministry of education or other appropriate government agency
2. Minimum of seven years of acceptable management experience

Applicants for admission to the EMBA must submit the following items:

1. A completed online application
2. Official transcripts reflecting all academic work completed at the baccalaureate level from a regionally accredited institution of higher education in the United States or from an international institution of higher education recognized by the ministry of education or other appropriate government agency
3. Current résumé demonstrating seven years of related professional experience
4. Personal and professional goal statement (up to 500 words)
5. A recommendation from supervisor at current employer (NAU may contact this reference)

To complete the online application, please go to: <https://emb.aapp.national.edu>

Note: GRE scores will not be required.

ADMISSION REQUIREMENTS - MSN - SCHOOL OF NURSING*

1. Policy: The MSN program reviews applications and admits students every academic quarter. Admission decisions are made and communicated in writing once the program

application and admission requirements have been completed and reviewed.

2. Admission criteria include the following:
 - a. Graduation from a baccalaureate degree program in nursing from an accredited institution.
 - b. Current active unencumbered registered nurse (RN) license from any state within the United States. Evidence of current licensure must be present in the student's departmental file.
 - c. Minimum cumulative grade point average (CGPA) of 3.0 or above on a 4.0 scale during the baccalaureate degree completion. ~
3. All nursing prefix (NS) courses must be completed through NAU online.*^
4. All international nurses must have a current active unencumbered registered nurse license to practice (in the state of their choice in the United States) and an international professional evaluation of their prior education credentials.

~ Please note that the MSN program will pilot the following changes in the admission criteria from fall 2015 through fall 2017 in order to be consistent with other NAU graduate programs:

Admission GPA will not be taken into consideration for student admission into the MSN program. During the pilot project period, the MSN program team will monitor student academic success (progression) in the program. Academic support services and individual advising are available to students. The program team will review pilot project outcomes in fall 2017 and make a final decision regarding revisions in admission criteria.

** Only the following NS courses may be transferred into the MSN program of study: Leadership in Health Care: A Collaborative Approach to Theory/Ethics/Health Policy; Facilitating Health I: Health Assessment/Pathophysiology, and Facilitating Health II: Advanced Pharmacology.*

^The following courses may be considered for prior learning assessment (PLA) credit: Leadership in Health Care: A Collaborative Approach to Theory/Ethics/Health Policy; Facilitating Health I: Health Assessment/Pathophysiology; Facilitating Health II: Advanced Pharmacology; Technology Utilization in Advanced Nursing Roles; and Nurse Educator Roles.

The MSN program is not offered in Arkansas nor Tennessee.

ADMISSION SUBMITTALS

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

- Official transcripts from an accredited institution of higher learning or from an international institution of higher learning recognized by the ministry of education or another 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.

- Transcripts that need to be evaluated for graduate transfer credit have to be received within the student's first term at NAU.
- MSN students must also submit a transcript evaluation from an organization approved by the National Association of Credential Evaluation Services (NACES).
- A completed NAU graduate application for admission and submission of a \$45 application fee. (*The fee requirement may be waived for students from organizations with which National American University has an affiliation agreement.*)
- MSN applicants must submit proof of a current active unencumbered RN license from any state within the United States.

ADMITTANCE PROCESS

Once the required admissions submittals have been received and are deemed in order, the application process is considered to be complete.

MBA, EMBA and MM: Upon evaluating the completed application submittals, the graduate school will notify the student as to whether he/she is accepted into the MBA, EMBA, or MM program.

MSN: Upon evaluating the completed application submittals, the School of Nursing in conjunction with the graduate school will notify the student as to whether he/she is accepted into the MSN program.

ARKANSAS STUDENTS

The MSN program is not offered in Arkansas.

TENNESSEE STUDENTS

The MSN program is not offered in Tennessee.

INTERNATIONAL STUDENT ADMISSION REQUIREMENTS

National American University encourages diversity within its student body, and international students from many countries study at NAU campuses in the United States or online. An international student is a student who is not a citizen of, nor a permanent resident of, nor a refugee in, the United States of America or Canada and has demonstrated English proficiency or English is the native language.

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

1. Complete and submit a 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 organizations 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 and a transcript evaluation from an organization approved by the National Association of Credential Evaluation Services (NACES) 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. The official transcript should be sent directly from the approved agency to the graduate school.
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 trimesters (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 NAU 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. Students with an F-1 visa may take on-campus classes at the Rapid City campus only. They are not eligible to enroll in classes online.

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 NAU. 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.

Financial Aid

Government-sponsored or subsidized programs are generally not available to international students. International students should consult their country's consul or ambassador for educational benefits sponsored by their home country, or obtain a private sponsor.

NON-NATIVE ENGLISH SPEAKING STUDENTS

In addition to the listed admission requirements, NAU requires all non-native English speaking students to demonstrate sufficient command of the English language necessary to succeed in college-level classes taught in English. The English proficiency requirement can be satisfied through one of the following before attending any course at the university. Students must:

- 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 the 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 NAU. When ordering TOEFL test results, include the university's school code of 6464.); or
- 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.); or
- Provide evidence of completion of two trimesters (or the 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; or
- Provide evidence of English language proficiency as deemed appropriate by NAU.

Additional documentation in support of an application under this provision may be requested as deemed necessary by NAU. The university reserves the right to reject documentation or to request verification of documentation as may be necessary. Admissions documentation is considered the property of the

university and will not be returned to the applicant (some exceptions may apply). The university reserves the right to reject any submitted application for enrollment.

TERMINATION FROM THE GRADUATE PROGRAM

Students who have been terminated from the graduate program can appeal their dismissal from the program. The student must submit a written request to the dean of the graduate school to be considered for readmission to the program. Students should contact the graduate office for further information about termination or readmission procedures at graduateadmissions@national.edu.

TRANSCRIPTS

The university registrar maintains an official NAU transcript or record that shows the academic status of the student at the time of issuance, including GPA, courses, course grades, attendance, etc. A current student may request an unofficial copy of his/her transcript at no charge. An official transcript, signed and sealed by the registrar, is provided to the student at no charge upon graduation. Official transcripts may also be provided at no charge if issued directly to scholarship agencies (e.g., embassies, BIA), company/military tuition assistance, exam agencies (e.g., CPA, ABA), and prospective employers. Additional copies of a student's official transcript are available for \$10 per transcript request.

To request an official transcript, a Transcript Request Form is available through the student portal under 'My Academics'.

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 foundational 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 accounting, e-marketing, health care administration, human resources, information technology, international business, management, and operations and configuration management, and project and process 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.

MBA PROGRAM REQUIREMENTS

The MBA degree provided by NAU consists of two academic requirements: graduate core courses and elective courses. The degree program consists of 10 courses and successful completion of 45.0 credit hours.

The MBA degree may be earned under a non-thesis or a thesis plan (general only). Under the non-thesis option, the student must satisfy the preparatory requirements, and complete 31 hours of graduate-level core courses and 13.5 hours of electives. Under the thesis option plan, the student must complete 31 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.

MBA PREREQUISITE REQUIREMENTS

Students wishing to pursue the MBA, who have not completed sufficient undergraduate coursework in accounting, business finance, statistics and economics, shall be required to choose the general emphasis with Option B*.

The following NAU courses are considered sufficient undergraduate preparation for the MBA:

AC2760	Accounting for Managers
MA3000	Business Statistics
EC2050	Macroeconomics
FN3000	Business Finance I

This requirement 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.

**Option B includes the following courses: MA6100 Statistics, EC6100 Economic Analysis and FN6200 Accounting and Finance for Managers. Students who have sufficient academic preparation in one or two, but not all three of these areas will be allowed to choose an alternative class or classes from the elective courses to fulfill program requirements.*

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 admissions advisor prior to starting the program.

MBA CORE COURSES

MT6255 must be completed during the first term and prior to completing the other master's courses. The core MBA courses are as follows:

Core Courses

AC6550	Managerial Accounting
EC6150	Managerial Economics
FN6350	Financial Management
MA6600	Quantitative Methods for Management Decisions
MG6500	Marketing Administration
MT6255	Introduction to Leadership and Quality
MT6650	Strategy and Policy

Elective Courses

Three elective 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. Emphasis courses are not offered every term. Once a student has completed the first course (MT6255), they will begin taking the emphasis courses providing they have met the prerequisites for those courses.

Accounting Emphasis

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

- AC6250 Forensic Accounting and Fraud Examination
- AC6260 Accounting Ethics
- AC6270 Accounting Information Systems and Computer Related Fraud

E-Marketing Emphasis

Students who select this option must complete the MBA core courses for the e-marketing emphasis along with the following elective courses:

- MG6600 Internet Marketing
- MG6610 E-Commerce
- MG6620 Social Media Marketing
- MG6630 E-Marketing Analytics

Generalist MBA

Students who select the generalist MBA without an emphasis area will work with their graduate advisor 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. Students wishing to pursue the MBA who have not completed sufficient undergraduate coursework in accounting, business finance, statistics and economics shall be required to choose the general emphasis.

MBA Thesis Option (Generalist Emphasis Only)

Thesis Process

The thesis is an essential component of graduate-level coursework and an opportunity for students to examine a management topic, become subject matter experts, and contribute to that body of knowledge, see the note below.

Identify Thesis Topic and Committee

Begin by working with your graduate advisor to notify your dean and select a thesis advisor.

**THESIS OPTION: Students who select the thesis option must complete the following courses in place of the program electives and MT6650: MT6100; MT6805 Thesis I; and MT6810 Thesis II*

Health Care Administration Emphasis

Students who select this option must complete the 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
- HA6520 Health Care Administration and Policy Seminar

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:

- LA6570 Human Resource Law
- MT6300 Managing Human Resources
- MT6310 Training and Development in Human Resource Management
- MT6320 Employee Evaluation and Compensation
- MT6350 Strategic Human Resource Management

Information Technology Management Emphasis

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

- CI6600 Computer Security
- CI6605 Risk Assessment and Analysis
- CI6610 Critical Infrastructure Control System Security
- CI6615 Computer Forensics and Incident Handling
- CI6620 Foundations of Security (Security +) (E)
- CI6650 Advanced Security Practices & Risk Management (CISSP) (E)*

International Business Emphasis

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

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:

LA6100	Legal Environment for Global Organizations
LA6200	Legal and Regulatory Environment for Higher Education
LA6570	Human Resource Law
MT6XXX	Any Course Coded MT6XXX

Operations and Configuration Management Emphasis

Students who select this option will pursue the standard MBA curriculum with a three-course emphasis in the area of operations and configuration management. Completion of this emphasis focuses on the skills to effectively manage and optimize business operations and supply chains, as well as developing and refining process requirements and configuration. To complete this emphasis, the student must complete the following three electives:

MT6611	Enterprise Process Management
MT6612	Optimize Enterprise Operations
MT6613	Operations and Supply Chain Management

Project and Process Management Emphasis

Students who select this option must complete the MBA core courses for the project and process management emphasis along with the following elective courses:

MT6619	Project Management Essentials
MT6621	Intermediate Project Management
MT6622	Advanced Project Management

MBA STUDENT LEARNING OUTCOMES

Graduates of the MBA program will:

1. Integrate business administration principles, including accounting, finance, economics, and statistics: in order to formulate analytically sound decisions, and predict their likely outcomes.
2. Demonstrate leadership through effective communication and use of technology to achieve project and/or organizational goals.
3. Evaluate corporate social responsibility in the global business environment.
4. Demonstrate collaboration and team-building.

Graduates of the MBA program with an emphasis in Accounting will evaluate anti-fraud deterrents and controls and the fraud examination plan for an organization's accounting systems and processes and recommend improvements.

Graduates of the MBA program with an emphasis in E-Marketing will develop, implement and monitor marketing plans utilizing digital marketing technologies such as social media sites, websites and e-commerce platforms.

Graduates of the MBA program with an emphasis in Health Care Administration will create plans for healthcare initiatives based on documented best practices with consideration given to related fiscal, regulatory, and policy issues.

Graduates of the MBA program with an emphasis in Human Resource Management will develop strategies for human resource management consistent with legal and regulatory requirements.

Graduates of the MBA program with an emphasis in Information Technology Management will understand the types and nature of threats to a company's technology system. In addition, graduates will identify, assess and manage the risks to minimize the effects of such threats.

Graduates of the MBA program with an emphasis in International Business will develop effective international competitive strategies for firms.

Graduates of the MBA program with an emphasis in Project and Process Management will manage projects efficiently and effectively following the five process groups: Initiating, Planning, Executing, Monitoring & Controlling, and Closing.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

The Executive MBA (EMBA) is designed for managers who want to advance in their career to a higher leadership position. Investing in the NAU EMBA prepares leaders to grow company competitiveness in an ever-changing global business environment.

Created for the working executive and mid-management, the NAU blended online Executive MBA can be completed in less than two years. A contemporary, practical-focused curriculum will enhance global business acumen, decision-making analytical skills, leadership ability and communication skills across cultures, and global perspective in an increasingly complex, interlinked and volatile international business and financial environment.

Customized EMBA programs can be designed for a company so employees learn what they need to be successful in a specific organization and industrial or services sector of the economy. Alternatively a small group of non-competing companies can be organized into a Consortia Company Program in which participants gain insights from different industries and learn best practices from different market perspectives.

EXECUTIVE MBA PROGRAM FORMAT

Format and Credit Hours

The EMBA program is on a calendar schedule of trimesters (one of three equal-length semesters) in a calendar year.

Courses are offered sequentially over two eight-week periods in a trimester with two courses each eight-week session. Core courses are structured with one and one-half credit hours, including 23 hours of instruction per course.

The instructional methods employed in the EMBA include online with discussions meeting in a synchronous format once a week for three hours for each course. There will be two courses offered each eight-week session.

EXECUTIVE MBA ADMISSION

PROCESS

The EMBA program admission committee reviews applications and admits students in cohorts starting in the fall and spring of each academic year.

EXECUTIVE MBA LEARNING MODEL AND METHODOLOGY

The EMBA will use the following methodology to maximize learning outcomes:

- Conceptualization – macro-learning overview for context of usefulness for various functions and career paths.

- Competencies - identification of required skills or competencies to achieve macro-learning. Some course delivery will be by smart phones.
- Test understanding of competencies for relevance to macro-learning, conceptualization, and application in various career pathways.
- EMBA core courses will focus on general analytical and creative thinking for various career paths. Team projects will be used to support this objective as well as attending annual conferences with practicing Executive experts speaking.
- Both direct and indirect assessment methods will be used.
- Independent, self-paced learning will also be used to retain learners with different backgrounds, different previous learning experiences, different environments, learning methodologies and preferences, and different cultural backgrounds.

EXECUTIVE MBA PROGRAM REQUIREMENTS

The EMBA degree consists of the following academic requirements:

- Completion of 36 trimester credit hours of master's studies comprised of:
 - 33 trimester credit hours of core coursework
 - 3 trimester credit hours of four skills courses
 - One week residency

EXECUTIVE MBA CORE COURSES

Core Courses

MT7650	Management Decision Making
MA7660	Business Statistics and Analysis
EC7500	Global Macroeconomics
EC7550	Global Managerial Economics
AC7150	Corporate Financial Reporting and Financial Statement Analysis
AC7152	Managerial Cost and Performance Accounting
FN7401	Corporate Finance
FN7402	Corporate Financial Management
FN7403	Global Financial Risk Management
MT7900	Global Strategy
MT7810	Leading Change
MG7500	International Marketing Management
MG7510	International Marketing Strategy
MT7610	Evaluating & Selecting Core Business Technologies
FN7451	Global Leadership in International Trade
LA7100	International Corporate Law, Governance, and Ethics
MT7300	Managing Human Capital Strategy
MT7600	Managing Corporate Entrepreneurship & Innovation

MT7920 Managing Production & Operations Strategy
MG7600 International Digital Marketing
MG7650 International Brand Marketing
MG7610 International Services Marketing

EMBA Skills Courses

SK7000 Creating Significant Learning
SK7001 Executive Business Writing
SK7002 Executive Business Presentations
SK7003 Leadership Communications

TERMINATION FROM THE EXECUTIVE MBA

Failure to complete the EMBA within the five year time limit may require the student to take additional courses to complete the program. This will be determined by a review committee comprised of the dean of graduate students and academic support and the vice president and dean of global graduate business programs. The committee will determine if any courses need to be retaken for program relevance at the time of review. If the committee does not validate a course or courses, the student must retake the appropriate EMBA course(s) as part of his/her program of study to complete the degree.

Students must complete the additional coursework indicated by the committee within a two-year period for the student not to be terminated from the program. The student's progress toward completing the program along with his/her grades will be considered in making a determination pertaining to continuation or termination from the EMBA program. To be considered for re-admission to the program, a student may submit a written request to the dean of graduate students and academic support. The request will be reviewed by a committee comprised of the dean of graduate students and academic support and the vice president and dean of global graduate business programs; and, forwarded to the senior vice president for final review and decision after consultation with the committee. Students should contact the dean of global graduate business programs for further information about termination and/or re-admission procedures and appeals.

EXECUTIVE MBA COURSE DESCRIPTIONS

All courses are 1.5 credit hours (except for the skill courses which are 0.75 credit hours) and are presented in five trimesters plus one residency week. The trimester is divided into two 8-week class sessions during which classes are scheduled to accommodate the working profession. Courses are developed and taught to create significant learning experiences of leadership competencies and skills that can be applied immediately in the workplace.

AC7150 - Corporate Financial Report and Financial Statement Analysis - 1.5 Credits

Corporate financial reporting will focus on the role of financial accounting using United States Generally Accepted Accounting Principles (GAAP) and, to a lesser extent, International Financial Reporting Standards (IFRS). To interpret and work with GAAP one must first understand the basics of accounting (principles of accounting). This course will go beyond the principles of accounting and consider the rules (accounting standard updates) that are used to measure, record and prepare financial statements and disclosure materials, which will lead to interpreting and analyzing its impact on management decision making. One of the primary roles of financial reporting is to present quantitative and qualitative information to aid in the capital allocation process. Resources are limited and people try to use them effectively and efficiently, allocating them to the most attractive investment alternatives after considering the level of risk they are willing to take on. The role of financial reporting in this allocation process is to provide information to the users (present and potential) who in turn determine how and at what cost money is allocated among competing interests. These competing interests vying for resources are not only found in the external capital markets, but also intra-company. This course also provides the tools to analyze and explore information provided in corporate financial statements.

AC7152 - Managerial Cost and Performance Accounting - 1.5 Credits

Performance management and control equips executives with the tools they need to evaluate and manage personnel and operations of the firm. This course focuses on internal reporting to managers for use in planning, operations and control, in making decisions and formulating major plans and policies in implementing corporate strategies. Some of the topics covered include: cost, volume, profit relationships, flexible budgets and standards, job order and process costs, and cost allocation and accumulation. Cost accounting systems provide valuable information for management planning and control such as determining which product lines to keep and which to discontinue. They also help assess productivity improvements and for assessing performance evaluation and control. Global competition and rapid changes in technology have required firms to look inward to become more cost efficient. While understanding activities of the past is an important component of predicting future events, forward-looking information provided by strategic control and measurement systems provides executives with timely quantitative and qualitative

measurement necessary to forecast the future consistent with the company's mission and strategy. The course examines the linking of strategies to operations, aligning people with corporate objectives, and measuring results to control, understand and improve performance.

EC7500 - Global Macroeconomics - 1.5 Credits

This course focuses on the changes that have occurred in the global economy during the past 20 years that are significantly impacting international trade and global financial flows and how they impact the changing patterns of international business and the growing importance of emerging markets. These changes have resulted in a new set of competencies being required to deal with the growing volatility of capital flows and economic linkages between countries. These competencies include: the ability to determine and mitigate exchange rate, interest rate, and commodity price volatility; the ability to analyze and establish safeguards against country risk analysis; and the ability to anticipate the implications of economic, financial, and fiscal policy changes on economic performance in different countries that result from changes in trade and especially financial flows between nations.

EC7550 - Global Managerial Economics - 1.5 Credits

Microeconomics is the study of the individual and the firm and how decisions are made about the use of scarce resources in the production, consumption, and distribution of goods and services. Global managerial economics is about the use of economic analysis to make business decisions involving the best use of a corporation's scarce resources in a global environment. This course focuses on linking concepts that are covered in marketing such as demand and price elasticity; in finance including capital budgeting, opportunity cost, and economic value added; in management decision science such as linear programming, regression analysis, and forecasting; in strategy such as types of competition, market structure, and performance; and managerial accounting including marginal cost analysis and opportunity cost.

Managerial economics focuses on how a firm operates and achieves its goals. In studying supply and demand it explores demand elasticity, demand estimation and forecasting, the production function and cost of production estimation, and supply chain management. Pricing and output decisions are examined under various market structures including breakeven analysis and the determination of optimum output levels. Special pricing practices are investigated including game theory and asymmetric information. Capital budgeting and risk, the value of the corporation, and the operation and competitive strategy of the multinational corporation is studied. Finally, the relationship between government and industry is analyzed in terms of challenges and opportunities. In summary, this course combines microeconomic theory with management practice and competitive strategy.

FN7401 - Corporate Finance - 1.5 Credits

This finance course explores the theory and practice of corporate financial management in a market setting. Topics addressed include management use of discounted cash flow analysis and the time value of money; compounding mechanics and effective interest rates; capital budgeting preliminaries and competing project appraisal techniques; bond valuation and fixed income analytics; security pricing; working capital management and the cash cycle; and financial ratio analysis and forecasting. These elements of course content comprise a rich and formidable technology, mastery of which is essential to effective enterprise stewardship. The domain of corporate finance has become increasingly complex and volatile of late, enduring shocks at times of unprecedented magnitude. A respectable floor of literacy and numeracy in the Finance space is accordingly indispensable to the managerial pursuit of sustainable value creation, and to corporate survival. This course is intended to instill and bolster such skills, and to ultimately reach closure on this front.

FN7402 - Corporate Financial Management - 1.5 Credits

Understanding the role and objectives of the corporate financial manager, who relies on accurately recorded data from the accountant, is crucial to understanding what makes a successful company and increases its value to the shareholder. This course will cover modern practices of corporate financial management in a market-oriented framework. Topics addressed include financial forecasting and planning, working capital management, and cash and accounts receivable management, capital budgeting, cost of capital, efficient market analysis, risk and return tradeoffs, portfolio selection, computation and implementation of weighted average of capital (WACC), capital structure decision, basics of financial derivatives, foreign exchange and currency hedging, and cross border valuation. This course also covers topics and concepts consistent with the Level 1 CFA exam.

FN7403 - Global Financial Risk Management - 1.5 Credits

This course covers intermediate to advanced theories and practices of modern corporate financial management within the market-oriented framework. The course is designed to develop analytical skills for sound decision-making. It includes the uses of derivative instruments such as options, futures, forwards and swaps and how to use them to hedge foreign exchange risk and manage short-term assets and liabilities in a global setting. The course will cover foreign exchange risks and identify the types of foreign exchange exposures a global company faces and will evaluate alternative hedging strategies. It will also examine the relationship between interest rates and exchange rates and inflation rates and apply them to cross border valuation. The course will also include an introduction to international financial statement analysis. It emphasizes practical applications with the method of instruction combining case discussions and lectures.

MT7451 - Global Leadership in International Trade - 1.5 Credits

This course provides both an academic and practical study of the many concepts and practices facing companies which expand their business into the global marketplace. Importing

and exporting, commonly known as global trade, buying and selling outside of a company's domestic market requires understanding of theoretical, strategic and practical business principles. The course will explore the ability to think practically, strategically and analytically in a global context; examine global business concepts and apply them to real world situations; enable the participant to understand the difference between, and apply rules, guidelines and regulations; explain methods to manage risks in uncertain environments; describe core international business practices and tools; and will enable the participant to conduct research and demonstrate effective communication of the results for senior management.

Concepts covered in Global Leadership and the management of International Business will focus on important practical aspects of selling goods and services into foreign markets as well as acquiring the same from foreign sellers. Practically speaking, most companies are primarily importers or exporters; however, increasingly they do both. Important concepts to be learned include identifying and managing international risks, protecting company assets, lowering the cost of finance and profitably expanding business into new markets. Practical areas of study will include subjects such as foreign exchange, INCO terms, selling and buying methodologies, trade finance, credit risk management, global transportation and logistics management, the role of Customs, the harmonized system of tariffs and the role of governments in regulating trade across its borders. We will also discuss the role and applicability of various U. S. government agencies such as the Department of Commerce International Trade Administration, US Customs and Border Protection and the Export Import Bank of the United States.

LA7100 - International Corporate Law, Governance and Ethics - 1.5 Credits

The business world has become increasingly focused on institutional governance and ethics which has had an impact on global corporate law and its enforcement. These development have become increasingly important in defining the culture and core values of a corporation which has influenced recruiting and investment market acceptance. As emerging global leaders participating in this trend and understanding the social responsibility and ethical values are important to building a strong foundation of a global business and entrepreneurial process is important to leading a successful corporation. This course examines these basic concepts of corporate governance, stakeholder and societal responsibilities and ultimately leading a holistically profitable business that creates maximum value for the environment of which it is an important participant.

MA7660 - Business Statistics and Analysis - 1.5 Credits

This course focuses on developing and applying the theories and models of Bayesian statistics and probability and deterministic quantitative models used today in corporations to make better decisions in problem solving by corporate leadership. Contemporary business statistics are explored and used to address issues and topics faced by senior management in which demonstrated multiple applications are used to illustrate the mechanics of the decision making process. Different managerial applications of these tools and models in a variety of business areas will be demonstrated. The use and

application of various software decision programs will also be explained and applied throughout the course for a variety of problem solving and decision making situations.

MG7500 - International Marketing Management - 1.5 Credits

This course examines how international business variables affect the marketing process. It examines the mechanics and strategies of international marketing, and discusses issues which shape the environment of international business. The specific topics covered include: Global Segmentation, Targeting & Positioning, International Market Entry Decisions, Global Brand Management, International Pricing Strategy, Global Distribution Channels, Global Account Management, Global Innovation Management, Global Advertising & Promotion, and Ethics in International Marketing.

MG7510 - International Marketing Strategy - 1.5 Credits

This course focuses on how to use marketing to develop a competitive advantage by creating customer value. Managers around the globe are recognizing the increasing necessity to develop the skills, aptitudes and knowledge to compete effectively in international markets. The emergence of a more open world economy, the globalization of consumer tastes and the unabated expansion of Internet access globally all increase the interdependency and interconnections of nation economies across the globe. The need for managers to develop the skills to respond to these pressures affects companies of all sizes. The obvious benefits of strategic planning are that all staff can be better motivated and encouraged to work more effectively by sharing a vision of the future. There are, however, potential dangers too. Long-term strategic plans often fail to cope with the consequences of unexpected events, either environmental or political. There is often confusion between managers over the difference between strategic issues and operational tactics. The ability of a company to pursue its chosen marketing strategy is determined to a large degree by the aims and expectations of the stakeholders, who directly or indirectly provide the resources and support needed to implement the strategies and plans. Emphasis is placed on developing an understanding of using analytical and managerial tools for creating a competitive global strategy with local emphasis and cultural sensitivities.

MG7600 - International Digital Marketing - 1.5 Credits

This marketing course explores the theory and practice of marketing from a managerial perspective. Topics addressed include strategic planning, marketing research, consumer behavior, product and service development, and promotional strategy. The course applies marketing topics to consumer and business-to-business products, services, and non-profit organizations. Marketing theory will be explored using traditional product and service environments and then extended to digital business environments and digital communication strategies. With this background, we will gain a stronger awareness of that which is involved in developing and implementing real world marketing initiatives as technology impacts the way we communicate, consumer's behavior, the demand for customization, and the way move products from producer to consumer.

MG7610 - International Services Marketing - 1.5 Credits

This course focuses on evaluating consumer behavior from a cross-cultural perspective. It also covers the managerial aspects of a well-integrated marketing communication plan as it impacts brand building and corporate reputation. It examines the effective management of channel relationships as essential to the marketing manager's ability to create value and reputation for customers through the efficient and reliable delivery of services. The course also explores the alternative ways of managing the customer interface to insure that it is a positive, educational, and rewarding experience for both parties. In addition the course will focus on the unique aspects of service marketing and analyze the differences between the strategic marketing of products and services.

MG7650 - International Brand Marketing - 1.5 Credits

This course explores contemporary managerial approaches and policies to establish and manage global brand recognition. We will explore and analyze the roles and responsibilities of brand management in the contemporary domestic and global context. We will study the meaning of a global brand and be able to develop plans to create global brands, maintain and grow global brands, and we will learn what can be done to revitalize a global brand and brand equity. Global branding will also be studied from the perspective of product recalls, various product and company wide crises, country crises and policies, and from the perspective of corporate governance, ethics and environmental sustainability. Various approaches to and types of international brand marketing and related marketing problems faced by brand managers will be discussed with an emphasis on formulating sound strategic approaches for successful solutions.

MT7300 - Managing Human Capital Strategy - 1.5 Credits

This course explores the various ways, incentives, and organizational practices that corporations can implement to compete through people and build a sustainable competitive advantage in a contemporary and increasingly multi gender, multicultural, and diverse workforce and business environment. Topics presented and case studies examined will include cross-cultural issues, the meaning and practice of leadership in different societies and cultures, building and managing employee skill inventories that support the corporate strategy, employee skills development and motivation, reward systems in a team environment, traditional and emerging management and leadership models of organizations, and change management and acquisition assimilation to promote increased competitive advantage and economic returns to the corporation.

MT7600 - Managing Corporate Entrepreneurship and Innovation - 1.5 Credits

This course is designed to provide knowledge and skills for corporate entrepreneurship and the creation, launch, or acquisition of new products and ventures. The class is intended for any company manager or professional looking to grow through entrepreneurial activities including Research & Development, innovation, market entry, mergers, acquisitions, and strategic partnerships. Weekly course activities combine to reveal a practical step-by-step process to review and consider the launch of real-world business ideas. Heavy emphasis will

be focused on the detailed research and analysis of primary and secondary data to support the new business venture. The course participant will develop and present a simulated business plan pitch to decision makers.

MT7610 - Evaluating and Selecting Core Business Technologies - 1.5 Credits

This course incorporates technology evaluation and selection tools in support of core business functions. The student will learn how to analyze the risks of solution implementation by identifying and evaluating technologies based on strategic business needs. They will learn about what to consider in the decision making process of making large investment decisions impacting the fundamental competitiveness of all aspects of a company's business including its exposure to global cyber security issues.

MT7650 - Management Decision Making - 1.5 Credits

This course focuses on thinking about how to think, the problems of gaining knowledge, the competencies for scientific problem solving and creating, and recalling knowledge so that it can be used for management decision making. Much of what we remember is flawed or simply wrong especially if we are thinking fast. Getting past logical flaws and cognitive biases is not easy and heuristics or mental short-cuts lead us astray in our decision making as managers and as humans. Reasonable knowledge is plagued by evidence, coherence, and bias problems so how does one make "good" decisions or decisions that have the desired outcome for the reasons the manager thought. Critical thinking is defined as the use of higher order cognitive skills or strategies that is reflective and increases the probability of a desirable outcome or solving a problem in the long run. "Desirable" refers to the individual's goal related to complex issues and messy, ill-defined problems.

MT7810 - Leading Change - 1.5 Credits

This course focuses on the challenges of organizational change. In this course, we will specifically examine the process of change and change agents. The aim is to provide students with a conceptual and practical understanding of the knowledge, skills, and sensitivities that will help them effectively manage and influence organizational change. One of the key tasks of any leader is directing and facilitating change. The need for change skills is no longer limited to top managers. Increasingly, organizations expect their mid-level managers and senior analysts/consultants to possess the ability to manage change. In this class we will look first at why change is so important. We will work to understand the role of attention and strategy in change as well as the cyclical nature of change in organizations and in nations. We will utilize models of change that have been developed for corporations and adapt those models for application to public organizations.

MT7900 - Global Strategy - 1.5 Credits

Strategic skills are a key asset for business analysis and leadership across disciplines, seniority levels, and geographies. The need for and benefit of those skills is no longer limited to elite staff or to top executives. Increasingly, companies expect their product managers, senior business analysts, and mid-level executives with diverse functions to possess the ability to think

and act strategically without losing their agility. Therefore, this course will focus on the craft, the opportunities, and the challenges of developing strategies in these roles.

MT7920 - Managing Production and Operations Strategy - 1.5 Credits

This course provides an exploration and application of the design, control, productivity and efficiency improvement, and evaluation of the implementation of new technology for the improvement of manufacturing, inventory and service production systems, and structuring of the supply chain management system for enhancing long-run competitive advantage. Topics include designing an operations and production strategy, new product development, design and process selection, distribution and delivery, mass customization of products and services, quality control, inventory management, application of "lean" strategies, input and output supply chain optimization, and crises and risk controls and management.

SKILL BASED COMMUNICATION COURSES FOR LEADERS (0.75 CREDIT HOURS EACH)

SK7000 - Creating Significant Learning (2 days) - .75 Credits

The purpose of this 2-day intensive course is to help you understand how to learn better, remember what you learn, and be able to recall and apply what you learn when you need it.

SK7001 - Executive Business Writing (2-3 Days) - .75 Credits

The purpose of this 2-3 day intensive course is to learn how to write clearly and effectively as a leader to accomplish a purpose with a respectful tone.

SK7002 - Executive Business Presentations (2 days) - .75 Credits

The purpose of this 2-day intensive course is to learn how to improve the clarity and effectiveness of your leadership strategies through communication.

SK7003 - Leadership Communications (2-3 days) - .75 Credits

The purpose of this 2-3 day intensive course is to learn how to speak as the leader with words verbally, non-verbally with your body, with respect for different cultures, and with persuasion and motivation, and respect of your audience.

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. The degree program consists of 10 courses and successful completion of 45 credit hours.

MM PROGRAM OUTCOMES

MM 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.

MM PROGRAM REQUIREMENTS

The MM degree provided by NAU consists of two requirements: graduate core courses and elective courses. Once students complete the first course (MT6255), they will begin taking the emphasis courses providing they have met the prerequisites for those courses.

The MM degree may be earned under a non-thesis or a thesis plan. Under the non-thesis option, the student must complete 31.5 hours of graduate-level core courses and 13.5 hours of electives. Under the thesis option plan, the student complete 31.5 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 MM core areas and is required in both the non-thesis and thesis options to satisfy the university's requirement for a comprehensive program assessment.

MM PREREQUISITE REQUIREMENTS

The MM 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 admissions advisor prior to starting the program.

MM CORE COURSES

MT6255 must be completed during the first term AND prior to completing the other master's courses. The core graduate courses are as follows:

Core Courses

MT6255	Introduction to Leadership and Quality
FN6200	Accounting and Finance for Managers
LA6***	Select one of: the following, depending on an emphasis: LA6100 Legal Environment for Global Organizations; LA6200 Legal and Regulatory Environment for Higher Education; LA6570 Human Resource Law
MG6200	Marketing and Sales Management
MT6300	Managing Human Resources
MT6580	International Management
MT6650	Strategy and Policy

Elective Courses

Three elective courses

MM ELECTIVE AND EMPHASIS OPTIONS

In order to satisfy the MM 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 advisor 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 the graduate school.

Criminal Justice Management Emphasis

Students who select this option will pursue the Master of Management Emphasis Criminal Justice Management curriculum by completing the following courses:

CJ6100	Law and Public Policy (in place of the LA core course)
CJ6200	Management Topics in Criminal Justice
CJ6250	Management of Critical Incidents
CJ6300	Criminal Justice Planning and Innovation

E-Marketing Emphasis

Students who select this option will pursue the Master of Management emphasis E-Marketing curriculum by completing the following courses:

MG6600 Internet Marketing
 MG6610 E-Commerce
 MG6620 Social Media Marketing

Generalist

Students who select the generalist MM without an emphasis area will work with their graduate advisor 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 MM core courses, provided that the student meets any individual course prerequisites.

Thesis Option (General Emphasis Only)

Thesis Process

The thesis is an essential component of graduate-level coursework and an opportunity for students to examine a management topic, become subject matter experts, and contribute to that body of knowledge, see the note below.

Identify Thesis Topic and Committee

Begin by working with your academic coordinator to notify your dean and select a thesis advisor.

*THESIS OPTION

Students who select the thesis option must complete the following courses in place of the program electives: MT6805 Thesis I; and MT6810 Thesis II and an elective in addition to MT6100.

Health Care Administration Emphasis

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

LA6570 Human Resource Law
 MT6310 Training and Development in Human Resource Management
 MT6320 Employee Evaluation and Compensation
 MT6350 Strategic Human Resource Management

Information Technology Management Emphasis

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

CI6600 Computer Security
 CI6605 Risk Assessment and Analysis
 CI6610 Critical Infrastructure Control System Security
 CI6615 Computer Forensics and Incident Handling

Operations and Configuration Management Emphasis

Students who select this option will pursue the standard MM curriculum with a three-course emphasis in operations and configuration management by completing the following courses:

MT6611 Enterprise Process Management
 MT6612 Optimize Enterprise Operations
 MT6613 Operations and Supply Chain Management

Project and Process Management Emphasis

Students who select this option must complete the MM core courses for the project and process management emphasis along with the following elective courses:

MT6619 Project Management Essentials
 MT6621 Intermediate Project Management
 MT6622 Advanced Project Management

Proprietary Higher Education Management Emphasis

Students who select this option will pursue the Master of Management emphasis Higher Education curriculum by completing the following courses:

HE6100 History of American Higher Education
 HE6200 Management Topics in Higher Education (in lieu of MT6580)
 HE6250 Student Retention and Learner Services
 HE6300 Curriculum Design, Development and Assessment
 LA6200 Legal and Regulatory Environment for Higher Education

MM STUDENT LEARNING OUTCOMES

Graduates of the MM program will:

1. Integrate management and organizational principles, including human resources and marketing in order to formulate sound decisions and predict likely outcomes.
2. Demonstrate leadership through effective communication and use of technology to achieve project and/or organizational goals.
3. Evaluate corporate social responsibility in the global business environment.
4. Demonstrate collaboration and team-building.

Graduates of the MM program with an emphasis in Criminal Justice will examine management and leadership challenges in the field of criminal justice and apply appropriate theories and methods in these situations to achieve organizational goals.

Graduates of the MM program with an emphasis in E-Marketing will hone skills for developing, implementing, and monitoring digital marketing strategies.

Graduates of the MM program with an emphasis in Health Care Administration will create plans for healthcare initiatives based

on documented best practices with consideration given to related fiscal, regulatory, and policy issues.

Graduates of the MM program with an emphasis in Human Resource Management will develop strategies for human resource management consistent with legal and regulatory requirements.

Graduates of the MM program with an emphasis in Information Technology Management will identify and manage risks that might threaten a firm's information security.

Graduates of the MM program with an emphasis in Project and Process Management will manage projects, efficiently and effectively, from inception to completion.

Graduates of the MM program with an emphasis in Proprietary Higher Education Management will demonstrate management and leadership skills utilized in proprietary higher education institutions.

SCHOOL OF NURSING

MISSION STATEMENT

The School of Nursing (SON), as an integral part of National American University (NAU), is in concert with its mission, core values and purposes. Consistent with the overall university mission, the SON mission is to prepare competent nursing graduates by providing a caring, diverse, and student-centered environment that fosters critical thinking and enhances holistic health care across the life span. The nursing programs offer career mobility through an articulated ladder approach to nursing education.

Vision

Maintain and mature the infrastructure of the SON and the practice of nursing education.

Core Values

- Offer high-quality nursing education and collaborative community partnerships.
- Provide a caring and supportive learning environment for nursing students.
- Offer professional nursing programs leading to career advancement and professional development.

GOALS/PURPOSES

1. Prepare learners to influence the delivery of healthcare services through safe and accountable clinical judgment.
2. Promote and facilitate (student-centered) lifelong learning opportunities responsive to the needs of students, graduates, faculty, community, and profession.
3. Commit to the advancement of nursing knowledge and application to health care by collaborating with faculty within and external to the university and with professionals in healthcare and community agencies.
4. Support and participate in activities that interpret and promote the role of the nurse, influence nursing practice, and the concept of caring.
5. Support efforts to recruit and retain students from diverse backgrounds and experiences who demonstrate potential for success in nursing.
6. Incorporate a holistic approach to culturally congruent care throughout the lifespan.

SCHOOL OF NURSING PHILOSOPHY

The SON derives its philosophy and purposes from the mission statement of NAU. The SON and its faculty believe that nursing education should enable students to acquire the knowledge and proficiencies necessary to practice culturally competent and congruent nursing care and meet the changing needs of society. The philosophy and conceptual model are based on the learning paradigms of Benner (1984, 2000, 2001) and Leininger (1991, 2002, 2006). In accordance with these paradigms, the faculty believes that education is predicated on the following constructs derived from Benner's Novice to Expert and Leininger's Transcultural Nursing theories:

1. **Experiential:** student-centered and lifelong learning; Benner (1984, 2000, 2001) and Leininger (1991, 2002, 2006). The SON and faculty believe nursing education includes experiences and activities that promote learning in open learning climates where students may examine and discuss transitions in understanding, mistakes, or misconceptions in actual clinical situations (Benner). Nursing is embraced as a discipline committed to the importance of lifelong learning for the maintenance and advancement of knowledge.

The SON and faculty further believe culturally congruent care reflects an infinite number of factors that affect wellbeing which is important for today's diverse society. It is through culturally congruent care that nursing finds an infinite number of explored and unexplored dimensions of care as a pursuit for enhanced knowledge which may result in predictable care outcomes (Leininger).

2. **Caring:** essential to nursing and nursing education; Benner (1984, 2000, 2001) and Leininger (1991, 2002, 2006). The SON and faculty embrace Benner's tenet that caring practice is the invisible work of nursing, acknowledges a common human condition and is required to nurture and sustain human life.

The SON and faculty further embrace Leininger's definition: "Care is the heart of nursing; Care is power; Care is essential to healing (or well being); Care is curing; and Care is (or should be) the central and dominant focus of nursing and transcultural nursing decisions and actions" (Leininger, 1991, 2002, 2006).

3. **Clinical Judgment:** qualitative distinction, evolves over time, integrative/dynamic; Benner (1984, 2000, 2001). The SON and faculty believe Benner's tenet that clinical judgment is based on recognition of dynamic patient/family/community transitions across time in response to conditions and associated treatment. The nurse's clinical judgment evolves over time as the nurse gains experience and furthers education in the profession.
4. **Holistic Health/Illness/Death;** Leininger (1991, 2002, 2006). The SON and faculty believe nursing education should embrace the care of clients as addressed within all stages of health from wellness to death. Within the art of healing and comforting, utilization of a holistic perspective should support and enhance human dignity. This holistic perspective views cultural insight as a pivotal factor that directs and shapes wellbeing within an individual, the family, and the community as a whole.

The NAU SON uses the tenets of Benner (1984, 2000, 2001) and Leininger (1991, 2000, 2006) to form the eclectic conceptual framework. Specifically, Benner's work on Novice to Expert (1984) provides a framework for the SON. The SON programs are built upon various student levels of education and experience and designed to enhance career mobility. Concepts of care and culture based on Leininger are threaded throughout

the curricula. The constructs: experiential learning, caring, clinical judgment, and holistic health/illness/death provide horizontal threads that serve as broad categories under which a variety of content can be addressed. They are not considered mutually exclusive. It is recognized that the rapid evolution of nursing science, practice, and education demands ongoing reexamination of categories and concepts.

The SON and faculty believe nursing is a practice profession with a defined body of knowledge and outcomes. Nursing practice is embraced through education as holistic, caring in nature incorporating, and supporting lifelong learning.

NURSING PRACTICE AND NURSING EDUCATION

A knowledge base reflective of the varying levels of nursing practice contributes to incorporating information to promote health, prevent disease, restore health, and promote adaptation across the lifespan. Nursing demands the ability to adapt to a changing environment in assessing, analyzing, planning, implementing, and evaluating nursing care.

Continued learning and application of facts and principles are necessary for effective clinical judgment in patient care settings. As providers of health services, nurses should be self-directive, creative, critical thinkers who strive for lifelong learning, regardless of their level of practice.

Within nursing, there are levels of practice within varying settings which require different educational preparation. Educational preparation within each level of practice should build on previous knowledge to facilitate career mobility.

The NAU SON Associate of Science in Nursing (ASN) program prepares students to serve clients with complex care needs, which require judgment, independent decision making within the professional nurse role, and collaborative decision making. The National League for Nursing (NLN) publication *Outcomes and Competencies for Graduates of Practical/Vocational, Diploma, Associate Degree, Baccalaureate, Master's, Practice Doctorate, and Research Doctorate Programs in Nursing* (National League for Nursing, 2010) provides guidelines for associate degree nursing education and practice.

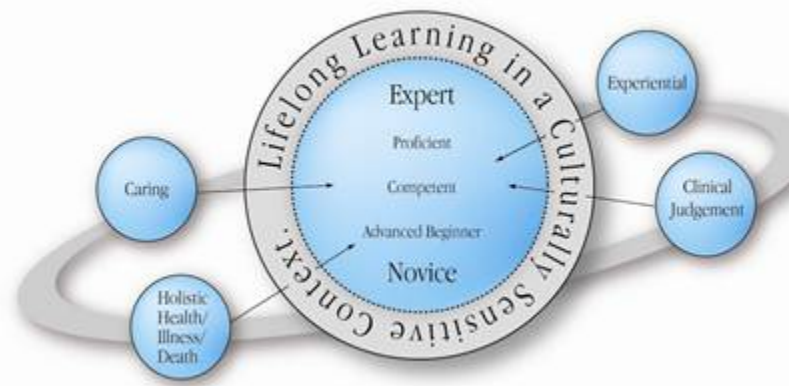
The NAU SON Bachelor of Science in Nursing (BSN) curriculum was designed to provide a broad base of principles from science and liberal arts including additional specialized courses in leadership, healthcare delivery systems, community and public health nursing, health promotion, nursing research, and evidence-based practice. To ensure the program quality and integrity, the BSN program follows the standards set out in the American Association of Colleges of Nursing (AACN) *Essentials of Baccalaureate Education for Professional Nursing Practice* (American Association of Colleges of Nursing, 2008). The baccalaureate graduate enters the nursing profession as a nurse generalist with a strong foundation for developing specialized clinical practice and other advanced practice roles. The BSN graduates are prepared to function effectively in ambiguous, unpredictable, and complex environments; demonstrate critical thinking and flexibility; translate, integrate,

and apply knowledge to enhance patient care quality and safety. The program graduates possess the skills and credentials necessary to pursue graduate education.

The NAU SON Master of Science in Nursing (MSN) program includes four areas of study: Nursing Administration, Care Coordination, Nursing Education and Nursing Informatics. The MSN program utilizes the *Essentials of Master's Education in Nursing* (American Association of Colleges of Nursing, 2011) to integrate the core competencies of the essentials into the MSN curricula for the various concentration areas. These competencies prepare the graduate for emerging roles in healthcare design, delivery and leadership, as well as higher education. The MSN graduates are prepared to face challenges of today's complex academic and healthcare environments, as well as assume leadership roles at the local, state, national and international levels.

Figure 1.2 represents the Organizing Structure of NAU SON and illustrates the emphasis on lifelong learning throughout all programs in a culturally congruent context for all populations. Students enter the NAU SON at varying points in their careers (pre-licensure ASN, BSN, Online RN to BSN and/or Online MSN). Although students enter Benner's (1984, 2000, 2001) continuum at different starting points (as a result of additional knowledge and experience), they continually move toward higher levels of competence. The implication for teaching and learning is emphasized by the constructs of caring, experiential, clinical judgment, and holistic health/illness/ death.

Figure 1.2 Organizing Structure of NAU SON



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MSN CURRICULUM DESCRIPTION

The MSN program with an emphasis in Education is based on three sets of core courses. Each course within the 10-course program awards 4.5 credits for a total of 45 credits. The graduate nursing education core courses provides students the basis for development of refined analytical skills and broad-based perspectives; enhanced abilities to articulate, develop, implement viewpoints, health care policies, and positions; a clearer ability to connect theory to practice; and enhanced skills in the nurse educator profession. These are consistent with the graduate core curriculum established by the AACN Essentials of Master's Education in Nursing (2011) and the NLN Certified Nurse Educator Examination test Blue Print (2012). The purpose of courses in the graduate nursing education core is to provide the content that forms the foundation of all graduate nursing education irrespective of specialty such as advanced clinical practice roles, nursing administration, community health, or nursing education.

These courses include:

NS6115 Leadership in Health Care: A Collaborative Approach to Theory/ Ethics/Health Policy (4.5 credits) * ^

NS6125 Facilitating Health I: Health Assessment/ Pathophysiology (4.5 credits) * ^

NS6135 Facilitating Health II: Advanced Pharmacology (4.5 credits) * ^

NS6160 Technology Utilization in Advanced Nursing Roles (4.5 credits) ^

The core specialty competencies for the MSN are based on the AACN Essentials of Master's Education in Nursing (2011) and the NLN Certified Nurse Educator Examination Test plan Blue Print (2012). The courses in the nursing education cores provide teaching and learning in program and curriculum, pedagogy,

teaching and learning methods, instructional design, assessment and evaluation, and the nurse educator roles.

These courses include:

NS6215 Nursing Curriculum and Program Design, Instructional Methods and Strategies (4.5 credits)

NS6230 Assessment and Evaluation in Nursing Education (4.5 credits)

NS6240 Nurse Educator Roles (4.5 credits) ^

NS6245 Evidence-Based Teaching Interventions (4.5 credits)

The capstone core courses provide a culminating practicum and project that synthesizes the foundational courses in graduate nursing core and nursing education core courses with a focus on either online education or simulation education.

These courses include:

NS6251 Nursing Capstone: Project Planning (4.5 credits)

NS6261 Nursing Capstone: Practicum (4.5 credits)

**May be transferred into the program from an accredited MSN program; other health professionals with permission of the dean of the School of Nursing and Graduate Nursing Studies.*

^May be considered for prior learning assessment (PLA) credit.

During the MSN program, the student acquires the ability to analyze, synthesize, and utilize knowledge to provide nursing education and facilitate student learning. This is accomplished through a variety of teaching and learning experiences including formal courses using online, practicum experiences, and a culminating project. This approach allows a student to integrate prior and current learning while providing flexibility and scholarship.

MSN STUDENT LEARNING OUTCOMES

Graduates of the MSN program will:

1. Analyze social, ethical, and legal issues that impact the delivery of domestic and global health care.
2. Integrate theory, research, and practice using critical thinking and effective problem solving for the advancement of the nursing profession.
3. Utilize current/emerging technologies and communicative methodologies to build collaborative relationships to promote evidence-based practice and improved healthcare outcomes.
4. Synthesize principles and theories from one's specialty area of practice (administration, care coordination, education, or informatics) to participate in future advances in healthcare initiatives.
5. Model professional, scholarly, and leadership behaviors of one's specialty area of practice (administration, care coordination, education, or informatics) that foster clinical reasoning and lifelong learning.

ACADEMICS

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 NAU 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, survey participation, or other means of assessment.

ATTENDANCE AND PARTICIPATION POLICY

Students are expected to attend all class sessions. If a student misses 14 consecutive days of classes without contacting the instructor or graduate advisor, he/she will be administratively dropped from the course. Faculty may implement grade adjustments based on the university's attendance policy. Each faculty member's requirements for make-up work, if applicable, are stated in the course syllabus.

Attendance is taken each week in all classes. Students enrolled in online courses are counted as present if they actively participate weekly within the course in the university's learning management system. Active participation requires students to submit an assignment into the dropbox or to submit a post that

is substantive in nature on the discussion board. Student's participation in the online classroom before the official start of the term will not count towards attendance.

Students who have attended past the first 60 percent of the scheduled term, as published in the academic calendar, will not be dropped for non-attendance and may not request to withdraw.

CANCELLATION OF CLASSES

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

CERTIFICATE OF AUTHORSHIP

Part of the core values expected for the behavior of the master's students is their authentic authorship of written assignments. A certificate of authorship must be submitted at the beginning of each course.

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.

COMMENCEMENT

Commencement exercises are conducted annually in the spring. Students should check with their graduate advisor for scheduled dates and locations. Eligibility to walk at a ceremony depends on when in the annual cycle a student will complete their program requirements. Participation in a ceremony is not evidence of graduation.

Not all campuses host ceremonies.

EDUCATIONAL PHILOSOPHY OF NATIONAL AMERICAN UNIVERSITY

NAU 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.

NAU 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 NAU have the opportunity to establish close personal and professional relationships with their professors, graduate advisors, admissions advisors, and financial service representatives.

ENROLLMENT STATUS

Students enrolled in the MBA, MM, or MSN will use the following definitions:

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 seeking a degree 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 NAU financial aid office for more information at DLGradFinancialAid@national.edu.

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 advisor to request auditing privileges. Privileges will be extended to students upon recommendation of the student's advisor and approval of the graduate 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 NAU may audit, on a space available basis, a course they have previously taken and passed at NAU at no additional cost.

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

EXPECTATION OF MASTER'S STUDENTS

Graduate studies require a high level of commitment and motivation from both faculty and students. To successfully complete a master's program, students are expected to hone leadership and team development skills, and adhere to the following expectations:

- Attend and actively participate in the course
- Meet electronically and engage in threaded online discussions
- Be an active participant on the discussion board according to the guidelines in the "Expectations" document found in all master's level classes
- Post and submit assignments that are original, substantive, follow the directions, and use proper grammar and APA conventions

- View each LP seminar and complete the related assessments
- Spend approximately 15 hours preparing and completing each learning plan
- Submit assignments on or before the designated dates and times
- Submit documents that are the original work of that student
- Participate in the Socratic Method of education by clarifying, debating, and questioning arguments, viewpoints, and underlying assumptions
- Participate in teamwork and group leadership activities
- Act in a professional manner in all interactions with faculty, staff, fellow students, and as a representative of NAU.

GRADING STANDARDS - GRADUATE

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 - Satisfactory

Grade designations for which grade points are not earned include:

- F **Failure.** The subject may be repeated, and in the case of non-elective courses, it will be necessary to do so in order to complete a program.
- I **Incomplete.** The student did not complete all requirements of the course at the time of grading.
- W **Withdrawal.** The student voluntarily withdrew from the course or was dropped from the course before completing 60 percent of the academic term. This grade has no bearing on the grade point average but may affect eligibility for financial aid.

Grade point average is determined by dividing total grade points earned by total hours attempted. GPA may be figured for each quarter (quarterly GPA), for all hours attempted at the university (cumulative GPA), or for courses in a major (major GPA). Credits and grade points earned at other universities or colleges are not included in GPA calculations at NAU.

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

GRADUATION REQUIREMENTS - MBA AND MM

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

- A student must successfully complete a specified number of courses or credits at NAU to be eligible to graduate. Non-traditional or prior learning credit does not apply toward the number required.
- The minimum number of courses or credits required for the MAJOR and EMPHASIS CORES are listed on the

program status sheets, which are included in the Academic Programs section of this catalog.

- A minimum of 13.5 quarter-credits must be taken at NAU unless otherwise specified by the degree or articulation. (Non-traditional or prior learning credit does not apply to this requirement).
- Successful completion of at least 45 quarter-credits composed of seven 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.
- Successful completion of MT6650 with a grade of "A" or "B", 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.
- A graduation application must be completed by the student and sent to the registrar for evaluation of degree completion. After the student has completed the last course and sent in the necessary paperwork, the registrar will process the graduation application. The time frame for this process is four to six weeks. A diploma and final transcript will be mailed to the student providing they have met all academic requirements of the degree and have no financial obligations with NAU. The degree cannot be confirmed until this process has been completed.

Requirements for Graduation with an MBA and an MM (Dual Degree)

Students who elect to pursue both an MBA and an MM are required to complete all of the degree requirements for each degree (includes prerequisite requirements) and a minimum of 13 total courses regardless of degree requirements. Students should work closely with their graduate advisor early in the program to plan for both degrees.

GRADUATION REQUIREMENTS - EXECUTIVE MBA

The EMBA graduate degree is granted from NAU upon recommendation of the president and graduate faculty upon completion of all academic requirements for the degree as follows:

- A student must successfully complete a specified number of courses or credits at NAU to be eligible to graduate. Non-traditional or prior learning credit does not apply toward the number required.
 - The minimum number of courses or credits required for the MAJOR and EMPHASIS CORES are listed on the program status sheets, which are included in the Academic Programs section of this catalog.

- A minimum of 60% of credits must be taken at NAU unless otherwise specified by the degree or articulation. (Non-traditional or prior learning credit does not apply to this requirement).
- Successful completion of at least 36 trimester-credits composed of 22 core courses and four skills courses;
- Maintaining a minimum grade point average of 3.0;
- A grade of "C" or below in no more than two core and skills 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 more than two courses in which a "C" is received as a final grade will be approved for graduation.
- A graduation application must be completed by the executive participant and sent to the program dean and the registrar for evaluation of degree completion. After the executive participant has completed the last course and sent in the necessary paperwork, the registrar will process the graduation application. The time frame for this process is four to six weeks. A diploma and final transcript will be mailed to the executive participant providing they have met all academic requirements of the degree and have no financial obligations with NAU. The degree cannot be confirmed until this process has been completed.

GRADUATION REQUIREMENTS - MSN

The MSN degree is granted from NAU upon recommendation of the president and graduate faculty upon completion of all academic requirements for the degree. The requirements for obtaining an MSN degree are as follows:

- A student must successfully complete a specified number of courses or credits at NAU to be eligible to graduate. Non-traditional or prior learning credit does not apply toward the number required.
 - The minimum number of courses or credits required for the MAJOR and EMPHASIS CORES are listed on the program status sheets, which are included in the Academic Programs section of this catalog.
 - For the minimum number of courses or credits required for nursing, please refer to the school of nursing handbook.
- Achieve a grade of "B" or better in all nursing courses.

INCOMPLETE POLICY

A student may request an incomplete grade ("I") if all requirements of the course are not completed at the time grade reports are submitted. Incomplete grades will be granted only if the student has successfully completed 60 percent of the course and has a passing grade at the time of the request. The student must also demonstrate that extenuating circumstances prevented completion of the coursework. Examples of extenuating circumstances include the death of a relative, serious injury or illness of the student, or other special circumstances. Documentation must be provided to verify qualifying extenuating circumstances.

Incomplete grades and arrangements for the completion of course work must be discussed with the instructor prior to the end of the course. If the instructor feels that the student will be eligible for an incomplete grade, the appropriate paperwork will be forwarded to the dean of the graduate school for approval. If granted an incomplete grade, the student will be allowed a four-week extension from the end of the course to complete all missing coursework, without penalty. In circumstances of military deployment or natural disasters, students may qualify for a one-year extension from the end of the course to complete their coursework. Please see the Military Deployment and Natural Disaster Academic Accommodation policies for more information. Financial aid eligibility under the Satisfactory Academic Progress (SAP) policy will not be evaluated for students who receive an incomplete grade until the incomplete grade has been converted to a final grade.

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 term and end on the last day of the term. For NAU employees, CTA will not cover tuition for independent study courses.

MASTER'S TRANSFER COURSES

MBA and MM

A total of 31.5 quarter-hours of graduate transfer credits, or American Council on Education (ACE) approved military graduate level credits are permitted to be included in a student's program of study. 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 anticipated date of graduation must be repeated; and
4. Transferred courses that replace core courses must be academically comparable to the NAU 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.

Executive MBA

A total of 13.25 trimester hours of master's transfer credits or American Council on Education (ACE)-approved military master's level credits are permitted to be included in a student's program of study. A transfer credit review committee will review transcripts received with EMBA applications and transfer credit requests received from students. Approved transfer credits will not be charged a tuition fee. The following conditions apply:

1. All such courses must have been completed at a regionally accredited institution of higher education or at an international higher education institution that is approved by the 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 five years prior to admission to the program must be repeated or validated as to currency by the candidate. Contact the vice president and dean, global graduate business programs to obtain the validation procedures; and
4. Transferred courses that replace core courses must be academically comparable to the NAU 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.
6. Work experience or not-for-credit certificate courses may also be used to satisfy a course requirement in the EMBA program. The process of assessment of prior learning or work experience includes several methods of validating that knowledge acquired from work experience and/or executive certification not-for-credit courses taken at a community college, in military training and for-credit community college courses. Validation may be by testing or by identifying competencies that may separately or together result in a learning experience or outcomes comparable to completing and obtaining at least a B-grade or better in a graduate program for-credit course to be offered by NAU in its MBA and MM specialization degrees. It is also required that the executive is current in terms of application proficiency of the developments in the course subject area within the past five years.

MSN

A total of nine 13.5 credit-hours of graduate transfer credits are permitted to be included in a student's program of study. The following conditions apply:

1. All such courses must have been completed at an accredited institution of higher learning; 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 five years prior to the date of graduation must be repeated; and

4. Transferred courses that replace core courses must be academically comparable to the NAU 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; and
6. The following courses may be transferred into the MSN program of study:
 - a. Leadership in Health Care: A Collaborative Approach to Theory/Ethics/Health Policy
 - b. Facilitating Health I: Health Assessment/Pathophysiology
 - c. Facilitating Health II: Advanced Pharmacology

MSN PROGRESSION STANDARDS

Progression

To progress in the MSN program, the following will be achieved:

1. Completed courses as per program schedule.
2. Achieve a grade of "B" or better in all nursing courses.

REPEATING COURSES

Any course may be repeated a maximum of two times, regardless of the letter grade earned, at the current cost per unit. A grade of "W" is considered a letter grade for determining the number of times a course has been attempted. When a course is repeated, the higher grade will be used in the 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.

SELF-DIRECTED LEARNER STATEMENT

Students enrolled in online and blended courses will be expected to complete a significant portion of their course work independent of direct faculty supervision. Due to the nature of online learning, 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 in a master's program depends upon the individual student's self-motivation, ability to manage time, prioritize requirements, and work with peers. Experience shows that some students fail to realize the degree of effort and time that is required to successfully complete master's courses.

SPECIAL STUDENT STATUS

Special status students at NAU are those students who wish to take NAU courses, but who are not seeking a degree from the university. These students may be pursuing courses for their own personal interest, for transfer to another institution, for career advancement, or in preparation to apply to the university for a new degree program. Prospective special status students

must indicate that they are non-degree seeking on the application and must meet the educational requirements specified. Some courses are available only to degree-seeking students. The dean of the graduate school or the provost may approve exceptions.

If at some point special status students wish to become degree-seeking, they must complete the university's entry process, including entry testing and placement as applicable, and must complete all required courses and their prerequisites per university policy.

NAU does not offer financial aid to special status students.

STUDENT REENTRY - GRADUATE

Students who reenter the graduate program after more than four consecutive terms will be required to enter the university under the new program requirements. For nursing readmission guidelines, please refer to the School of Nursing Student Handbook.

An exception to this requirement may be made if the student has two or fewer courses left in his or her program, the reentry 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 conditional upon a successful appeal with the Academic Standards Committee.

If the student was admitted on a probationary basis, the student's academic progress will be evaluated to determine acceptance into the Graduate School upon reentry.

STUDENT COURSE LOAD POLICY - MBA, MM, AND MSN

In order to complete the graduate program in five quarters, the student course load would consist of nine credit-hours per quarter. 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:

Credit Hours	Min. Cumulative GPA	Signature(s)
over 13.5	3.0	dean of the graduate school

THESIS POLICY

Thesis Policy

The thesis is an essential component of graduate-level coursework and an opportunity for students to examine a

management topic, become subject matter experts, and contribute to that body of knowledge, see the note* below. It is only available to students in a general program (no emphasis).

Identify Thesis Topic and Committee

Begin by working with your graduate advisor to notify your dean and select a faculty member to be your thesis advisor.

**THESIS OPTION*

Students who select the thesis option must complete the following courses: MT6100 Research Methods; MT6805 Thesis I; and MT6810 Thesis II

TIME LIMITATIONS

For academic purposes, a student is expected to complete a graduate degree within seven years of beginning graduate study at NAU, with the exception of the EMBA and the MSN program in which the expected length of study is five years. The student should contact financial aid to discuss financial aid restrictions regarding time limitations.

TRANSFERABILITY OF CREDIT

DISCLOSURE

Credits earned at NAU may not transfer to another educational institution. Credits earned at another educational institution may not be accepted by NAU. You should obtain confirmation that NAU will accept any credits you have earned at another educational institution before you execute an enrollment contract or agreement. You should also contact any educational institutions that you may want to transfer credits earned at NAU to determine if such institutions will accept credits earned at NAU prior to executing an enrollment contract or agreement. The ability to transfer credits from NAU to another educational institution may be very limited. Your credits may not transfer, and you may have to repeat courses previously taken at NAU if you enroll in another educational institution. You should never assume that credits will transfer to or from any educational institution. It is highly recommended, and you are advised to make certain that you know the transfer of credit policy of NAU and of any other educational institutions you may in the future want to transfer the credits earned at NAU before you execute an enrollment contract or agreement.

UNDERGRADUATE/MASTER'S DUAL

CREDIT COURSES

The dual credit courses at NAU offer NAU undergraduate students the opportunity to earn credit to be applied toward their bachelor's and master's degree simultaneously. The dual credit courses are offered on the undergraduate schedule, at the undergraduate tuition rate, and are taught by master's faculty. Because the courses are taught on the undergraduate schedule, the students in the dual credit courses are undergraduate. Students are limited to one dual credit course per term. The grade received in the dual credit course will be included on both the undergraduate and master's unofficial and official transcripts.

In order for NAU undergraduate students to be eligible, they must have the following at the time the dual credit course application is submitted:

- Complete the equivalent of 120 quarter credits or more
- Have a cumulative GPA of 2.75 or higher

In order for the dual credit to be used toward an NAU master's program:

- The student needs to receive a C or higher. (Please note: To graduate with a master's degree at NAU, students can have no more than two C's in their master's level coursework.)
- The master's degree in Master of Management or Master of Business Administration must be completed within seven years of dual credit course completion.
- The student is limited to 13.5 hours of dual credit.

If you are interested in learning more about dual credit courses, please call a graduate advisor at (877) 398-0118 or email graduniversityservices@national.edu.

TUITION AND FEES

NOTE: All tuition and fees are subject to change by notification from the university. Please contact the financial services office for current tuition and fees at DLGradfinancialaid@national.edu.

MBA, MM, and MSN Tuition

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 percent per year (1.5 percent per month) on the unpaid balance.

Executive MBA Tuition

Tuition and fees are due on the first day of each trimester unless advance arrangements are made. By registering and joining the program, students become responsible for paying this tuition.

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 percent per year (1.5 percent 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)	\$75.00
Professional Liability Fee: (for Nursing Capstone class)	\$25.00
Technology Fee, per credit hour**	\$20.00

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.)*

***Fee does not apply to the Executive MBA.*

FINANCIAL AID PROGRAMS

National American University recognizes that many worthy students would be unable to pursue their educational goals without financial assistance. NAU provides financial aid in the form of scholarships, and low-interest loan programs through federal, state and local sources to its graduate students. Students interested in applying for financial aid through the following programs are encouraged to contact the university financial services office (DLGradFinancialAid@national.edu).

SCHOLARSHIPS

The following sites are free scholarship searches:

www.fastweb.com
 www.scholarships.com
 www.petersons.com/finaid/file.asp?id=780
 www.collegeboard.com/student/pay
 www.scholarshipexperts.com
 www.findtuition.com/scholarships
 Nursing scholarship site:
 www.nursingscholarship.us

In the reference section of the NAU library and in the financial services office, further information is available concerning outside scholarships and how to apply for them.

Veterans Administration (VA)

Veterans and/or dependents of veterans who are disabled or deceased may qualify for educational financial assistance through the Veterans Administration. Since the regulations regarding eligibility are quite extensive and many times need interpretation, the student is referred to the Veterans Administration Center. State Veterans Administration office locations may be found at www.va.gov/statedva.htm. Or you may call 1-888-442-4551 or contact your local Veterans Service Organization.

Other State and Federal Programs

Benefits may be available through such government programs as State Trade Adjustment Act, Minnesota State Grant Program (MSGP), Minnesota Child Care Grant (MCCG), Bureau of Indian Affairs (BIA), state vocational rehabilitation services (for mobility, hearing, and/or visually impaired), and the Military or Federal Tuition Assistance Programs.

FEDERAL DIRECT LOANS

Federal Direct Loans are for undergraduate, graduate and professional degree students. You must be attending at least half-time as a student to be eligible for a Direct Loan. Graduate and professional students are only eligible for an unsubsidized Direct Loan. Financial need is not a requirement to obtain an Unsubsidized Direct Loan. The U.S. Department of Education will at no time pay the interest that accrues.

Annual and Aggregate (Program) Limits for Direct Unsubsidized Loans

	Independent Student
Graduate Students	\$20,500
Graduate	\$138,500
Aggregate limits for Loans	This includes amounts received during periods of undergraduate study.

EXECUTIVE MBA FINANCIAL AID AND SCHOLARSHIP INFORMATION

The EMBA program is an investment of both your time and resources. For most EMBA programs, company tuition assistance is the primary source of funds for the participant. Often the percent of tuition covered is dependent on the participant's performance in the program.

The second most available source of funding is from the participant's savings. In some cases financial assistance consists of family or relatives financial support which may or may not have repayment and interest rate obligations.

Third, private credit-based alternative loans are available from banks, credit unions, insurance companies, and/or asset managers. The terms of the loan(s) is set by the lender which may in part be based on the borrower's credit history. In the US search for a lender you prefer at: <https://choice.fastproducts.org/FastChoice?Welcome.do?configId=1242241653033>

Non-US Citizens or Permanent Residents should seek financial aid from their families, foreign government agencies, or foreign commercial banks.

The Executive MBA degree program is not eligible for any federal financial aid.

COURSE DESCRIPTIONS - MBA, MM, AND MSN

ACCOUNTING (AC)

AC6250 - Forensic Accounting and Fraud Examination - 4.5 Credits

This course focuses on different types of business and occupational frauds, including asset misappropriation, corruption, and fraudulent statements (financial statement fraud). Students will research laws that relate to fraud; anti-fraud deterrent, controls and countermeasures; and fraud examination procedures and techniques.

Prerequisites: MT6255 and FN6200 or equivalent

AC6260 - Accounting Ethics - 4.5 Credits

This course focuses on processes for ethical decision making; core values such as objectivity, independence, and integrity; and the need for transparency in reporting. Current regulatory developments at the state, national and international level will be covered. Students will conduct research and utilize case studies to develop their ability to analyze situations in light of legal and regulatory requirements and codes of professional conduct.

Prerequisites: MT6255 and FN6200 or equivalent

AC6270 - Accounting Information Systems and Computer Related Fraud - 4.5 Credits

This course focuses on the use of computers as a means of perpetrating fraud. Students will explore the various ways that computers can be used to conduct fraudulent activities including Internet and e-commerce fraud, money laundering, and identity theft. Students will learn to assess risk, detect and deter computer-related fraud, and assess relevant legal, technical and privacy issues.

Prerequisites: MT6255 and FN6200 or equivalent

AC6550 - Managerial Accounting - 4.5 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: MT6255, FN6200 or 9 credits of accounting and 4.5 credits of finance

INFORMATION TECHNOLOGY (CI)

CI6400 - Information Systems for Strategic Advantage - 4.5 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: MT6255

CI6600 - Computer Security - 4.5 Credits

This course explores Information Assurance (IA) from the concepts of computer systems foundation, networking, information security policies, standards, procedures, and guidelines. IA and security design, integration, implementation, and maintenance will be explored with real-world scenarios for authentic learning experiences. Security audit, validation, verification, and certification procedures will be built into the course discussion topics. Current and changing legal and ethical issues as they relate to cybersecurity, cyber-attacks, cyberterrorism will be discussed. Further, the prevalent National Critical Infrastructure protection, Cloud and Mobile security will be explored.

Prerequisite: MT6255

CI6605 - Risk Assessment and Analysis - 4.5 Credits

This course presents an overview of the various methodologies that may be used in assessing and managing security risks to achieve information protection in contemporary highly networked enterprises. This course will explore both technology and management issues related to Computer Security Risk Assessment and Management to protect information assets. Specific technologies and techniques used by security managers to protect sensitive, private information are discussed and explored. Countermeasures and safeguards to mitigate risks will be discussed in defense-in-depth.

Prerequisites: MT6255 and CI6600

CI6610 - Critical Infrastructure Control System Security - 4.5 Credits

This course investigates the critical infrastructure control systems for their security vulnerabilities for possible cyberattacks. The student will explore all possible cyberadversaries that could attack on these national critical infrastructure control systems without which our economy could cripple, human lives will be devastated, and the national security would be compromised. The student will have an opportunity to design a secure critical infrastructure control system to prevent any possible future cyberattacks.

Prerequisites: MT6255, CI6600 and CI6605

CI6615 - Computer Forensics and Incident Handling - 4.5 Credits

This course provides a proven life cycle incident handling procedure from the incident detection to closure of the incident, managing trouble tickets, and basic analysis of events to determine if an incident has occurred. A methodical incident handling procedure will be explored along with forensic handling procedures. Forensic evidence handling and reporting procedures will be exercised by the student. The course further explores laws and rights to privacy by individuals and what organizations may or may not do.

Prerequisites: MT6255, CI6600 and CI6605

CI6620 - Foundations of Security (Security +) (E) - 4.5 Credits

This course explores the fundamental concepts of cybersecurity and its implementation. Security vulnerabilities, exploitations, and attacks are examined in various cyberattack phases. Various cyberattacks and their payloads to damage assets will be explored in order to design the appropriate security controls. Additionally, the student will be able to identify assets, assess risks, implement the appropriate safeguards, and continuously monitor security posture. The course prepares the student to take the CompTIA Security+ certification exam.
Prerequisites: MT6255, CI6600 and CI6605

CI6650 - Advanced Security Practices and Risk Management (CISSP) (E)* - 4.5 Credits

This course provides advanced security topics for security professionals. The student will explore various access control mechanisms to protect assets in an enterprise network infrastructure. Prevalent cyber vulnerabilities, attacks, and exploitations such as advanced precision threats (APT) will be examined for the student to design a secure computing network along with a Business Continuity (BC) and Disaster Recovery (DR) Plan. Latest software and website vulnerabilities will be analyzed to design a secure software development life cycle (SDLC). Continuous monitoring and operations best security practices will be reviewed to conform with government regulation, international cybersecurity laws. This class will prepare students who meet ISC2's requirements to sit for the CISSP exam.
Prerequisites: MT6255, CI6600 and CI6605

CRIMINAL JUSTICE (CJ)

CJ6100 - Law and Public Policy - 4.5 Credits

This course critically addresses the intersection among law, public policy and the role of courts as well as the impact of these disciplinary areas on the management of the organization. Topical areas will include: the structure of criminal and civil law; criminal and civil procedure; and development and trends in public policy as applied to the criminal justice system. Case study method will be applied for much of the course material.
Prerequisite: MT6255

CJ6200 - Management Topics in Criminal Justice - 4.5 Credits

This course will provide the student with a fundamental understanding of management-related topics in criminal justice. The course will focus on the roles of leaders and managers to achieve organizational goals. Topics include resource management and allocation, management in the public and the private sector, dealing with diversity, and criminal justice in a global environment.
Prerequisite: MT6255

CJ6250 - Management of Critical Incidents - 4.5 Credits

This course provides students the opportunity to explore leadership and management challenges when dealing with a variety of emergency situations initiated through electronic, biological, nuclear, political, or other means. Students will utilize the case study approach to analyze individual and group

behavior; assess the challenges inherent in leading a team during a critical incident, and classify and formulate strategies to maintain control during the incident. Topics will include emergency response planning, incident readiness documentation and testing, and communication strategies.

Prerequisite: MT6255

CJ6300 - Criminal Justice Planning and Innovation - 4.5 Credits

This course will cover the application of planning theory and techniques to the criminal justice system as well as to organization-specific problems. Students will learn techniques for problem identification, goal-setting, forecasting, and the selection of alternative courses of action. Students will evaluate the process of innovation, analyze the impact of change, recommend a change process, and develop a change plan.

Prerequisite: MT6255

ECONOMICS (EC)

EC6100 - Economic Analysis - 4.5 Credits

This course looks at the application and analysis of microeconomic and macroeconomic concepts, tools, theories, and events that shape and modify the economy. Emphasis will be on decision making for the manager and development of basic tools of economic analysis required for graduate-level courses.

Prerequisite: MT6255

EC6150 - Managerial Economics - 4.5 Credits

This class explores the application and analysis of microeconomic and macroeconomic concepts, tools, theories, and events that shape and modify the economy. Emphasis will be on decision making for the manager and development of basic tools of economic analysis required for graduate-level courses.

Prerequisites: MT6255 and EC6100 or equivalent

FINANCE (FN)

FN6200 - Accounting and Finance for Managers - 4.5 Credits

This course is designed for the non-finance major who needs a background in finance from the viewpoint of management. The emphasis is to familiarize the student with concepts of financial management through analytical and evaluative techniques necessary to make better managerial decisions.

Prerequisite: MT6255

FN6350 - Financial Management - 4.5 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. Course can be substituted for FN6200.
Prerequisites: MT6255, FN6200 or 9 credits of accounting and 4.5 credits of finance

HEALTH CARE (HA)

HA6500 - Fiscal and Regulatory Issues in Health Services - 4.5 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: MT6255

HA6510 - Global Issues in Health Care - 4.5 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.

Prerequisites: MT6255 and MT6200

HA6520 - Health Care Administration and Policy Seminar - 4.5 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: MT6255

HIGHER EDUCATION MANAGEMENT (HE)

HE6100 - History of American Higher Education - 4.5 Credits

This course is designed for future and current college and university staff and leaders. It will provide a broad view of the history of higher education; historical trends, customs, values and traditions. Particular emphasis will be placed on the development of issues of for-profit colleges and universities.

Prerequisite: MT6255

HE6200 - Management Topics in Higher Education - 4.5 Credits

This course will provide the student with a fundamental understanding of management topics in higher education. Topics examined will include the management and understanding of various offices and functions on campus such as financial aid, registrar's office, student accounts, athletics, student affairs, admissions and academic affairs. Leadership and managing proprietary higher education topics will also be examined. This class is required in the MM Proprietary Higher Education Management program (in lieu of MT6580).

Prerequisite: MT6255

HE6250 - Student Retention and Learner Services - 4.5 Credits

This course will focus on techniques utilized in student retention. It will examine procedures and programs in traditional and for-profit institutions, paying particular attention to retention methods for for-profit institutions and the online student. Students will research current retention programs. Case

studies will be used to increase the knowledge base. Topics will include student types and their varying needs, the differences between persistence and retention, risk factors that impact retention, and planning to improve retention.

Prerequisite: MT6255

HE6300 - Curriculum Design, Development and Assessment - 4.5 Credits

This course is designed to introduce students to the methods and skills necessary for instructional planning as it relates to designing courses, curriculum, and degree programs. Students will also investigate assessment techniques and criteria, writing assessment documents and fulfilling assessment and regulatory criteria.

Prerequisite: MT6255

LAW (LA)

LA6100 - Legal Environment for Global Organizations - 4.5 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: MT6255

LA6200 - Legal and Regulatory Environment for Higher Education - 4.5 Credits

This course explores the legal and regulatory environment as it relates to higher education with particular attention to for-profit higher education. Research in regards to particular cases will be addressed and discussed. Other topics examined will be the various types of accreditation, writing effective accreditation reports, regulatory visits, reporting agencies, copyright and fair use, the Higher Education Act, and legal issues as they relate to the daily operation of a higher education institution. This class is required in the MM Higher Education program.

Prerequisite: MT6255

LA6570 - Human Resource Law - 4.5 Credits

This course prepares the Human Resource professional to recognize and anticipate issues within the legal and institutional framework which governs the employer/employee relationship. Students will learn about human resource practices associated with each stage of the employment process-- from hiring, to managing, to firing-- and emphasize the application of legal concepts to future business situations. Students will develop critical thinking and legal reasoning skills, enabling them to identify the appropriate time to consult with an attorney. Other topics include: class action lawsuits, use of independent contractors, sexual harassment, and the use of credit histories and criminal background checks during the hiring process.

MATHEMATICS (MA)

MA6100 - Statistics - 4.5 Credits

This focus of statistical methods includes the theory and application of commonly used statistical methods and models. Students will explore the methods used for the analysis of a

variety of data and basic statistical concepts. Descriptive statistics are used to summarize data, and then basic concepts of probability are explored as are sampling and statistical inference. Simple linear regression analysis/relationships variables models are introduced. Coursework is approached from an applied perspective using case studies and other examples.

Prerequisite: MT6255

MA6600 - Quantitative Methods for Management Decisions - 4.5 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.

Prerequisites: MT6255 and MA6100 or equivalent

MARKETING (MG)

MG6200 - Marketing and Sales Management - 4.5 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: MT6255

MG6500 - Marketing Administration - 4.5 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. Course can be substituted for MG6500.

Prerequisite: MT6255

MG6600 - Internet Marketing - 4.5 Credits

This course introduces the student to concepts and theories that define Internet marketing and discusses its place in a firm's overall marketing plan. Marketing itself is not simply about advertising, sales, and promotion, but rather involves a far broader, though intensive, knowledge of consumers' behaviors and needs. A business's strategic task, then, is to respond to those behaviors and customer needs in their business model by providing superior value in their offerings. The Internet represents a dynamic medium through which a firm can expand its marketing opportunities and strategies around product, price, placement, and promotion. The purpose of this course, then, is to provide the student with a strong base of knowledge around the Internet's marketing potentials, comprehensive enough for the student to be able to identify its fundamental application to, and maximize its value for, myriad business models. The course uses text, case studies, videos, and project research to achieve those ends.

Prerequisites: MT6255 and MG6500 (MBA) or MG6200 (MM)

MG6610 - E-Commerce - 4.5 Credits

This course examines the relationship between e-commerce business models and strategies, Internet technology, and the legal and social context of e-commerce, three factors that permeate all e-commerce. The structural and managerial differences of failed models and practices of early e-commerce entries are contrasted against those operational and strategic characteristics of firms that have not just succeeded in the space, but have thrived. This knowledge of the evolution of web-based and integrated business models coupled with an eye on evolving technologies and social trends will prepare leaders to better manage their firms and compete in the new and evolving e-commerce era.

Prerequisites: MT6255 and MG6500 (MBA) or MG6200 (MM)

MG6620 - Social Media Marketing - 4.5 Credits

This course looks at the steps required in creating a comprehensive and effective social media marketing plan. Core marketing practices, such as identification of target markets, are coupled in context with primary social media channels, thus allowing marketers to craft media strategies across multiple platforms that include platform specific tactics and objectives.

Prerequisites: MT6255 and MG6500 (MBA) or MG6200 (MM)

MG6630 - E-Marketing Analytics - 4.5 Credits

This course is designed to acquaint students with analytical tools available to measure the ROI of a firm's e-marketing efforts, such as social networking, search engine optimization, search engine marketing, and Pay per Click, etc. As the major provider of data on online advertising and online marketing, Google Analytics is a major focus. This course will help prepare students to take their Google Analytics Individual Qualification exam (GAIQ).

Prerequisites: MT6255 and MG6500 (MBA) or MG6200 (MM)

MANAGEMENT (MT)

MT6100 - Research Methods - 4.5 Credits

This course provides students with a framework for research design. Students will consider how research is different from other ways of knowing, identify a research problem and questions, conduct a literature review, design a research plan, define a population and sampling plan, construct instruments to collect data, and submit a research proposal. Ethical issues in quantitative and qualitative research are also addressed.

Prerequisite: MT6255

MT6255 – Introduction to Leadership and Quality

This course emphasizes the four functions of management: planning, leading, organizing and controlling. The course will examine these topics to understand and apply business ethics and Corporate Social Responsibility ("CSR"). Students will investigate how leaders utilize effective communication, build culture and encourage change to create a successful organization.

Prerequisite: none

MT6270 - Independent Research - 4.5 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: MT6255

MT6300 - Human Resource Management - 4.5 Credits

This course provides an overview of human resource management in organizations and examines the role of the human resource (HR) function in contributing to an organization's business strategy and creating sustainable competitive advantages. The HR strategies, systems, policies, and practices used by organizations to complete effectively in today's global economy are therefore examined. Students will have the opportunity to study theories and practices in areas of the human resource management functions and managerial responsibilities such as staffing, performance management, diversity, legal aspect of the employment relationship, training and development, compensation, labor relations, HRIS, work and job design, HR measurement, and current and future issues affecting human resource administration. Students who are not in the HR profession will gain tremendous insight on managing their teams and developing stronger working relations with the HR department. This class helps to prepare learners for roles in HR and non-HR managers. The areas of talent acquisition, talent management, and all other core strategies within HR will be discussed. The class reflects the learning competencies of the Society for Human Resource Management (SHRM).

MT6310 - Training and Development in Human Resource Management - 4.5 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: MT6255

MT6320 - Employee Evaluation and Compensation - 4.5 Credits

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

Prerequisite: MT6255

MT6350 - Strategic Human Resource Management - 4.5 Credits

This course emphasizes the development and implementation of effective and efficient human resource practices that support the strategic objectives of the firm. The focus is on everyday human resource decisions made by all managers and addresses human resource topics (including reward systems, high-performance human resource systems, training and development, retention, equal employment opportunity laws, work-force diversity, and union-management relationships) from a strategic perspective.

Prerequisites: MT6255 and credits of graduate level human resources classes

MT6510 - Environmental Economics - 4.5 Credits

This course introduces students to environmental economics, policy, and decisions affecting organizational performance. Related topics including legal and regulatory issues, ethical considerations, cost/benefit analysis, and planning will be covered.

Prerequisite: MT6255

MT6570 - International Business - 4.5 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. Course can be substituted for MT6580.

Prerequisite: MT6255

MT6580 - International Management - 4.5 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. 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: MT6255

MT6610 - Managing and Optimizing Projects - 4.5 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: MT6255

MT6611 - Enterprise Process Management - 4.5 Credits

This course reviews the fundamental requirements of effective enterprise resource management, and incorporates an overview of software and decision support systems used in related processes. Additionally, this course evaluates the use of configuration management techniques to streamline processes and operations.

Prerequisite: MT6255

MT6612 - Optimize Enterprise Operations - 4.5 Credits

This course explores the use of advanced configuration management techniques to organize and optimize a variety of organizational functions. Specific emphasis is given to practical

and proven applications and their integration into existing or new organizational processes.

Prerequisite: MT6255

MT6613 - Operations and Supply Chain Management - 4.5 Credits

This course details the functional and quantitative processes and tools used to manage and control the operational processes of delivering goods and services. Topics include the use of quantitative tools in forecasting, inventory control, strategic decision making, and scheduling with an emphasis on the supply chain.

Prerequisite: MT6255

MT6619 - Project Management Essentials - 4.5 Credits

This course introduces students to the essentials of project management. Students will investigate the required tools and techniques used to plan, measure, and control projects and the methods used to organize and manage projects. Understanding leadership, teamwork and project risks are necessary components of project management. Project Management Essentials will examine the elements of leadership, the importance of teamwork, and the impact of risk as they relate to successful project completion.

Prerequisite: MT6255

MT6621 - Intermediate Project Management - 4.5 Credits

This class is intended to prepare students for the Project Management Institutes (PMI) Certified Associated in Project Management (CAPM®). The focus is on providing an in-depth review of the five process groups: Initiating, Planning, Executing, Monitoring & Controlling, and Closing. Students will complete projects using a project management simulation software to practice and reinforce the processes involved in successfully managing a project. Upon completion of this class, students will develop the skills to become a proficient team member. In addition, student will gain foundational knowledge of the project manager's role.

Prerequisite: MT6619

MT6622 - Advanced Project Management - 4.5 Credits

MT6650 - Strategy and Policy - 4.5 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. Must be completed with a 3.0 GPA or higher for degree completion.

Prerequisites: Six graduate core courses

MT6805 - Masters Thesis I - 4.5 Credits

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.

Prerequisites: Approval of dean of graduate studies; MT6255

MT6810 - Masters Thesis II - 4.5 Credits

This course is a continuation of MT6805 - Master's Thesis I. The student will continue his/her research in a pertinent field of studies as chosen determined in MT6805. The student's work 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.

Prerequisites: MT6255, MT6805, and approval of dean of graduate studies

MT6990 - Special Problems in Business - 4.5 Credits

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

Prerequisite: MT6255

NURSING (NS)

NS6115 - Leadership in Health Care: A Collaborative

Approach to Theory/Ethics/Health Policy - 4.5 Credits

This course provides the student with an overview of theory within the context of a culturally diverse society. The primary focus is the application and usefulness of theory to nursing as a profession within the framework of interdisciplinary healthcare delivery. Ethical frameworks are presented that may be used to explore ethical dilemmas that impact today's complex healthcare systems. This course examines the issues and concepts that are relevant to an understanding of relationships between social, economic, biomedical ethics as they impact health policy.

NS6125 - Facilitating Health I: Health

Assessment/Pathophysiology - 4.5 Credits

This course provides the student with a theoretical and clinical basis for assessment in advanced nursing practice. The content prepares the student to utilize comprehensive physical, psychosocial and cultural assessment across the lifespan to gather specific data relevant to common health problems. The course also focuses on developing an advanced knowledge base of pathophysiology of the human body and the impact of knowledge on evidence-based practice in nursing. The student will be prepared to understand mechanisms underlying disease processes, appropriate diagnostic and screening methods.

NS6135 - Facilitating Health II: Advanced Pharmacology - 4.5 Credits

This course provides the student with content related to the principles of pharmacokinetics, pharmacodynamics, drug metabolism and transport, assessment of drug effects, drug therapy in special populations and the clinical management of diseases by drug treatments. Major classes of drugs are presented and discussion involves actions, therapeutic effects, adverse and idiosyncratic reactions, indications and contraindications. Emphasis is placed nursing responsibility and accountability involving drug therapies with individuals across the lifespan.

NS6160 - Technology Utilization in Advanced Nursing Roles - 4.5 Credits

This course provides the registered nurse with an overview of the use of technology in all aspects of healthcare and education. The learner will have the opportunity to explore technology as it relates to a specific concentration-focused area of study. The topics of discussion include, but are not limited to: examination of issues and trends related to technology, and comparison of clinical versus administrative use of information systems in healthcare and education.

NS6215 - Nursing Curriculum and Program Design, Instructional Methods and Strategies - 4.5 Credits

This course explores philosophies of nursing curriculum, curriculum development and implementation necessary to meet the needs of adult and multicultural learners. Principles of program design, development of teaching syllabi and assessment of nursing education are key concepts. The course offers the student practical application in the design and assessment of individual courses with the curriculum. The content includes development of learning objectives and teaching strategies to achieve program learning outcomes as well as systematic test construction. Principles of interpretation and use of item analysis for the critique of assessment data will be introduced.

Prerequisite: One graduate-level NS core course

NS6230 - Assessment and Evaluation in Nursing Education - 4.5 Credits

This course is designed to prepare nurse educators to apply assessment and evaluation methods in measuring outcomes in nursing education. The processes of course and program assessment and evaluation are defined and presented in the context of program, course, and student learning outcomes.

Prerequisite: One graduate-level NS core course

NS6240 - Nurse Educator Roles - 4.5 Credits

This course introduces students to the role of the nurse as an educator, faculty member, and scholar in the academic setting. Students will gain understanding of the historical events leading up to today's trends in nursing education, and how to integrate learning theories into the classroom and curriculum. On a larger scale students will explore internal and external processes for academic program development and evaluation.

NS6245 - Evidence-Based Teaching Interventions - 4.5 Credits

This course prepares learners to have a strong foundation for using evidence-based practice and research to support teaching interventions in an academic or clinical setting environment. Learners will examine the research utilization experience, which includes problem identification within a practice setting; organization and critical evaluation of research; development, implementation, and evaluation of a theory and research-based teaching intervention.

Prerequisite: One graduate-level NS core course

NS6251 - Nursing Capstone: Project Planning - 4.5 Credits

This course is designed to create opportunities for graduate learner to assess an area of need or interest in their chosen nursing concentration area (nursing education, nursing administration, nursing informatics or care coordination). The learner will formulate a substantive project that reflects integration of theory and practice. The project proposal will follow specific guidelines, and allow the learner to integrate specific needs related to the concentration area, which will result in written evidence of outcomes in the final capstone course.

Prerequisites: One graduate-level NS concentration course

NS6261 - Nursing Capstone: Practicum - 4.5 Credits

This practicum course allows integration of theory into the nursing practice setting of a chosen concentration area (nursing education, nursing administration, nursing informatics or care coordination). The learner will implement the capstone project planned in a preceding course. Additionally, the learner will evaluate the project completion through an oral presentation and written documentation.

Prerequisites: Completion of all prior MSN courses

SATISFACTORY ACADEMIC PROGRESS POLICY

SATISFACTORY ACADEMIC PROGRESS POLICY - GRADUATE

To maintain satisfactory academic progress and qualify for Title IV federal financial aid, a student must (1) satisfy the academic requirements of the university and specific program requirements, and (2) make satisfactory academic progress, as required by federal law. Satisfactory Academic Progress (SAP) is measured using qualitative and quantitative standards, including periods during which federal financial aid was not received. Qualitative progress is measured by cumulative grade point average. Quantitative progress is measured by completion rate and maximum time frame. Foundation courses are not included in cumulative grade point average, completion rate and maximum time frame calculations.

Cumulative Grade Point Average

- A student must maintain a minimum cumulative grade point average (CGPA) as calculated in the Satisfactory Academic Progress Table in this policy.
- Incomplete (I) and Withdrawal (W) grades are not used in calculating CGPA. Credits earned by examination or transferred from another institution are also not used in calculating CGPA.
- When a student repeats an NAU course, the highest grade achieved in that course is used in calculating CGPA.

Completion Rate

- In addition to maintaining a minimum CGPA, a student must successfully complete 66.67 percent of all credit hours attempted.
- Credits transferred from another institution are included as credits attempted and completed for the purpose of calculating completion rate.
- The grades of A, B, and C indicate successful course completion for purposes of this policy. The grades of F and W indicate a lack of successful course completion.

Maximum Time frame

- A student must complete his/her academic program within a maximum of 150 percent of the published length of the education program as measured in credit hours. For example, a student completing a master's degree requiring 45 credit hours may attempt 67 credit hours to complete that degree. ($45 \times 1.5 = 67.3$)
- Credits transferred from another institution are included as credits attempted and completed for the purpose of calculating maximum time frame.

Satisfactory Academic Progress Status

The satisfactory academic progress of each student is evaluated for the purpose of determining federal financial aid eligibility. SAP is evaluated by the Satisfactory Academic Progress Committee at each campus once per quarter. Students who have received an incomplete grade will be evaluated for SAP after

expiration of the incomplete grade period and the determination of a final grade.

Good Standing – A student is in good standing status if the student has: (1) successfully completed a minimum of 66.67 percent of the credit hours attempted; (2) maintained at least the minimum CGPA; and (3) not exceeded the maximum time frame.

Warning – A student will be placed in warning status if the student's CGPA falls below the minimum or the student fails to successfully complete at least 66.67 percent of the credit hours attempted. A student in warning status will be given one quarter to return to good standing status. A student who does not return to good standing status within such time period will be placed in suspension status. Federal financial aid is available to eligible students in warning status.

Suspension – A student in warning status who does not return to good standing status after one quarter, or who exceeds the maximum time frame, will be placed in suspension status. A student in suspension status is not eligible to receive federal financial aid, but may continue to attend classes if the student makes other payment arrangements. This status continues during periods of non-enrollment. A student may re-establish eligibility for federal financial aid as set forth in the following section entitled Re-Establishing Federal Financial Aid Eligibility.

Probation – A student in probation status has been granted such status by the SAP Committee in accordance with the following section entitled Re-Establishing Federal Financial Aid Eligibility. Federal financial aid is available to eligible students in probation status for one quarter, or longer, if the student meets the terms of an academic plan approved by the SAP Committee. If the student fails to return to good standing within one quarter or fails to meet the conditions of the academic plan, he/she will be returned to suspension status and will no longer be eligible for federal financial aid.

Students who have been placed in or removed from warning, suspension, or probation status, or who have exceeded the maximum time frame, will receive notification letters stating their academic and financial aid status.

Re-Establishing Federal Financial Aid Eligibility

A student in suspension status may re-establish eligibility for federal financial aid if:

- The student continues to attend classes and improves his/her CGPA and/or completion rate to minimum standards without federal financial aid, or
- The student appeals the suspension and demonstrates that extenuating circumstances caused the student to be unable to make satisfactory academic progress, such as the death of a relative, serious injury or illness of the student, or other special circumstances. The student must also explain what has changed in the student's situation that will allow the

student to demonstrate satisfactory academic progress at the next evaluation.

- The student must submit an Appeal of Academic Suspension Form, Academic Plan Form, and documentation of extenuating circumstances no later than the first day of the term for which the student wishes to enroll.
- The appeal form must be submitted to the academic dean of the campus at which the student intends to enroll, regardless of whether the student has previously attended another NAU campus.
- A student may appeal no more than three times.

A student who is projected to reach maximum time frame cannot re-establish eligibility for federal financial aid.

SATISFACTORY ACADEMIC PROGRESS

TABLE - GRADUATE

Minimum Cumulative Grade Point Average

Credits attempted and completed	Minimum CGPA
0-13.9	2.5
14-27.9	2.6
28-36.9	2.7
37-44.9	2.9
45+	3.0

UNIVERSITY POLICIES/PROCEDURES

ACADEMIC INTEGRITY

The NAU 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, plagiarizing and/or cheating on assignments, tests or projects; or assisting someone else in these actions.

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 in collaboration 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. Students who are unclear about the academic dishonesty examples listed below should seek clarification from a faculty member or staff members with appropriate expertise.

The most common forms of academic dishonesty include but are not limited to:

Cheating:

- Using or attempting to use unauthorized assistance, material or student aids in examinations or other academic work. Examples: using a cheat sheet on an exam, copying from another student's exam, copying an exam before it is given, collaborating on an assignment without course instructor's consent, or altering exam answers and resubmitting the exam for a better grade.

Plagiarism:

- Using the ideas, data, or language of another without specific and proper acknowledgment. Examples: failing to cite a reference or to use quotation marks where appropriate, or misrepresenting another's work as one's own original creation.

Fabrication and Falsification:

- Submitting contrived or altered information in an academic exercise. Examples: inventing data, research results, information or procedures in an academic exercise, reporting false information about internship or practicum experiences, or altering the record of data or experimental procedures or results.

Multiple Submission:

- Submitting, without prior permission, substantial portions of the same academic work for credit more than once.

Complicity in Academic Dishonesty:

- Knowingly helping or attempting to help another commit an act of academic dishonesty; failing to report instances of academic dishonesty of which the student is aware.

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 trusts 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 as appropriate.

Penalties

Penalties are given at the discretion of the academic dean and/or provost and are determined based on the severity of the violation and any prior history of academic dishonesty. Penalties include the following:

1. Failing grade for test, assignment, or project
2. Failing grade for course
3. Temporary or permanent suspension (assigned only by the provost)

A student may not withdraw from the course or change the grading option for the course before an allegation of academic dishonesty has been resolved. Generally, if a student has either admitted to the allegation or has been found responsible for academic dishonesty, the student will not be permitted to withdraw from the course or change the grading option for the course.

ATTENDANCE PHILOSOPHY

The university's philosophy on attendance supports its mission of career and professional education. The university creates an educational environment that is responsive to the career and professional interests and educational objectives of its students, as well as the needs of employers, government and society. Students are expected to attend all of their classes just as employees are expected to be at work as scheduled in the business world. Our goal is to prepare students to be conscientious and productive employees.

NAU creates a caring and supportive learning environment. The university believes that students are more successful if they participate in class, and that they receive great benefit from classroom discussions and the relationships formed with other students and faculty members. Instructors are more likely to recognize that a student is in need of tutoring or other academic support if the student is regularly attending class.

ATTENDANCE POLICY

Students are expected to attend all class sessions. If a student misses fourteen consecutive days of classes without contacting the instructor or academic advisor, he/she may be administratively dropped from the course. Faculty may

implement grade adjustments based on the university's attendance policy. Each faculty member's requirements for make-up work, if applicable, are stated in the course syllabus.

Attendance is taken each week in all classes. Students enrolled in online courses are counted as present if they actively participate weekly within the course in the university's learning management system. For more information regarding online requirements, please refer to the Distance Learning section of the academic catalog.

Students who have attended past the first 60 percent of the scheduled term, as published in the academic calendar, will not be dropped for non-attendance.

CONDUCT

NAU students are expected to conduct themselves in a manner appropriate to a learning environment. Students are required to treat others with respect and abide by the Student Code of Conduct. If a student treats any student or university employee in a disrespectful or unprofessional manner or otherwise violates the student code of conduct, the student may be subject to disciplinary action, including permanent suspension from the university.

A copy of the student code of conduct is available at: http://webapps.national.edu/Smart_Catalog/student_handbook/conduct.htm

Violations of law will be reported to the appropriate authorities.

CONFIDENTIALITY POLICY

MSN students should refer to the School of Nursing Handbook for specific policies relating to confidentiality.

Students conducting research must complete the Institutional Review Board process for approval of their research design prior to beginning the research. The IRB policy is available in a latter section of this catalog or upon request from the graduate school.

AMERICANS WITH DISABILITIES ACT POLICY - UNDERGRADUATE/GRADUATE

NAU strives to make its programs and facilities 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. The goal of the university is to create and maintain an environment in which students may achieve their fullest potential, limited to the least extent possible by individual disabilities.

Disability

Recognized disabilities include physical and mental impairments that substantially limit one or more of the major life activities, including walking, seeing, hearing, speaking, learning, breathing, working, taking care of oneself, and performing manual tasks. A temporary medical condition may also qualify as a disability. Examples of temporary disabilities

include broken bones, other injuries, and short-term impairments following surgery or medical treatments.

A student is not required to disclose a disability. However, to be considered for an accommodation, a student must submit a request as explained below.

Reasonable Accommodations

A reasonable accommodation is a modification or adjustment to a course, program, service, activity, or facility that enables a qualified student with a disability to have an equal opportunity to attain the same level of performance or enjoy equal benefits and privileges available to students without disabilities. The accommodation sought must be related to the student's disability and cannot require the university to fundamentally alter programs or services, lower standards, or provide anything "overly burdensome." Students with disabilities are not automatically entitled to the accommodation they may prefer or have received in other educational settings.

While NAU desires that all students achieve academic success, it does not guarantee success in its offerings and activities. A student must possess the mental capabilities needed to participate in the university's academic programs and be "otherwise qualified" to meet the academic requirements of the university. A disability may not be so profound that, even with accommodations, the student is unable to perform basic requirements such as analytical reasoning or writing. Students taking online courses or courses with online components must possess the minimum computer skills and software that are required to successfully attend and complete the course. Accommodations will not be provided for the remediation of these basic skills and software.

Requesting an Accommodation

All inquiries and requests for accommodation should be submitted to the ADA coordinator, who serves as a resource for students with disabilities, verifies and maintains documentation, considers accommodation requests, and determines reasonable accommodations.

Dr. Michael Bell
Associate Provost and System Vice President for Campus
Academic Operations
ADA Coordinator
National American University
5301 S. Highway 16, Rapid City, SD 57701
Telephone: (913) 302-8863 | Fax: (605) 721-5241
mcbell@national.edu

To request an accommodation:

Step 1 –

Contact your academic dean and request an ADA Accommodation Request Form.

Step 2 –

Submit a completed ADA Accommodation Request Form and all required documentation to your academic dean no less than three weeks prior to the beginning of classes, or when a disability becomes known. Required documentation includes the following, provided by a licensed professional:

- A clear statement of the diagnosed disability;

- A description of the functional limitations resulting from the disability as they pertain to the educational environment;
- The duration of the disability; and
- The recommended accommodation(s).

If you request an accommodation for a disability relating to learning or attention difficulties, comprehensive and diagnostic testing may be required, at your expense.

The ADA coordinator will review the request and supporting documentation and will communicate with you and other persons as appropriate.

If the ADA coordinator determines that an accommodation is warranted, you will receive an ADA Student Accommodation Agreement, indicating the accommodation granted. **Accommodations will not be applied retroactively.**

Step 3 –

Provide each on-ground instructor with a copy of the ADA Student Accommodation Agreement, obtain the instructor's signature, and deliver the signed Agreement(s) to your campus academic dean or academic coordinator. If you register for undergraduate online classes, contact userservices@national.edu, for graduate online courses, contact graduniversityservices@national.edu prior to the start of each academic term so that the accommodations may be implemented in the online classes.

Contact the ADA coordinator if an accommodation is not effectively implemented. If your request for an accommodation is not granted, contact the ADA coordinator with any questions you may have. If you wish to have the matter reconsidered, contact the academic dean or academic coordinator. While it is hoped that any concerns can be resolved within the university process, you may also contact the U.S. Department of Justice, Civil Rights Division.

DRUG AND ALCOHOL POLICY

NAU 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, NAU 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 the use and abuse of drugs and/or alcohol on an annual basis;
5. Set disciplinary sanctions that will be imposed on students and employees for violations related to the use and 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.

EMERGENCY MILITARY DEPLOYMENT

NAU is committed to providing consideration to military students enrolled at any NAU campus or in the online program. When a student, who is also serving our country, is deployed he/she may choose one of the following options to complete the work he/she is enrolled in at the time of deployment.

A student may select one of the options for each class (the same option may be used for all or different options for some classes.) For example, a student may decide to complete one class before leaving[option one] but will need to take an incomplete in the other classes [option three]. The form must be completed within 30 days of your last date of attendance. If not, the university withdrawal policy as found in the current catalog will be applied.

Before you sign the form, please speak to your NAU financial aid advisor and an NAU military finance coordinator.

Options one and two are available for all students regardless of the status of their financial aid disbursement.

Option One:

You may elect to finish your class(es) by accelerating your work and completing it before you leave or by finishing your class via mail, e-mail or learning management system (distance students) to your instructor. Please note: students wishing to complete their work via e-mail or learning management system must have web access at their deployment location.

Grade: You will receive the grade you earned in your class at the end of the current term.

Financial Aid: You will pay for your class(es) this quarter. Military assistance or federal financial aid may be used to pay for the class if all other eligibility requirements are met.

Option Two:

If your financial aid has not been disbursed and your deployment is within three weeks of the start of a term, you may request to be "no-showed" from your class(es). Your attendance and enrollment will be deleted from the system.

Grade: The course will not be recorded on your transcript.

Financial Aid: You will not be charged for the class(es).

Options three, four and five are available for students whose federal financial aid quarterly disbursement has been disbursed while you were in attendance, thus, prior to your deployment.

Option Three:

You may elect to take an incomplete in your classes. You will need to notify your instructor who will process the incomplete

paperwork. You will have one year from the date your incomplete was granted to finish your class. The Satisfactory Academic Progress (SAP) for the purpose of determining financial aid eligibility will not be evaluated for students who receive an incomplete grade until the incomplete grade has been converted to a final grade.

Grade: If you chose this option, an “I” will appear on your transcript until the work is completed or a year has passed. If the work is completed, the instructor will submit a grade change and award you the grade earned on all of your work. If the work is not completed within one year, the instructor will award you a grade based on the work completed up to the time you dropped the class. In many cases, this will be a grade of an “F.”

Financial Aid: You will pay for this class this quarter. Federal financial aid may be used to pay for the class but must be disbursed while you are in attendance and prior to your deployment and all other eligibility requirements are met. You should also check with your education office to make sure you will not be personally billed for this class as some branches of the service will not allow an incomplete to be open for this amount of time.

Option Four:

You may elect to follow the university’s normal withdrawal policy and be administratively dropped from the class.

Grade: You will receive a “W” on your transcript for your classes.

Financial Aid: You will pay for your class(es) this quarter. Federal financial aid may be used to pay for the class but must be disbursed prior to your deployment. If your last date of attendance is within the refund period, any refund will be pro-rated. If you are beyond the refund period, no refund will be given.

Option Five:

You may contact your education officer to request a waiver for this term. The waiver allows you to retake the class at a later date and to receive military assistance for the class a second time. If the waiver is granted you must also request to be dropped from all of your classes.

Grade: You will receive a “W” on your transcript for the current class. When you enroll the second time, the second class will also be on your transcript along with the grade earned that term.

Financial Aid: You will receive a pro-rated refund based on the university’s refund policy from the date you drop the class. You will be required to pay for the class the second time with the waiver allowing you to use military assistance for the class a second time.

ENROLLMENT DATES AND QUARTER SYSTEM - MBA, MM, AND MSN

NAU’s MBA, MM and MSN are on a four-quarter calendar schedule. Graduate classes are delivered in 11-week sessions. The instructional methods employed by NAU include discussions, case studies, written assignments, research papers, and a variety of interactive learning strategies.

ENROLLMENT DATES AND TRIMESTER SYSTEM - EXECUTIVE MBA

The Executive MBA is on a trimester calendar schedule. EMBA class are delivered in 16-week sessions, consisting of two, eight-week cohorts. The instructional methods employed by NAU 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 their graduate advisor. Once the student submits the request for a registration change by email to their graduate advisor, it 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 to 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 NAU, or permanent suspension from continuing as a student with the university.

STUDENT CONCERNS

NAU is committed to promptly addressing student concerns, including matters related to academic integrity, satisfactory academic progress, grades, conduct, privacy, harassment, drugs and alcohol use, and other areas of concern. Students are encouraged to interact productively with the university through established policies and procedures.

1. **University Official.** If a student has a concern or complaint, the student should first seek resolution by communicating with his/her campus academic dean, executive officer, or executive vice president listed in the Campus Administration section of this catalog.
2. **Student Concerns.** In the event a student is unable to resolve a concern after communicating with a local university official, the student is encouraged to contact the Associate Provost, Dr. Michael Bell. The associate provost will communicate with the student and address the student’s concern in an impartial manner. The associate provost does not possess the authority to render final decisions but will seek to resolve concerns by facilitating communication among the appropriate persons and departments.

Dr. Michael Bell

Associate Provost and System Vice President for Campus Academic Operations
National American University
5301 S. Highway 16, Rapid City, SD 57701
Telephone: (913) 302-8863 | Fax: (605) 721-5241
mcbell@national.edu

3. **State Agency.** In the event a student feels that the university has not adequately addressed the student's concerns, the student may contact the appropriate state agency listed below.

Alabama

Alabama Commission on Higher Education
100 North Union Street
Montgomery, AL 36104-3758
Website: www.ache.state.al.us/
Telephone: (334) 242-1998
Fax: (334) 242-0268

Alaska

Alaska Commission on Postsecondary Education
Mailing Address:
P.O. Box 110505
Juneau, AK 99811-0510
Website: acpe.alaska.gov
Telephone: (907) 465-2962
Fax: (907) 465-5316
Email: ACPE@alaska.gov

Arizona

Arizona State Board for Private Postsecondary Education
1400 W. Washington Street
Phoenix, AZ 85007
Website: <http://www.azppse.gov/>
Telephone: (602) 542-5709
Fax: (602) 542-1253

Arkansas

Arkansas Department of Higher Education
423 Main Street, Suite 400
Little Rock, AR 72201
Website: www.adhe.edu
Telephone: (501) 371-2000
Email: ADHE_Info@adhe.edu

California

Bureau of Private Postsecondary Education
Mailing Address:
P.O. Box 980818
West Sacramento, CA 95798-0818
Physical Address:
2535 Capitol Oaks Drive, Suite 400
Sacramento, CA 95833
Website: www.bppe.ca.gov/
Telephone: toll free: (888) 370-7589; (916) 431-6959
Fax: (916) 263-1897
Email: bppe@dca.ca.gov

Colorado

Colorado Department of Higher Education
1560 Broadway, Suite 1600
Denver, CO 80202
Website: higher.ed.colorado.gov/

Phone: (303) 866-2723
Fax: (303) 866-4266

Connecticut

Connecticut Board of Regents for Higher Education
39 Woodland Street
Hartford, CT 06105
Website: www.ctohe.org/
Phone: (860) 493-0000

Delaware

Delaware Higher Education Office
John G. Townsend Building
401 Federal Street
Dover, DE 19901
Website: www.doe.k12.de.us/
Phone: (302) 735-4000
Fax: (302) 739-4654
Email: dedoe@doe.k12.de.us

Florida

Florida Department of Education
325 W. Gaines Street, Room 1544
Tallahassee, FL 32399-0400
Website: www.fldoe.org
Phone: (850) 245-0505
Fax: (850) 245-9667
Email: Susan.Hood@fldoe.org

Georgia

Nonpublic Postsecondary Education Commission
2082 East Exchange Place, Suite 220
Tucker, GA 30084-5305
Website: www.gnpec.org
Phone: (770) 414-3300
Fax: (770) 414-3309

Hawaii

Hawaii State Department of Education
1390 Miller Street
Honolulu, HI 96813
Website: www.hawaiipublicschools.org/
Phone: (808) 586-3230
Fax: (808) 586-3234

Idaho

Idaho State Board of Education
Mailing Address:
P.O. Box 83720
Boise, ID 83720-0037
Physical Address:
650 West State Street, 3rd Floor
Boise, ID 83702
Website: www.boardofed.idaho.gov/
Phone: (208) 334-2270
Fax: (208) 334-2632
Email: board@osbe.idaho.gov

Illinois

Illinois Board of Higher Education
431 East Adams, 2nd Floor
Springfield, IL 62701-1404
Website: www.ibhe.org
Phone: (217) 782-2551

Fax: (217) 782-8548

Indiana

Indiana Commission for Higher Education
101 West Ohio Street, Suite 550
Indianapolis, IN 46204-1984
Website: www.in.gov/che/
Phone: (317) 464-4400
Email: complaints@che.in.gov

Iowa

Iowa College Student Aid Commission
430 East Grand Avenue, FL 3
Des Moines, IA 50309-1920
Website: www.iowacollegeaid.gov
Phone: (515) 725-3400
Fax: (515) 725-3401

Kansas

Board of Regents
1000 SW Jackson Street, Suite 520
Topeka, KS 66612-1368
Website: www.kansasregents.org/
Phone: (785) 296-3421

Kentucky

Kentucky Council on Postsecondary Education
1024 Capital Center Drive, Suite 320
Frankfort, KY 40601
Website: cpe.ky.gov/
Phone: (502) 573-1555
Fax: (502) 573-1535

Louisiana

Louisiana Board of Regents
Mailing Address:
P.O. Box 3677
Baton Rouge, LA 70821-3677
Physical Address:
1201 N. Third Street, Suite 6-200
Baton Rouge, LA 70802
Website: <http://regents.louisiana.gov/>
Phone: (225) 342-7084
Fax: (225) 342-9318 or 6926

Maine

Maine Department of Education
23 State House Station
Augusta, ME 04333-0023
Website: www.maine.gov/doe/
Phone: (207) 624-6600
Fax: (207) 624-6700

Maryland

Maryland Attorney General
Consumer Protection Division
200 St. Paul St.
Baltimore, MD 21202
Phone: Toll Free (888) 743-0823 or (410) 528-8662

Massachusetts

Massachusetts Department of Higher Education
One Ashburton Place, Room 1401
Boston, MA 02108
Website: www.mass.edu

Phone: (617) 994-6950

Fax: (617) 727-0955 or (617) 727-6656

Michigan

Michigan Department of Licensing and Regulatory Affairs
Bureau of Commercial Services, Licensing Division, Private
Postsecondary Schools
P.O. Box 30018
Lansing, MI 48909
Website: www.michigan.gov
Phone: (517) 241-9288
Fax: (517) 373-2162

Minnesota

Minnesota Office of Higher Education
Office of Higher Education
1450 Energy Park Drive, Suite 350
St. Paul, MN 55108-5227
Website: www.ohe.state.mn.us/
Phone: Toll Free (800) 657-3866 or (651) 642-0567
Fax: (651) 642-0675

Mississippi

Mississippi Commission on College Accreditation
3825 Ridgewood Road
Jackson, MS 39211-6453
Website: www.mississippi.edu/
Phone: (601) 432-6647

Missouri

Missouri Department of Higher Education
205 Jefferson Street
P.O. Box 1469
Jefferson City, MO 65102-1469
Website: www.dhe.mo.gov/
Phone: toll free: (800) 473-6757; (573) 751-2361
Fax: (573) 751-6635

Montana

Montana University System, Montana Board of Regents
Office of the Commissioner of Higher Education
2500 Broadway Street, P.O. Box 203201
Helena, MT 59620-3201
Website: <http://mus.edu/board/default.asp>
Phone: (406) 444-6570
Fax: (406) 444-1469

Nebraska

Coordinating Commission for Postsecondary Education
Physical Address:
140 N. 8th Street, Suite 300
Lincoln, NE 68508
Mailing Address:
P.O. Box 95005
Lincoln, NE 68509-5005
Website: www.ccpe.state.ne.us
Phone: (402) 471-2847
Fax: (402) 471-2886

Nevada

Nevada Commission on Postsecondary Education
8778 South Maryland Parkway, Suite 115
Las Vegas, NV 89123
Website: www.cpe.state.nv.us/index.htm

Phone: (702) 486-7330

Fax: (702) 486-7340

New Hampshire

New Hampshire Department of Education

101 Pleasant Street

Concord, NH 03301-3494

Website: www.education.nh.gov

Phone: (603) 271-3494

Fax: (603) 271-1953

Email: lori.temple@doe.nh.gov

New Jersey

New Jersey Secretary of Higher Education

20 West State Street, 4th floor

P.O. Box 542

Trenton, NJ 08625-0542

Website: www.state.nj.us

Phone: (609) 292-4310

Fax: (609) 292-7225

New Mexico

New Mexico Higher Education Department

Santa Fe Office:

2048 Galisteo Street

Santa Fe, NM 87505-2100

Albuquerque Office:

5201 Golden Thread Dr. NE

Albuquerque, NM 87113

Website: www.hed.state.nm.us/

Phone: (505) 476-8400

Fax: (505) 476-8453

New York

Office of College and University Evaluation

New York State Education Department

89 Washington Avenue

Albany, NY 12234

Website: www.highered.nysed.gov

Phone (518) 474-2593

Fax: (518) 486-2779

Email: ocueinfo@mail.nysed.gov

North Carolina

North Carolina Community College System

20 West Jones Street

Raleigh, NC 27603

Website: www.nccommunitycolleges.edu/

Phone: (919) 807-7146

Fax: (919) 807-7164

North Dakota

North Dakota State Board for Career and Technical Education

State Capitol 15th Floor

600 East Boulevard Avenue, Dept. 270

Bismarck, ND 58505-0610

Website: www.nd.gov/

Phone: (701) 328-3180

Fax: (701) 328-1255

Email: cte@nd.gov

Ohio

Ohio State Board of Career Colleges and Schools

30 East Broad Street, Suite 2481

Columbus, OH 43215

Website: scr.ohio.gov/

Phone: (614) 466-2752

Fax: (614) 466-2219

Email: bpsr@scr.state.oh.us

Oklahoma

Oklahoma State Regents for Higher Education

655 Research Parkway, Suite 200

Oklahoma City, OK 73104

Website: www.okhighered.org/

Phone: (405) 225-9100

Email: communicationsdepartment@osrhe.edu

Oregon

Oregon Department of Education

255 Capitol Street NE

Salem, OR 97310-0203

Website: www.ode.state.or.us/

Phone: (503) 947-5600

Fax: (503) 378-5156

Oregon Office of Student Access and Completion (OSAC)

1500 Valley River Drive, Suite 100

Eugene, OR 97401

Website: www.oregonstudentaid.gov

Telephone: (541) 687-7478

Fax: (541) 687-7414

Pennsylvania

Department of Education, Division of Program Services

333 Market Street

Harrisburg, PA 17126

Website: www.portal.state.pa.us

Phone: (717) 783-6137

Fax: (717) 783-6139

Puerto Rico

Puerto Rico Council on Higher Education

P.O. Box 19900

San Juan, Puerto Rico 00910-1900

Website: www.ce.pr.gov

Phone: (787) 641-7100

Fax: (787) 641-2573

Rhode Island

Rhode Island Board of Governors for Higher Education

Shepard Building, 80 Washington Street

Providence, RI 02903

Website: www.ribghe.org

Phone: (401) 456-6000

Fax: (401) 456-6028

South Carolina

South Carolina Commission on Higher Education

1122 Lady Street, Suite 300

Columbia, SC 29201

Website: www.che.sc.gov/

Phone: (803) 737-2260

Fax: (803) 737-2297

South Dakota

South Dakota Board of Regents

306 East Capitol Avenue

Pierre, SD 57501

Website: www.sdbor.edu/
Phone: (605) 773-3455
Fax: (605) 773-5320
Email: info@sdbor.edu

Tennessee

Tennessee Higher Education Commission
Division of Postsecondary School Authorization
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243
Website: www.state.tn.us/thec/
Phone: (615) 741-3605
Fax: (615) 532-8845

Texas

Texas Higher Education Coordinating Board
1200 E. Anderson Lane
Austin, TX 78752
P.O. Box 12788
Austin, TX 78711-2788
Website: www.thecb.state.tx.us/studentcomplaints
Phone: (512) 427-6101
THECB Student Complaints
Email: StudentComplaints@thecb.state.tx.us

Utah

Utah Division of Consumer Protection
160 East 300 South
Salt Lake City, UT 84111
Website: www.consumerprotection.utah.gov/
Phone: (800) 721-7233 or (801) 530-6601
Fax: (801) 530-6001
Email: consumerprotection@utah.gov

Vermont

Vermont Agency of Education
219 North Main Street, Suite 402
Barre, VT 05641
Website: education.vermont.gov/
Phone: (802) 479-1030
Email: AOE.EdInfo@state.vt.us

Virginia

State Council of Higher Education for Virginia
101 N. 14th Street, 10th Floor, James Monroe Bldg.
Richmond, VA 23219
Website: www.schev.edu/
Phone: (804) 225-2600
Fax: (804) 225-2604
Email: communications@schev.edu

Washington

Washington Higher Education Coordinating Board
917 Lakeridge Way SW
Olympia, WA 98502
Website: www.wsac.wa.gov
Phone: (360) 753-7800
Email: info@wsac.wa.gov

Washington DC

Washington DC - Education Licensure Commission
810 1st Street NE, 9th Floor
Washington, DC 20002
Website: osse.dc.gov/

Phone: (202) 727-6436
Email: osse@dc.gov

West Virginia

West Virginia Higher Education Policy Commission
1018 Kanawha Boulevard East, Suite 700
Charleston, WV 25301-2800
Website: wvhepc.com
Phone: (304) 558-4016
Fax: (304) 558-5719

Wisconsin

Wisconsin Educational Approval Board
201 W. Washington Avenue, 3rd Floor
Madison, WI 53708-8696
Website: eab.state.wi.us/
Phone: (608) 266-1996
Fax: (608) 264-8477
Email: eabmail@eab.wisconsin.gov

Wyoming

Wyoming Department of Education
Cheyenne Office:
2300 Capitol Avenue
Hathaway Building, 2nd Floor
Cheyenne, WY 82002-0050
Phone: (307) 777-7690
Fax: (307) 777-6234
Riverton Office:
320 West Main
Riverton, WY 82501
Phone: (307) 857-9250
Fax: (307) 857-9256
Website: edu.wyoming.gov/

Accrediting Agency

National American University is accredited by the Higher Learning Commission whose contact information is listed below:

Higher Learning Commission
230 South LaSalle Street, Suite 7-500
Chicago, IL 60604
(800) 621-7440

INTERNET POLICY

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

NAU'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 an NAU 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 suspension from the university.

Netiquette

Users are expected to abide by the generally accepted rules of network etiquette. This includes, but is not limited to, these rules:

1. Be polite - do not use abusive or offensive language in messages to others.
2. Do not reveal your personal address or phone number or those of other students, faculty or NAU employees.
3. 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.
4. Do not tie up the network with idle activities or game playing - remember there are many students who need to use the system.
5. 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:

1. Unauthorized use of any computer account.
2. Unauthorized transfer of or entry into a file.
3. Using NAU's network to gain unauthorized access into any computer system.
4. Illegal copying of software protected by U.S. copyright law (may also result in civil damages and criminal penalties).
5. Using e-mail to threaten or harass others.
6. Using the university's network to access pornography or obscene material and sites displaying the same.
7. Activities for the purpose of personal or commercial financial gain including chain letters, solicitation of business or services, sales of personal property, etc.
8. Storing, processing or displaying racially offensive, gender offensive or obscene material.
9. Using another individual's account or identity to send or receive e-mail.
10. Viewing, damaging or deleting other users' files or communications without appropriate authorization.
11. Posting materials on electronic bulletin boards, which violate existing laws, regulations or National American University policies or codes of conduct.
12. Theft, misuse or abuse of computing or networking resources.

13. Posting of National American University confidential materials, records, policies or procedures or transmitting the same to unauthorized personnel.

14. 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.

IRB POLICY

It is morally and ethically imperative that the rights and welfare of research subjects be protected. In accordance with federal, as well as applicable state regulations, National American University has established the Institutional Review Board (IRB) and the following policies and procedures for research involving human subjects, or data or materials derived from humans. Safeguarding the rights and welfare of human subjects utilized in research protects not only the individual subject but also the researcher and the institution sponsoring the research project.

IRB Mission Statement

The mission of the NAU IRB is to assure highest quality research involving human subjects conducted under the auspices of the university. In that regard, safeguarding the rights and welfare of human subjects in research is a general institutional policy delegated by the president through the provost to the IRB. Therefore, any research project involving human subjects which is conducted by NAU faculty, staff, students, or external persons (or that takes place on any NAU campus or as a part of an academic affiliation agreement) is subject to review and approval by the IRB. The IRB's main purpose is to ensure protection of human subjects through the review, approval, modification, or disapproval of research applications submitted by faculty, staff, student, and/or external investigators. The IRB is further responsible for communication, recordkeeping, reporting, monitoring, education of the university community about ethical issues, and oversight of all research activity involving human subjects. The IRB is guided by ethical principles outlined in the Belmont Report (1979) and legal mandates outlined in the Code of Federal Regulations Title 45 Part 46 (1994).

Committee Composition

Federal regulations require that membership of the IRB include, at a minimum, one member whose primary concerns are in scientific areas, one member whose primary concerns are in nonscientific areas, other members representing more than a single profession, and at least one individual not affiliated with the university.

Definitions

For purposes of this policy, "Human Subject/Participant" is defined as "a living individual about whom an investigator conducting research obtains (1) data through intervention or interaction with the individual, or (2) identifiable private

information." "Research" is defined as "a systematic investigation, including research development, testing and evaluation, designed to develop or contribute to general knowledge."

IRB Procedures

In order to approve proposed research protocols, the IRB shall determine if the research is exempt or non-exempt. In the case of non-exempt research the IRB shall ensure that all of the following requirements are satisfied:

- Risks to subjects are minimized by using tests or procedures which are consistent with sound research design and which do not unnecessarily expose subjects to risks, and whenever appropriate, use tests or procedures already being used for learning, diagnostic, or treatment purposes.
- Risks to subjects are reasonable in relation to the anticipated benefits, if any, to subjects, and the importance of knowledge that may reasonably be expected to result. In evaluating risks and benefits, the IRB shall consider only those risks and benefits that result from the research (as distinguished from risks and benefits of interventions subjects would receive even if not participating in the research).
- Selection of the subjects is equitable. In making this assessment, the IRB shall take into account the purposes of the research and the setting in which the research will be conducted.
- Voluntary informed consent will be sought from each prospective subject or the subject's legally authorized representative, in accordance with, and to the extent required by Title 45 Code of Federal Regulations, Part 46.116.
- Informed consent will be appropriately documented, in accordance with, and to the extent required by 45 CFR 46.117.
- Where appropriate, the research plan makes adequate provision for monitoring the data collected to attempt to insure the safety of subjects. If any serious breach in the procedure or harmful event occurs with a subject it should be reported to the IRB as soon as possible.
- Where appropriate, there are adequate provisions to protect the privacy of subjects and to maintain the confidentiality of data. Where some or all of the subjects are likely to be vulnerable to coercion or undue influence, such as persons with acute or severe physical or mental illness, or persons who are economically or educationally disadvantaged, appropriate additional safeguards must be included in the study to protect the rights and welfare of these subjects.

In conformity with Federal Regulations, the IRB will determine which of three separate avenues for review of research involving human subjects will be utilized:

- **Full IRB Review.** Research involving more than minimal risk to the subject requires review by the full IRB using current scientific and ethical standards. All research using children or vulnerable populations requires review by the full IRB.

- **Expedited Review.** Research involving no more than minimal risk and in which the only involvement of subjects will be in one or more of the categories defined by Federal Policy 46.110 requires review by the Chair and selected members of the IRB.
- **Exempt Review.** Research of minimal or no risk as defined by Federal Policy 46.101b requires review by the IRB Chair only. Some types of activities are specifically exempt from IRB review. They include:
 - Non-intrusive observation of subjects in public places,
 - Data-gathering from class members for classroom purposes (e.g., class exercises, course evaluations), and
 - Needs assessment or evaluation data intended to remain within the university community.

All persons seeking IRB approval will utilize the same application form.

Reference

The Institutional Review Board Guidebook, published by the federal Department of Health and Human Services, may be used by the NAU IRB to assist it in making determinations within the university's IRB policies and procedures.

REFUND POLICY: ON-CAMPUS AND ONLINE STUDENTS

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 - Graduate, Doctoral

A student may add or drop any course during the first scheduled week of a standard term of enrollment with no penalty. A student who drops individual courses during this week will receive a full refund for the credit hours dropped. No refunds will be made for individual courses attended and then dropped following this period. The add/drop dates are posted in the academic calendar.

The university will make full or partial refund of tuition paid by students who completely withdraw after classes begin.

Withdrawals/Refunds

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

Students who have attended past the first 60 percent of the scheduled term, as published in the academic calendar, will not be dropped for non-attendance. The final grade of each student who completes more than 60 percent of the term is assigned by

the instructor based upon coursework submitted during the term.

Students completing at least one course during the term will not be eligible for a refund. Students who withdraw without completing any courses during the term will have a refund calculation completed.

The period of enrollment includes all courses 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 45 days of when the withdrawal date (last day of attendance) is determined.

The following refund policy from NAU applies to all students in all academic programs and all student categories at all campuses. The following refund policy does not apply to contract agreements or other arrangements where a separate refund policy is stated.

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

Students who completely withdraw from NAU during the first 60 percent of the term will have tuition and fees prorated based on the last day of attendance in accordance with the following calculation:

Last Day of Attendance	Percent of Reduction
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 \div Number of days in scheduled term

Percent to be refunded = 100% minus percent of term completed

Additional information for Indiana students

If a postsecondary proprietary educational institution utilizes a refund policy of their recognized national accrediting agency or the new United States Department of Education (USDOE) Title IV refund policy enacted by the 1992 Amendments to the Higher Education Act, the postsecondary proprietary educational institution must provide written verification in the form of a final refund calculation, upon the request of the commission, that its refund policy is, indeed, more favorable to the student than that of the commission's. Postsecondary proprietary educational institutions accredited by a nationally recognized accrediting agency must uniformly apply the commission's tuition refund policy or the refund policy of their

recognized accrediting agency, as previously approved by the commission to all first-time students enrolled. Postsecondary proprietary educational institutions using a refund policy other than that of the commission's must list the complete policy and its origination in the institutional catalog and the enrollment agreement. (*Indiana Commission on Proprietary Education; 570 IAC 1-8-4.5; filed Jan 17, 1995, 1:00 p.m.: 18 IR 1476; readopted and extended filed Jan 9, 2002, 10:58 a.m.: 25 IR 1731; readopted filed Sept 11, 2008, 9:53 a.m.: 20080924-IR-570080518RFA*)

Additional information for Iowa students

The university shall make a pro rata refund of no less than ninety percent of the tuition for a terminating student to the appropriate agency based on the ratio of completed number of scheduled school days of the school term or course. If a terminating student has completed sixty percent or more of a school term or course that is more than four months in length, the university is not required to refund tuition for the student. If, at any time, a student terminates a school term or course due to the student's physical incapacity or due to the transfer of the student's spouse's employment to another city, the terminating student shall receive a refund of tuition in an amount which equals the amount of tuition multiplied by the ratio of the remaining number of school days to the total school days of the school term or course. A refund of ninety percent of the tuition for a terminating student shall be paid to the appropriate agency based upon the ratio of completed number of school days to the total school days of the school term or course. (*Iowa Code Section 714.23*)

Additional information for Oregon students

Students residing in Oregon are eligible for refunds pursuant to university policy, with the exception that refunds will be granted on a course-by-course basis. (*OAR 583-030-0035(18)(c)*)

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.

NAU 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 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, e-mail 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 15th day after the first day of the term in which the student is enrolled. Requests for nondisclosure 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 affords 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.

SELF-DIRECTED LEARNER STATEMENT

Students enrolled in online courses will be expected to complete a significant portion of their course work independent of direct faculty supervision. Due to the nature of online learning, 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 self-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, NAU requires that students acknowledge their role as self-directed learners during the enrollment process

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 director of student success 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.

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,
- Completing quizzes, exams, case studies and other written assignments,
- Purchasing textbooks or course materials that are required for the course,
- Treat NAU employees with respect,
- Be proficient in the use of computers and of application software, and
- Have reliable and consistent access to the internet for the duration of their degree program.

This commitment equates to approximately 20-25 hours per week for a full-time (nine credits) MBA, MM or MSN student.

STUDENT SERVICES/LEARNER SERVICES

The student services program at NAU 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 advisors to assist them with questions concerning course scheduling, degree completion and other academic issues.

MBA and MM

Graduate advisors can be reached through email at graduniversityservices@national.edu.

EMBA

Vice president and dean, global graduate business programs, John Mathis at fjmathis@national.edu <mailto:fjmathis@national.edu>.

MSN

Nursing program learner services advisor, Oksana Janz, can be reached at (605) 721-5288 or ojanz@national.edu.

ALUMNI

Graduates of NAU become members of the National American University Alumni Association.

The university maintains communication with graduates by way of newsletters and other means to build a more active and mutually beneficial relationship. Regular input from recent graduates, obtained from biennial surveys, helps the university evaluate its programs and personnel in terms of assessing outcome determinations and establishing improvement measures. A tradition of recognizing distinguished service in terms of community involvement and/or professional accomplishment, has recently been expanded to include other NAU sites and graduation.

Alumni of NAU 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, and begin to receive the *National News* quarterly newsletter, on the NAU website at www.national.edu/Alumni. Please keep the alumni office informed of name, employment and directory data changes through the university website and alumni link.

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.

Career services directors and the director of student success office at each campus assist students and graduates with employment or enhanced employment. Interaction with employers and alumni, participation in the career management class, career fair sponsorships, assistance with preparation of resumes and other written materials, on-campus recruitment by employers, part-time employment, internships, Internet utilization, and Federal Work-Study jobs are some of the means used by NAU to facilitate employment and career development of students and graduates. The university prepares and reports statistical information on employment of graduates. NAU 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/career-services.

FINANCIAL AID

Financial aid and student participation in federal, state, local and private assistance programs are very important aspects of NAU's effort to assist students at all locations. Almost every NAU 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.

GROUPS/ORGANIZATIONS

Student groups on NAU 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, or academic interests.

HEALTH AND ACCIDENT INSURANCE

Individual health and accident insurance policies are available for NAU student's consideration. The financial impact of illness or an accident on educational opportunity may be reduced by electing this optional coverage. Information regarding this option may be obtained from campus advisors.

NAU FOUNDATION ACADEMIC EXCELLENCE AWARD

Each NAU 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 (six or more undergraduate credit hours or 4.5 or more graduate credit hours) at NAU 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 NAU;
2. Participation in institutional activities or community involvement or service while an NAU student;
3. Financial need.

ONLINE LIBRARY AND LEARNING RESOURCE CENTERS

NAU's learning resource centers (LRCs), including the online library, are dedicated to assisting and supporting students, faculty and staff at all campuses. Resources are chosen to assist all in achieving success in their academic programs and careers with a collection of current and timely information in a variety of formats. Most campuses have hard copy resources including books, journals, magazines, newspapers and other publications that support the academic programs. All campuses have access to the NAU online library. The online library includes the NAU catalog, e-books, tutorials, and myriad electronic searchable databases including those provided by: ProQuest, EBSCO, Credo, LearningExpress, Ebrary, Mosby's, OVID, LexisNexis, NBClearn, and WorldCat. Any resources not available locally can be ordered through interlibrary loan. Ask-a-librarian email reference service is available 7-days per week to support students library needs.

RECOGNITION AND SCHOLARSHIPS

NAU recognizes students for their academic achievements, leadership abilities, and community service. Information on scholarship programs can be obtained 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 bachelor's 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.

TITLE IX: SEX DISCRIMINATION AND SEXUAL MISCONDUCT

Sexual Assault Reporting

If a student has been sexually assaulted, the student should immediately call 911 or local law enforcement. In addition, the student should promptly report the incident to the Title IX coordinator and the campus executive officer.

Sexual Harassment and Discrimination Reporting

Students who have experienced sexual harassment or discrimination should immediately contact the campus executive officer and the Title IX coordinator in accordance with the university's Sexual Misconduct and Harassment and Non-discrimination Policies.

Karen Hoffman
Title IX Coordinator
System Director for the Office of Student Concerns
5301 S. Highway 16
Rapid City, SD 57701
605-394-4805 (Office)
khoffman@national.edu

National American University's Sexual Misconduct Policy
<http://www.national.edu/about-nau/information-disclosures/sexual-complaint-reporting>

External Resources

Sexual Assault Hotlines

National Sexual Assault Hotline
<https://www.rainn.org/get-help/national-sexual-assault-hotline>

Department of Defense Safe Helpline (Military Students)
<https://www.safehelpline.org/>

Counseling Services

Student Assistance Counseling Program
mycampus.national.edu mycampus.national.edu

Local Resources*

<http://www.justice.gov/ovw/local-resources>

*Additional resources may be available in your local community. Please contact your campus executive officer or the Title IX coordinator for additional resources.

External Complaint Filing

Office of Civil Rights
<https://www.notalone.gov/students/#how-do-i-file-a-complaint-about-my-school-and-then-what-happens>

STUDENT INTERACTION

NAU 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

NAU, 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, NAU has greater control of campus conditions, for maximizing educational outcomes and building an effective collegiate environment.

TECHNICAL SUPPORT

Technical support is available for students taking online courses. Students experiencing technical problems are encouraged to contact NAU technical support at nausupport@national.edu.

TUTORING SERVICES

The tutoring service that is available to students of the graduate school can be located through the student portal and accessing Smarthinking.

ACADEMIC CALENDARS

MBA, MM, AND MSN - 2015-2017

Fall 2015

October 1	Quarter begins
October 7	Last day to drop or add classes without financial penalty
November 11	Veteran's Day - No classes
November 16	Last day to drop classes without a punitive grade
November 26 & 27	Thanksgiving - No classes
December 19	Quarter ends
December 20 - January 11	Quarter break

Winter 2016

January 12	Quarter begins
January 18	Martin Luther King Jr. Day - No classes
January 19	Last day to drop or add classes without financial penalty
February 27	Last day to drop classes without a punitive grade
March 30	Quarter ends
March 31 - April 11	Quarter break

Spring 2016

April 12	Quarter begins
April 18	Last day to drop or add classes without financial penalty
May 27	Last day to drop classes without a punitive grade
May 30	Memorial Day - No classes
June 1	Make up for Memorial Day (on-ground only)
June 28	Quarter ends
June 29 - July 6	Quarter break

Summer 2016

July 7	Quarter Begins
July 13	Last day to drop or add classes without financial penalty
August 21	Last day to drop classes without a punitive grade
September 5	Labor Day - No classes
September 7	Make up day for Labor Day holiday (on-ground only)
September 22	Quarter ends
September 23-October 2	Quarter break

Fall 2016

October 3	Quarter begins
October 9	Last day to drop or add classes without financial penalty
November 11	Veteran's Day - No classes
November 19	Last day to drop classes without a punitive grade
November 24 & 25	Thanksgiving - No classes
December 22	Quarter ends
December 23 - January 9	Quarter break

Winter 2017

January 10	Quarter begins
January 16	Martin Luther King Jr. Day - No classes
January 17	Last day to drop or add classes without financial penalty
February 25	Last day to drop classes without a punitive grade
March 28	Quarter ends
March 29 - April 9	Quarter break

Spring 2017

April 10	Quarter begins
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April 14	Good Friday - No classes
April 17	Last day to drop or add classes without financial penalty
May 26	Last day to drop classes without a punitive grade
May 29	Memorial Day - No classes
May 31	Make up for Memorial Day (on-ground only)
June 27	Quarter ends
June 28 - July 6	Quarter break

Summer 2017

July 7	Quarter Begins
July 13	Last day to drop or add classes without financial penalty
August 21	Last day to drop classes without a punitive grade
September 4	Labor Day - No classes
September 6	Make up day for Labor Day holiday (on-ground only)
September 22	Quarter ends
September 23-October 2	Quarter break

Fall 2017

October 3	Quarter begins
October 9	Last day to drop or add classes without financial penalty
November 10	Veteran's Day - No classes
November 18	Last day to drop classes without a punitive grade
November 23 & 24	Thanksgiving - No classes
December 21	Quarter ends
December 22 - January 8	Quarter break

EXECUTIVE MBA - 2015-2016**Fall 2015**

October 26	Fall Course Session A Begins
November 5	Last Day to Drop Classes without a punitive grade
November 11	Veteran's Day holiday; no classes
November 14	Make-up date for Veteran's Day holiday
November 26-27	Thanksgiving; no classes
December 5	Make-up date for Thanksgiving Day holiday
December 14-20	Fall Course Session A Final Exams
December 20	Fall Trimester Ends
December 21- Jan 3	Winter Break

Spring 2016

January 4	Spring Course A Begins
January 10	Last Day to Drop/Add Spring Trimester Classes without penalty
January 18	Martin Luther King Jr. holiday; no classes
January 23	Make-up date for Martin Luther King holiday
February 22- February 26	Spring Course A Final Exams.
February 29	Spring Course A ends/Spring Course B begins
March 10	Last day to drop classes without a punitive grade
March 25	Good Friday Holiday; no classes
April 2	Make-up date for Good Friday holiday
April 18-22	Spring Course B Final Exams
April 24	Spring Trimester Ends
April 25-May 1	Spring Break

Summer 2016

May 2	Summer Course A Begins
May 8	Last Day to Drop/Add Summer Trimester Classes without penalty
May 30	Memorial Day holiday; no classes
June 4	Make-up date for Memorial Day holiday
June 20-24	Summer Course A Final Exams

June 27	Summer Course A ends/Summer Course B begins
July 4	Independence Day holiday; no classes
July 7	Last day to drop classes without punitive grade
July 9	Make-up date for Independence Day holiday
August 15-19	Summer Course B Final Exams
August 21	Summer Trimester Ends
August 22-August 28	Summer Break

Fall 2016

August 29	Fall Course A Begins
September 4	Last Day to Drop/Add Fall Trimester Classes without penalty
September 5	Labor Day; no classes
September 10	Make-up date for Labor Day
October 17-21	Fall Course A Final Exams
October 24	Fall Course A Ends/Fall Course B Begins
November 3	Last Day to Drop Classes without a punitive grade
November 11	Veteran's Day holiday; no classes
November 12	Make-up date for Veteran's Day holiday
November 24-25	Thanksgiving; no classes
December 3	Make-up date for Thanksgiving Day holiday
December 12-16	Fall Course B Final Exams
December 18	Fall Trimester Ends
December 19– Jan 3	Winter Break

DIRECTORY

BOARD OF GOVERNORS

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Dr. Susan Murphy	Board Member, Albuquerque, NM
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OWNERSHIP

National American University is a division of Dlorah, Inc. organized under the laws of the state of South Dakota. On November 23, 2009 Dlorah, Inc. was acquired by and became a wholly owned subsidiary of National American University Holdings, Inc., incorporated in the state of Delaware. National American University Holdings, Inc. is a publicly traded company with its principle office located at 5301 S. Highway 16, Rapid City, SD 57701.

National American University Holdings, Inc.

Board of Directors

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National American University Holdings, Inc.

Officers

Dr. Ronald L. Shape - CEO
 Dr. Jerry L. Gallentine - Chairman of the Board of Governors
 Dr. David Heflin - CFO

CENTRAL ADMINISTRATION

University President and CEO

Ronald Shape, BA, Dakota Wesleyan (1991); MBA, University of South Dakota (1996); EdD, University of South Dakota (2001).

Provost

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INDEX

A	
Academic Advising Services.....	53
Academic Calendars.....	56
Academic Integrity.....	41
Academics.....	24
Accounting (AC).....	32
Accounting Emphasis.....	10
Accreditation - Approvals - Affiliations.....	2
Add/Drop Period - Graduate, Doctoral.....	50
Admission Criteria.....	6
Admission Requirements - MBA and MM.....	6
Admission Requirements - MSN - School of Nursing*.....	6
Admission Submittals.....	6
Admissions.....	6
Admissions Requirements - Executive MBA.....	6
Admittance Process.....	7
Alumni.....	53
Americans with Disabilities Act Policy - Undergraduate/Graduate.....	42
Assessment Philosophy.....	24
Attendance and Participation Policy.....	24
Attendance Philosophy.....	41
Attendance Policy.....	41
B	
Board of Governors.....	59
C	
Cancellation of Classes.....	24
Career Services.....	53
Central Administration.....	60
Certificate of Authorship.....	24
Change of Grades.....	24
Commencement.....	24
Conduct.....	42
Confidentiality Policy.....	42
Core Values.....	1
Course Descriptions - MBA, MM, and MSN.....	32
Criminal Justice (CJ).....	33
Criminal Justice Management Emphasis.....	18
D	
Definition of a Student.....	50
Directory.....	59
Drug and Alcohol Policy.....	43
E	
Economics (EC).....	33
Educational Philosophy of National American University.....	24
E-Marketing Emphasis.....	10, 18
Emergency Military Deployment.....	43
Enrollment Dates and Quarter System - MBA, MM, and MSN.....	44
Enrollment Dates and Trimester System - Executive MBA.....	44
Enrollment Status.....	25
Equal Educational Opportunity Policy.....	4
Executive Master of Business Administration.....	12
Executive MBA - 2015-2016.....	57
Executive MBA Admission Process.....	12
Executive MBA Core Courses.....	12
Executive MBA Course Descriptions.....	14
Executive MBA Financial Aid and Scholarship Information.....	31
Executive MBA Learning Model and Methodology.....	12
Executive MBA Program Format.....	12
Executive MBA Program Requirements.....	12
Expectation of Master's Students.....	25
F	
Falsification of Educational Records.....	44
Fees.....	30
Finance (FN).....	33
Financial Aid.....	53
Financial Aid Programs.....	31
G	
General Information.....	1
Generalist.....	19
Generalist MBA.....	10
Goals/Purposes.....	21
Grading Standards - Graduate.....	25
Graduate Program Goals.....	5
Graduate Program Mission.....	5
Graduation Requirements - Executive MBA.....	26
Graduation Requirements - MBA and MM.....	25
Graduation Requirements - MSN.....	26
Groups/Organizations.....	53
H	
Harold D. Buckingham Graduate School.....	1
Harold D. Buckingham Graduate School at the Roueche Graduate Center.....	61
Health and Accident Insurance.....	53
Health Care (HA).....	34
Health Care Administration Emphasis.....	10, 19
Higher Education Management (HE).....	34
Human Resource Management Emphasis.....	10, 19
I	
Incomplete Policy.....	26
Independent Study.....	27
Information Technology (CI).....	32
Information Technology Management Emphasis.....	10, 19
International Business Emphasis.....	10
International Student Admission Requirements.....	7
Internet Policy.....	48
Introduction.....	5
IRB Policy.....	49
L	
Law (LA).....	34
M	
Management (MT).....	35
Management Emphasis.....	10
Marketing (MG).....	35
Master of Business Administration.....	9
Master of Management.....	18
Master's Faculty.....	62
Master's Transfer Courses.....	27
Mathematics (MA).....	35
MBA Core Courses.....	9
MBA Elective and Emphasis Options.....	10
MBA Prerequisite Requirements.....	9
MBA Program Outcomes.....	9
MBA Program Requirements.....	9
MBA Student Learning Outcomes.....	11
MBA Thesis Option (Generalist Emphasis Only).....	10
MBA, MM, and MSN - 2015-2017.....	56
Mission Statement.....	1, 21

MM Core Courses.....	18	Time Commitment/Expectations.....	52
MM Elective and Emphasis Options.....	18	Time Limitations.....	29
MM Prerequisite Requirements.....	18	Title IX: Sex Discrimination and Sexual Misconduct.....	54
MM Program Outcomes.....	18	Transcripts.....	8
MM Program Requirements.....	18	Transferability of Credit Disclosure.....	29
MM Student Learning Outcomes.....	19	Tuition and Fees.....	30
MSN Curriculum Description.....	23	Tutoring Services.....	55
MSN Program Advisory Committee.....	62		
MSN Progression Standards.....	28	U	
MSN Student Learning Outcomes.....	23	Undergraduate/Master's Dual Credit Courses.....	29
		University Policies/Procedures.....	41
N			
National American University Locations.....	1	W	
National American University Master's Catalog 2015-2016.....	1	Withdrawals/Refunds.....	50
NAU Business Advisory Committee.....	61		
NAU Foundation Academic Excellence Award.....	53		
Non-Native English Speaking Students.....	8		
Nursing (NS).....	37		
Nursing Practice and Nursing Education.....	22		
O			
Online Library and Learning Resource Centers.....	54		
Operations and Configuration Management Emphasis.....	11, 19		
Ownership.....	59		
P			
Project and Process Management Emphasis.....	11, 19		
Proprietary Higher Education Management Emphasis.....	19		
Purposes.....	1		
R			
Recognition and Scholarships.....	54		
References.....	22		
Refund Policy: On-campus and Online Students.....	50		
Registration.....	44		
Repeating Courses.....	28		
Requirements for Graduation with an MBA and an MM (Dual Degree).....	26		
Right to Privacy - FERPA.....	51		
Rouche Graduate Center.....	1		
S			
Satisfactory Academic Progress Policy.....	39		
Satisfactory Academic Progress Policy - Graduate.....	39		
Satisfactory Academic Progress Table - Graduate.....	40		
School of Nursing.....	21		
School of Nursing Philosophy.....	21		
Self-Directed Learner Statement.....	28, 52		
Skill Based Communication Courses for Leaders (0.75 credit hours each).....	17		
Special Student Status.....	28		
Student Concerns.....	44		
Student Concerns - Minnesota Students.....	52		
Student Concerns - Tennessee Students.....	52		
Student Core Abilities.....	5		
Student Course Load Policy - MBA, MM, and MSN.....	28		
Student Interaction.....	54		
Student Reentry - Graduate.....	28		
Student Services/Learner Services.....	53		
Student Welfare.....	54		
T			
Technical Support.....	55		
Termination from the Executive MBA.....	13		
Termination from the Graduate Program.....	8		
The Catalog.....	4		
Thesis Option (General Emphasis Only).....	19		
Thesis Policy.....	29		