



Catalog
for
Doctoral Programs
2019-2020

Quality higher education in a caring and supportive learning environment

TABLE OF CONTENTS

TABLE OF CONTENTS.....	1	GOOD STANDING STATUS	23
NATIONAL AMERICAN UNIVERSITY LOCATIONS	2	WARNING STATUS	24
GENERAL INFORMATION	3	SUSPENSION STATUS.....	24
HAROLD D. BUCKINGHAM GRADUATE SCHOOL	3	PROBATION STATUS.....	24
MISSION STATEMENT.....	3	NOTIFICATION OF CHANGE IN SAP STATUS.....	24
PURPOSE	3	RE-ESTABLISHING FEDERAL FINANCIAL AID	
VISION	3	ELIGIBILITY.....	24
ACCREDITATION AND AUTHORIZATIONS	3	REFERENCES	25
EQUAL EDUCATIONAL OPPORTUNITY POLICY	3	SATISFACTORY ACADEMIC PROGRESS TABLES.....	25
THE CATALOG	3	EDD COMMUNITY COLLEGE LEADERSHIP	
UNIVERSITY POLICIES AND PROCEDURES.....	5	(TRIMESTER)	25
ASSESSMENT PHILOSOPHY.....	5	DOCTOR OF STRATEGIC SECURITY (QUARTER)	25
ACADEMIC INTEGRITY	5	HAROLD D. BUCKINGHAM GRADUATE SCHOOL.....	26
ACADEMIC RELIEF FOR U.S. MILITARY		PROGRAM MISSION	26
SERVICE/ABSENCE.....	6	PROGRAM GOALS.....	26
AMERICANS WITH DISABILITIES ACT POLICY	7	STUDENT CORE ABILITIES	26
CALIFORNIA STUDENT TUITION RECOVERY FUND.....	8	EDD IN COMMUNITY COLLEGE LEADERSHIP (CCLP) -	
CANCELLATION OF CLASSES.....	9	ACADEMIC CALENDAR	27
CERTIFICATE OF AUTHORSHIP	9	CCLP ACADEMIC CALENDAR 2019-2020.....	27
CHANGE OF GRADES	9	CCLP ACADEMIC CALENDAR 2020-2021	28
COMMENCEMENT.....	9	CCLP ACADEMIC CALENDAR 2021-2022.....	29
CONDUCT.....	10	CCLP ACADEMIC CALENDAR 2022-2023	30
DRUG AND ALCOHOL POLICY	10	CCLP ACADEMIC CALENDAR 2023-2024	31
FALSIFICATION OF EDUCATIONAL RECORDS.....	10	ADMISSIONS – EDD COMMUNITY COLLEGE LEADERSHIP... 33	
GRADE APPEAL POLICY	10	ADMISSION CRITERIA.....	33
GRADING GUIDELINES	10	ADMISSION REQUIREMENTS - EDD	33
HARASSMENT AND NON-DISCRIMINATORY POLICY ...	11	INTERNATIONAL STUDENT ADMISSION REQUIREMENTS .	33
INCOMPLETE POLICY - DOCTORAL.....	12	NON-NATIVE ENGLISH SPEAKING STUDENTS	34
INSTITUTIONAL REVIEW BOARD POLICY	13	STUDENTS ADMITTED ON A CONDITIONAL OR	
IRB MISSION.....	13	PROBATIONARY ADMISSION STATUS	35
COMMITTEE COMPOSITION.....	13	CONVERSION OF STUDENTS ADMITTED ON A	
DEFINITIONS.....	13	PROBATIONARY ADMISSION STATUS TO REGULAR	
REFERENCE	13	ADMISSION STATUS	35
IRB PROCEDURES	13	TRANSCRIPTS	35
INTERNET POLICY	14	PROGRAM - COMMUNITY COLLEGE LEADERSHIP	36
REPEATING COURSES.....	15	CERTIFICATE IN COMMUNITY COLLEGE LEADERSHIP	38
RIGHT TO PRIVACY - FERPA	15	STUDENT LEARNER SERVICES - EDD IN COMMUNITY	
STUDENT CONCERNS	17	COLLEGE LEADERSHIP.....	40
SUBSTITUTION OF INSTRUCTORS.....	21	STUDENT WELFARE	40
TITLE IX: SEX DISCRIMINATION AND SEXUAL		ACADEMIC ADVISING AND NAVIGATING	40
MISCONDUCT.....	22	ORIENTATION AND TUTORIALS	40
SEXUAL ASSAULT HOTLINES	22	TUTORING SERVICES.....	40
LOCAL RESOURCES*	22	ONLINE LIBRARY	40
EXTERNAL COMPLAINT FILING	22	TECHNICAL SUPPORT	40
SATISFACTORY ACADEMIC PROGRESS POLICY	23	ALUMNI	41
CUMULATIVE GRADE POINT AVERAGE.....	23	ACADEMICS - EDD IN COMMUNITY COLLEGE	
COMPLETION RATE	23	LEADERSHIP	42
DOCTORAL.....	23	EDUCATIONAL PHILOSOPHY	42
MAXIMUM TIME FRAME	23		
SATISFACTORY ACADEMIC PROGRESS STATUS.....	23		

COHORTS	42	DSS ACADEMIC CALENDAR 2022-2023.....	63
STUDENT EXPECTATIONS.....	42	DSS ACADEMIC CALENDAR 2023-2024.....	64
REGULAR AND SUBSTANTIVE INTERACTION		ADMISSIONS - DOCTOR OF STRATEGIC SECURITY	65
LEARNER STATEMENT	42	GRADUATION REQUIREMENTS - DSS	65
COHORT PARTICIPATION.....	43	DOCTORAL DEGREE PROGRAM LENGTH	65
ATTENDANCE AND PARTICIPATION POLICY	43	MAXIMUM FULL-TIME STUDENT LOAD	65
ENROLLMENT STATUS	43	DEGREE AWARDED	65
STUDENT COURSE LOAD POLICY	43	GRADUATE ASSISTANTSHIP PROGRAM	65
TRANSFER COURSES	43	MASTER'S TO DOCTORATE	66
GRADING STANDARDS	44	PHILOSOPHY AND PROCESS	66
STUDENT REENTRY.....	44	APPLICATION PROCESS	66
TIME LIMITATIONS AND TERMINATION FROM THE		INTERNATIONAL STUDENTS	66
PROGRAM	44	ADMISSION REQUIREMENTS	66
GRADUATION REQUIREMENTS	45	STUDENTS REQUESTING THE CERTIFICATE OF	
TUITION AND FEES - EDD IN COMMUNITY COLLEGE		ELIGIBILITY (FORM I-20).....	67
LEADERSHIP	46	FINANCIAL AID.....	67
FEES.....	46	STUDENT AUTHENTICATION	67
REGISTRATION.....	46	TECHNOLOGY REQUIREMENT	67
REFUND POLICY.....	46	PROGRAM DELIVERY AND TECHNOLOGY.....	68
ADD/DROP PERIOD.....	46	PROGRAM - DOCTOR OF STRATEGIC SECURITY	69
WITHDRAWALS AND REFUNDS.....	46	CERTIFICATE IN STRATEGIC SECURITY MANAGEMENT	69
REFUND DISTRIBUTION POLICY	47	STUDENT SERVICES - DOCTOR OF STRATEGIC SECURITY.....	71
FINANCIAL AID AND SCHOLARSHIP INFORMATION - EDD		UNIVERSITY STUDENT SERVICES	71
IN COMMUNITY COLLEGE LEADERSHIP	48	ALUMNI	71
VETERAN FINANCIAL ASSISTANCE	48	BOOKSTORE	71
OTHER LOCAL, STATE, AND FEDERAL PROGRAMS.....	48	CAREER CENTER AND SERVICES	71
FEDERAL DIRECT LOANS	49	CLUBS AND ORGANIZATIONS	72
RECOGNITION AND SCHOLARSHIPS	49	STUDENT VETERANS ASSOCIATION.....	72
NAU FOUNDATION SCHOLARSHIP OPPORTUNITIES	49	ORDER OF THE SWORD AND SHIELD (OSS)	72
NAU FOUNDATION COMMUNITY COLLEGE		JOURNAL OF STRATEGIC SECURITY	72
LEADERSHIP PROGRAM DOCTORAL SCHOLARSHIP	49	ONE STOP.....	72
SCHOLARSHIPS.....	49	ONLINE LIBRARY	72
COURSE DESCRIPTIONS - EDD COMMUNITY COLLEGE		ORIENTATION.....	72
LEADERSHIP	51	TECHNICAL SUPPORT	72
8000-LEVEL COURSES	51	TUTORING SERVICES.....	73
9000-LEVEL COURSES	52	USERS	73
EDD FACULTY AND DISSERTATION MEMBERS.....	55	ACADEMICS - DOCTOR OF STRATEGIC SECURITY	74
HENLEY-PUTNAM SCHOOL OF STRATEGIC SECURITY -		ATTENDANCE PHILOSOPHY	74
DOCTOR OF STRATEGIC SECURITY (DSS)	57	ATTENDANCE POLICY	74
GENERAL INFORMATION	57	CHANGE OF PERSONAL DATA	75
MISSION STATEMENT	58	EXPECTATION OF STUDENTS	75
VISION STATEMENT.....	58	SUGGESTIONS FROM STUDENTS	75
PURPOSE.....	58	TUITION, FEES AND REFUND POLICY - DOCTOR OF	
CORE VALUES	58	STRATEGIC SECURITY.....	76
LEARNING OUTCOMES	59	FEES.....	76
DOCTOR OF STRATEGIC SECURITY - ACADEMIC		REFUND POLICY.....	76
CALENDAR	60	ADD/DROP PERIOD	76
DSS ACADEMIC CALENDAR 2018-2019	60	WITHDRAWALS AND REFUNDS.....	76
DSS ACADEMIC CALENDAR 2019-2020	60	ADMINISTRATIVE FEE.....	77
DSS ACADEMIC CALENDAR 2020-2021	61		
DSS ACADEMIC CALENDAR 2021-2022	62		

FINANCIAL AID AND SCHOLARSHIP INFORMATION -	
DOCTOR OF STRATEGIC SECURITY	78
VETERAN FINANCIAL ASSISTANCE	78
OTHER LOCAL, STATE, AND FEDERAL PROGRAMS.....	78
FEDERAL DIRECT LOANS	78
NAU FOUNDATION SCHOLARSHIP OPPORTUNITIES ...	79
SCHOLARSHIPS.....	79
COURSE DESCRIPTIONS - DOCTOR OF STRATEGIC	
SECURITY	80
COM - COMMUNICATIONS.....	80
FRP - FINAL RESEARCH PROJECT AND RESEARCH	
COURSES.....	80
HIST - HISTORY	81
INT - INTELLIGENCE	81
LAW - LAW	82
MGT - MANAGEMENT	82
PRO - PROTECTION.....	82
SEC - SECURITY	82
TCT - TERRORISM AND COUNTERTERRORISM	83
DIRECTORY - HENLEY PUTNAM SCHOOL OF STRATEGIC	
SECURITY	84
DSS FACULTY AND DISSERTATION MEMBERS.....	84
DIRECTORY	85
BOARD OF GOVERNORS	85
OWNERSHIP	85
CENTRAL ADMINISTRATION	86
INDEX	88

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MAJOR REVISIONS – FEBRUARY 2020

Updated contact information.
 Revised SAP process wording.
 Added an addendum to SAP.
 Updated locations.

MAJOR REVISIONS – JANUARY 2020

Re-inserted Admissions section for EdD

MAJOR REVISIONS – DECEMBER 2019

Update to contacts
 Removed outdated SAP information
 Removed application fee

MAJOR REVISIONS – NOVEMBER 2019

Mission Statement, Core Values, Vision and Purposes
 revised.

NATIONAL AMERICAN UNIVERSITY LOCATIONS

CENTRAL ADMINISTRATION

5301 Mount Rushmore Rd.
Rapid City, SD 57701
(605) 721-5200
(605) 721-5241 (FAX)

GEORGIA

Kings Bay

918 USS James Madison Rd, Bldg 1030
Kings Bay, GA 31547
(605) 718-6554
Site Director: Amanda Bryant

SOUTH CAROLINA

Joint Base Charleston

1000 Pomplant Access Rd.
Building 302, Room 162
Goose Creek, SC 29445
(605) 718-6554
Site Director: Amanda Bryant

SOUTH DAKOTA

Ellsworth Air Force Base

1000 Ellsworth St., Suite 2400-B
Ellsworth AFB, SD 57706
(605) 718-6550
(605) 718-6555 (FAX)
Site Director: Anthony Sanchez

TEXAS

Georgetown

1015 W. University Avenue, Suite 700
Georgetown, TX 78628
(512) 942-6750
(512) 942-6755 (FAX)
Location Contact: Sara Mosca

GENERAL INFORMATION

HAROLD D. BUCKINGHAM GRADUATE SCHOOL

Harold D. Buckingham, a passionate advocate for higher learning, firmly believed that quality educational opportunities and a better quality of life should exist for every person who desired them. In 1963, Mr. Buckingham acquired National American University, then known as National School of Business, and guided its growth for many years. More than two decades after his death in 1995, the university remains committed 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

MISSION STATEMENT

National American University provides innovative learning experiences in a caring and supportive environment for individuals of diverse backgrounds, cultures, and abilities, preparing them for success in technical and professional fields.

PURPOSE

We create opportunities. We empower people. We transform lives.

VISION

An innovative university transforming your future.

Adopted by the National American University Board of Governors, October 2019

ACCREDITATION AND AUTHORIZATIONS

National American University is accredited by the Higher Learning Commission, 230 South LaSalle Street, Suite 7-500, Chicago, IL, 60604, <http://hlcommission.org>, 800-621-7440.

National American University is approved by the Higher Learning Commission to offer programs and courses through distance education. The university is authorized to offer online programs and courses through its participation in the State Authorization Reciprocity Agreement (SARA). A list of SARA member states is available at <http://nc-sara.org/>.

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, 5301 Mount Rushmore Rd., Rapid City, SD 57701, email: mgomez@national.edu, or phone: (605) 721-5204.

THE CATALOG

This catalog contains, programs, policies, and procedures of National American University as of the date of its publication. Catalogs are also available online at www.national.edu and through the student portal. National American University reserves the right to adopt, amend, and implement its policies and procedures as it deems appropriate and necessary, and to correct clerical errors. Under certain circumstances, National American University may grant exceptions to its policies and procedures

4| National American University 2019-2020 Doctoral Catalog

in individual cases when it is determined, in the sole and absolute discretion of the university, that such action would be appropriate to further the mission and purposes of the university.

The provisions of this catalog are not to be regarded as a contract between the student and National American University. The most current version of the catalog is the electronic version, available online.

UNIVERSITY POLICIES AND PROCEDURES

The following policies and procedures apply to students in both the EdD and DSS.

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.

ACADEMIC INTEGRITY

The National American University Mission and Purposes describe the university's commitment to assist students in

further development of ethical values and behavior. A significant aspect of one of the purposes relates to academic integrity and the encouragement of honesty and ethical behavior on the part of students and graduates. Academic dishonesty includes, but is not limited to, 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 determined in consultation between the faculty member and his or her supervisor in consideration of university policy and 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.

ACADEMIC RELIEF FOR U.S. MILITARY SERVICE/ABSENCE

NAU recognizes the sacrifices, commitment, and hardships of servicemen and women. This policy is intended to relieve academic burden during periods when military service conflicts with class attendance and course completion. This policy applies to active duty servicemen and women, their spouses, National Guard members and

Reservists when orders take effect during, or intersect with, an active academic term (*Proof of orders is required and can be accomplished by visual inspection or a letter or email from the commander or 1st Sergeant*). This policy also applies to veterans who have a documented service-related disability that prevents them from successfully attending and/or completing a course. (*A letter or email from an attending medical professional stating the student's disability prevents them from successfully completing the class or program at this time is required*).

Note: In some cases, students may accept an Incomplete during a time of absence and complete the course upon return. However, be aware that military regulations governing the allowable time to replace Incomplete (I) grades differ between military branches and the service requirements take precedent over NAU's requirements. NAU strongly recommends that before choosing an option requesting an incomplete beyond the end of the current term, students contact the military Education Office to determine the military branch's specific policy for recoupment of Tuition Assistance funds.

Students will complete the Academic Relief for U.S. Military Service/Absence Form and will elect one of the following 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]. On the space provided at the end of the form, list the classes, which will be affected by this policy, the name of the instructor for each class, and the Academic Relief for Military Service option for each class. Include the last date of attendance and sign and date this form. This form must be completed within 30 days of the last date of attendance. If not, the university withdrawal policy as found in the current catalog will be applied. Before signing, please speak to an NAU financial aid advisor and an NAU military finance coordinator.

Option One:

Elect to finish class(es) by accelerating work and completing it before the start of an absence, or by finishing the class via electronic means or special accommodations agreed to with the instructor. Please note: students wishing to complete work via e-mail or learning management system must have web access during the period of absence.

Grade: The grade earned for the class will be applied at the end of the current term.

Financial Aid: Military assistance or federal aid may be used to pay for the class(es) provided all eligibility requirements are met. If military and federal eligibility

requirements are not met, the student will pay for the class(es).

Option Two:

Elect to be ‘no-showed.’ This option is only available if financial aid has not been disbursed and the absence is within three weeks of the start of the term. The student’s attendance and enrollment will be deleted from the system.

Grade: The course will not be recorded on the student’s transcript.

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

Option Three:

Elect to take an incomplete for class(es). The student will then have a predetermined period of time to complete the work following the absence. The student will need to notify the instructor who will process the incomplete paperwork. If the absence is 60 days or less, the student will have 6 months from the date the absence ends to finish the class. If the absence is greater than 60 days, the student will have one year from the date the absence ends to finish the 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 in accordance with this policy until the incomplete grade has been converted to a final grade.

Grade: An “I” will appear on the transcript until the work is completed or the allotted time has passed. If the work is completed, the instructor will submit a grade change and award the student the grade earned. If the work is not completed within the allotted time, the instructor will award a grade based on the work completed up to the time the class was dropped.

Financial Aid: Military assistance and federal financial aid may be used to pay for the class(es) depending on eligibility rules. If eligibility requirements are not met, the student will pay for the class(es). **Note:** Some branches of the service will not allow an incomplete on a student’s record for an extended time, therefore students should check with the education office to ensure students will not be personally billed for the class(es).

Option Four:

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

Grade: The student will receive a “W” on the transcript. The student will be allowed to repeat this class in the future.

Financial Aid: Military assistance and federal financial aid may be used to pay for the class(es) depending on eligibility rules. If eligibility requirements are not met, the

student will pay for the class(es). If the last date of attendance is within the refund period, any refund will be pro-rated. If the start of the student’s absence is beyond the refund period, no refund will be given.

Option Five:

Elect a waiver for the term. The student may contact the education officer to request a waiver for the term. The waiver will allow the student to retake the class at a later date and to receive military assistance for the class a second time. If the waiver is granted the student must also request to be dropped from all classes.

Grade: The student will receive a “W” on the transcript for the class(es). When the student enrolls the second time, the second class will also be on the transcript along with the grade earned.

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

AMERICANS WITH DISABILITIES ACT POLICY

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 associate vice president for student and faculty engagement, who serves as a resource for students with disabilities, verifies and maintains documentation, considers accommodation requests, and determines reasonable accommodations.

Associate Vice President for Student and Faculty
Engagement
National American University
5301 Mount Rushmore Rd.
Rapid City, SD 57701
Telephone: (605) 679-4374 Fax: (605) 721-5241
joyler@national.edu

To request an accommodation:

Step 1 –

Contact the appropriate success coach and request an ADA Accommodation Request Form: for undergraduate, master's, and HPSSS students contact a success coach, for EdD students contact the vice president and dean.

Step 2 –

Submit a completed ADA Accommodation Request Form and all required documentation to the success coach 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 a student requests an accommodation for a disability relating to learning or attention difficulties, comprehensive and diagnostic testing may be required, at the student's expense.

The associate vice president for student and faculty engagement will review the request and supporting documentation and will communicate with the student and other persons as appropriate.

If the associate vice president for student and faculty engagement determines that an accommodation is warranted, the student will receive an ADA Student Accommodation Agreement, indicating the accommodation has been granted. **Accommodations will not be applied retroactively.**

Step 3 –

Provide each instructor with a copy of the ADA Student Accommodation Agreement, obtain the instructor's signature, and deliver the signed Agreement(s) to the success coach. Students need to contact userservices@national.edu prior to the start of each academic term so that the accommodations may be implemented in the online classes.

The student can contact the success coach if an accommodation is not effectively implemented, not granted, to have the matter reconsidered, or with any questions. While it is hoped that any concerns can be resolved within the university process, the student may also contact the U.S. Department of Justice, Civil Rights Division.

CALIFORNIA STUDENT TUITION RECOVERY FUND

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or are enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120-day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120-day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the

action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

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 doctoral students is their authentic authorship of written assignments. A certificate of authorship must be submitted as a one-time document signed by the student during matriculation that covers the student's tenure with NAU, and other major assignments as required by instructors. Additional documentation is required for verification of authenticity of the dissertation.

CHANGE OF GRADES

Grades submitted by faculty at the end of each course 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 professor. If the student is unable to resolve the grade issue with the instructor, the student must submit a grade appeal in writing to the Academic Standards Committee (ASC) within 45 days of the grade being posted at the end of the course. If the grade is denied or dismissed by the ASC, the decision may be appealed to the vice president and dean who will convene a grade appeal committee comprised of the vice president and dean, and two independent administrators. The decision of the grade appeal committee is final.

COMMENCEMENT

Commencement is a ceremonious occasion to celebrate educational accomplishments. Graduates are encouraged to attend the annual commencement exercises.

CONDUCT

As a student at NAU, appropriate conduct and integrity are expected. In some instances of student misconduct, the university will issue a warning or will place the student on disciplinary probation, suspension, or will dismiss the student from the university. A written policy on student conduct is available from the office of the vice president and dean who has authority and responsibility for overseeing student conduct. The dean may consult with cohort coordinators.

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

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

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 university 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.

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.

GRADE APPEAL POLICY

In order to protect students' rights and maintain academic integrity, the following policy and procedure should govern grade appeals:

Grade appeals may be filed in circumstances where a student believes there is a grade entry error or mathematical error or in instances where the student believes that a grade was awarded in an arbitrary or capricious manner. Arbitrary and capricious includes but is not limited to:

- Instances in which the grade was awarded using criteria not outlined in the course syllabus or policies established for the class.
- Instances in which the grade was awarded for purposes other than academic merit, such as under favoritism, discrimination, or in instances where policies outlined in the syllabus or classroom have not been followed.

Grades submitted by faculty at the end of each quarter are not subject to revision on the basis of additional work or a new examination. Grade disputes may not be filed for sanctions imposed under the academic integrity or student conduct policy.

GRADING GUIDELINES

Typical grading guidelines follow. Each course syllabus will specify the grading policy for that course.

- Class and site-visit attendance and engagement; substantive preparation and active participation
- Teamwork and/or group leadership
- Reflective papers, case studies, written and oral reports that include attention to analysis, problem solving, innovation, summation, and evaluation which provide opportunities for continuous student and faculty feedback, mid-term, and final assessments
- Threaded online discussion groups that draw upon knowledge of historic foundations, current and emerging issues
- Classroom debates which include understanding of assigned readings and alternative perspectives

HARASSMENT AND NON-DISCRIMINATORY POLICY

1. Purpose of Policy

- a. National American University (NAU) employees and students should be able to work and learn in an environment free from discrimination and harassment. The mission of NAU is best accomplished in an atmosphere of professionalism, which in turn is supported by mutual respect and trust. NAU expects all employees and students to work toward this goal.
- b. Discrimination and harassment based on a person's race, color, creed, religion, national origin, sex, sexual orientation, disability, age, genetic information, gender identity, or any other protected class status is strictly prohibited by NAU.

2. Scope of Policy

- a. This policy prohibits any form of harassment by an individual, including university managers and supervisors, employees, co-workers and third parties such as students, consultants, contractors or vendors who deal with university employees or students.

3. Definitions of Sexual and Other Forms of Harassment and Discrimination

- a. Discrimination consists of unequal treatment in the workplace or academic setting or in the terms and conditions of a person's employment or academic standing, when the treatment is based on a person's race, color, creed, religion, national origin, sex, sexual orientation, disability, age, genetic information, gender identity, or other protected class status.
- b. Harassment consists of unwelcome conduct based on a person's race, color, creed, religion, national origin, sex, sexual orientation, disability, age, genetic information, gender identity, or other protected class status when submission to such conduct:
 - i. Is a condition of employment, continued employment, admission to the university, continued enrollment, or academic achievement; or
 - ii. Is a basis for an employment decision affecting an employee's job or a student's ability to obtain an education; or
 - iii. Interferes with an employee's job or a student's academic performance; or
 - iv. Creates an intimidating, hostile, or offensive work or academic environment.

- c. NAU prohibits such harassment in any form, including verbal, physical, and visual harassment.
- d. Some examples of conduct that could be considered harassment include the following types of action when they are taken based on protected class status:
 - i. Abusive, intimidating, insulting or degrading remarks;
 - ii. Displaying in the workplace or academic setting, objects, cartoons, pictures, or stories which may be perceived as offensive or demeaning; or
 - iii. Threats, demands or suggestions that an employee's work status or a student's academic status, advancement or other terms and conditions of employment or academic achievement are contingent upon the employee's toleration of or acquiescence to unwelcome harassment.
- e. One form of prohibited harassment is sexual harassment. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when submission to such conduct:
 - i. Is a condition of employment, continued employment, admission to the university, continued enrollment, or academic achievement; or
 - ii. Is a basis for an employment decision affecting an employee's job or a student's ability to obtain an education; or
 - iii. Interferes with an employee's job or student's academic performance; or
 - iv. Creates an intimidating, hostile, or offensive work or academic environment.
- f. NAU prohibits sexual harassment in any form, including verbal, physical, and visual harassment. For more information, please refer to the university's Sexual Misconduct policy.

4. Reporting Harassment

- a. If at any time a student feels he/she has experienced sexual or other forms of harassment, discrimination, or violence, the student should immediately contact: Title IX Coordinator, 5301 Mount Rushmore Rd., Rapid City, SD 57701, 913-981-8714, TitleIX@national.edu.

If at any time an employee feels that he/she has experienced sexual and other forms of harassment, discrimination, or violence, the employee should immediately contact: Human Resources, 5301 Mount

Rushmore Rd., Rapid City, SD 57701, 605-721-5312,
hremployeeerelations@national.edu

- b. NAU wants to resolve any such problems, but it can do so only if it is aware of those problems. NAU encourages any individual who believes he/she is being discriminated against or harassed to report any and all incidents of perceived discrimination or harassment.
- c. NAU will investigate discrimination and harassment complaints and take other appropriate action. Every effort will be made to ensure the confidentiality of complaints, and the results of investigation, to the extent possible. Any person who is found to have committed prohibited discrimination or harassment will be subject to appropriate corrective action, which may include discipline up to and including termination or, in the case of a student, permanent suspension.

5. Confidentiality

Every effort will be made to ensure the confidentiality of complaints, and the results of investigation, to the extent possible.

6. No Retaliation

- a. Retaliation against any individual for making a complaint under this policy, for opposing harassment or discrimination, or for participating in an investigation of any claim regarding harassment or discrimination or inappropriate behavior is strictly prohibited.
- b. Any person who engages in retaliatory conduct or reprisals in response to a claim of harassment or discrimination will be subject to appropriate corrective action, which may include discipline up to and including termination of employment or permanent suspension of a student. If an employee or student feels that he/she has experienced such retaliation, the individual should immediately report any such retaliation to the system director of human resource.
- c. A person who files a false or malicious complaint of discrimination or harassment may be the subject of appropriate disciplinary action.

7. Employee and Student Responsibilities

- a. Everyone is responsible for maintaining a working and learning environment free of harassment and discrimination.
- b. All employees are required to complete the interactive educational training program for preventing unlawful harassment, discrimination, and retaliation located on the human resources page of MyNAU. All students and employees will also be provided with Title IX, VAWA training.

- c. It is the responsibility of ALL employees and students to:
 - i. Read and abide by this policy. Employees with questions may contact the system director for human resources. Students with questions may contact the Title IX Coordinator.
 - ii. Refrain from engaging in acts of harassment or discrimination or acts that can be construed as harassment or discrimination.
 - iii. Immediately report any acts of discrimination or harassment or acts that can be construed as such.
 - iv. Cooperate with any investigation regarding discrimination, harassment, or inappropriate conduct.
 - v. Maintain the confidentiality of any complaint or information received or provided in the course of an investigation, only disclosing information to those NAU personnel or representatives with a need to know about the complaint or information. Refrain from speculation and from drawing conclusions or gossiping about the subject matter or individuals involved in claims of harassment or discrimination, or involved in the investigation of such claims.
 - vi. Refrain from taking any adverse or retaliatory action against any individual who has made a claim of harassment, opposed harassment, or participated in the investigation of any claim regarding harassment or inappropriate behavior.

INCOMPLETE POLICY - DOCTORAL

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.

INSTITUTIONAL REVIEW BOARD POLICY

Students must comply with NAU's Institutional Review Board (IRB) policies. Students conducting research must complete the IRB process for approval of their research design prior to beginning the research.

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, NAU has established the 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. The IRB has the authority to approve, disapprove, or require modifications of the proposed research.

IRB Mission

The mission of the National American University Institutional Review Board 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 Institutional Review Board (IRB). Therefore, any research project involving human subjects which is conducted by National American University faculty, staff, students, or external persons (or that takes place on any National American University location 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."

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.

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 ensure 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.

INTERNET POLICY

Open access through computers, networks, and the Internet is a privilege. NAU's goal in providing this service to 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.

REPEATING COURSES

Effective October 1, 2019

Students pursuing a degree, diploma, or certificate program may request to repeat one or more courses as a result of failing or withdrawing from a class.

- If required for progression to the degree, students may repeat a course one time for the purposes of improving a grade. If a student achieves a higher grade, that grade replaces the original grade. If a student receives a lower grade, the original higher grade remains on the transcript. If a student does not improve the grade as required, the dean or associate dean of the program may approve a substitute course or a second repeat of the same course. The substitute course does not replace the

grade for the original required course; the original course remains on the transcript.

- Students who fail or withdraw after the Drop/Add period of a required course may repeat that course two times for the purposes of achieving a passing or the required grade. Repeating a course after a post-Drop/Add withdrawal counts as a repeat attempt. If a student fails or withdraws after the Drop/Add period from the same course on the second repeat, the failing grade or withdrawal remains on the student transcript. The dean or associate dean of the program may approve a substitute course. The substitute course does not replace the grade for the original required course; the original course remains on the transcript.

Exceptions to this policy may be granted by the provost.

This policy does not apply to students in special, non-degree status or to students auditing courses.

RIGHT TO PRIVACY - FERPA

The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) affords eligible students certain rights with respect to their education records. (An "eligible student" under FERPA is a student who is 18 years of age or older or who attends a postsecondary institution.) These rights include:

1. The right to inspect and review the student's education records within 45 days after the day the school receives a request for access. A student should submit a written request to the registrar or other appropriate official, that identifies the records the student wishes to inspect. The school official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the school official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.
2. The right to request the amendment of the student's education records that the student believes is inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA.

A student who wishes to ask the school to amend a record should write the school official responsible for the record, clearly identify the part of the record the student wants changed, and specify why it should be changed.

If the school decides not to amend the record as requested, the school will notify the student in writing of the decision and the student's right to a hearing re-garding the request for amendment. Additional information regarding the hearing procedures will be

provided to the student when notified of the right to a hearing.

3. The right to provide written consent before the school discloses personally identifiable information (PII) from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

The school may disclose education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. A school official is a person employed by the school in an administrative, supervisory, academic, research, or support staff position (including law enforcement unit personnel and health staff); a person serving on the governing board; or a student serving on an official committee, such as a disciplinary or grievance committee. A school official also may include a volunteer or contractor outside of the school who performs an institutional service of function for which the school would otherwise use its own employees and who is under the direct control of the school with respect to the use and maintenance of PII from education records, such as an attorney, auditor, or collection agent or a student volunteering to assist another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the school.

Upon request, the school may disclose education records without a student's prior written consent to officials of another school in which a student seeks or intends to enroll.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the school 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

At its discretion, the school may disclose without the student's prior written consent the following directory information: student's name, local and permanent addresses, local and permanent telephone numbers, e-mail address, photograph, date and place of birth, major field of study, class level, enrollment status (e.g., undergraduate or graduate, full-time or part-time), dates of attendance, participation in officially recognized activities, degrees, honors, and awards received, and most recent educational agency or institution attended.

A student may withhold directory information by notifying the office of the registrar 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.

FERPA permits the disclosure of PII from students' education records, without consent of the student, if the disclosure meets certain conditions found in §99.31 of the FERPA regulations. Except for disclosures to school officials, disclosures related to some judicial orders or lawfully issued subpoenas, disclosures of directory information, and disclosures to the student, §99.32 of FERPA regulations requires the institution to record the disclosure. Eligible students have a right to inspect and review the record of disclosures. A postsecondary institution may disclose PII from the education records without obtaining prior written consent of the student –

- To other school officials, including teachers, within the school whom the school has determined to have legitimate educational interests. This includes contractors, consultants, volunteers, or other parties to whom the school has outsourced institutional services or functions, provided that the conditions listed in 34 CFR §99.31(a)(1)(i)(B)(1) - (a)(1)(i)(B)(2) are met. (34 CFR §99.31(a)(1))
- To officials of another school where the student seeks or intends to enroll, or where the student is already enrolled if the disclosure is for purposes related to the student's enrollment or transfer, subject to the requirements of 34 CFR §99.34. (34 CFR §99.31(a)(2))
- To authorized representatives of the U. S. Comptroller General, the U. S. Attorney General, the U.S. Secretary of Education, or State and local educational authorities, such as a State postsecondary authority that is responsible for supervising the university's State-supported education programs. Disclosures under this provision may be made, subject to the requirements of §99.35, in connection with an audit or evaluation of Federal- or State-supported education programs, or for the enforcement of or compliance with Federal legal requirements that relate to those programs. These entities may make further disclosures of PII to outside entities that are designated by them as their authorized representatives to conduct any audit, evaluation, or enforcement or compliance activity on their behalf. (34 CFR §§99.31(a)(3) and 99.35)
- In connection with financial aid for which the student has applied or which the student has received, if the information is necessary to determine eligibility for the aid, determine the amount of the aid, determine the conditions of the aid, or enforce the terms and conditions of the aid. (34 CFR §99.31(a)(4))
- To organizations conducting studies for, or on behalf of, the school, in order to: (a) develop, validate, or

administer predictive tests; (b) administer student aid programs; or (c) improve instruction. (34 CFR §99.31(a)(6))

- To accrediting organizations to carry out their accrediting functions. (34 CFR §99.31(a)(7))
- To parents of an eligible student if the student is a dependent for IRS tax purposes. (34 CFR §99.31(a)(8))
- To comply with a judicial order or lawfully issued subpoena. (34 CFR §99.31(a)(9))
- To appropriate officials in connection with a health or safety emergency, subject to §99.36. (34 CFR §99.31(a)(10)) Information the school has designated as “directory information” under §99.37. (34 CFR §99.31(a)(11))
- To a victim of an alleged perpetrator of a crime of violence or a non-forcible sex offense, subject to the requirements of §99.39. The disclosure may only include the final results of the disciplinary proceeding with respect to that alleged crime or offense, regardless of the finding. (34 CFR §99.31(a)(13))
- To the general public, the final results of a disciplinary proceeding, subject to the requirements of §99.39, if the school determines the student is an alleged perpetrator of a crime of violence or non-forcible sex offense and the student has committed a violation of the school’s rules or policies with respect to the allegation made against him or her. (34 CFR §99.31(a)(14))
- To parents of a student regarding the student’s violation of any Federal, State, or local law, or of any rule or policy of the school, governing the use or possession of alcohol or a controlled substance if the school determines the student committed a disciplinary violation and the student is under the age of 21. (34 CFR §99.31(a)(15))

STUDENT CONCERNS

National American University is committed to promptly addressing student concerns. No adverse action will be taken against a student for submitting a concern or complaint.

1. If a student has a concern or complaint, the student should first seek resolution by communicating with a success coach.
2. In the event the matter is not resolved after communicating with a success coach, the student is encouraged to contact the director of student success, who will address the student’s concern in an impartial manner.

Director of Student Success
National American University

5301 Mount Rushmore Rd.
Rapid City, SD 57701
Phone: (719) 591-8322 | Fax: (605) 394-4849
studentconcerns@national.edu

3. The director of student success will strive to respond to a student within five (5) business days and will endeavor to resolve the matter in a timely manner. The time to resolution will depend upon the nature of the concern.
4. The director of student success does not possess the authority to render final decisions, but will seek to resolve the matter by facilitating communication among the appropriate persons and departments.
5. In the event a student feels that the university has not adequately addressed the concern or complaint, 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/
Phone: (334) 242-1998
Fax: (334) 242-0268

Alaska

Alaska Commission on Postsecondary Education
P.O. Box 110505
Juneau, AK 99811-0510
Website: acpe.alaska.gov
Phone: (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/>
Phone: (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
Phone: (501) 371-2000
Email: ADHE_Info@adhe.edu

California

Bureau of Private Postsecondary Education
Street Address:
2535 Capitol Oaks Drive, Suite 400
Sacramento, CA 95833

Mailing Address:

P.O. Box 980818
West Sacramento, CA 95798-0818
Website: www.bppe.ca.gov/
Phone: (916) 431-6959; Toll Free: (888) 370-7589
Fax: (916) 263-1897
Email: bppe@dca.ca.gov

Colorado

Colorado Department of Higher Education
1560 Broadway, Suite 1600
Denver, CO 80202
Website: highered.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.georgia.gov
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
Street Address:
650 West State Street, 3rd Floor
Boise, ID 83702
Mailing Address:
P.O. Box 83720
Boise, ID 83720-0037
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) 430-4240

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
Street Address:
1201 N. Third Street, Suite 6-200
Baton Rouge, LA 70802
Mailing Address:

P.O. Box 3677
 Baton Rouge, LA 70821-3677
 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: (410) 528-8662; Toll Free (888) 743-0823

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: (651) 642-0567; Toll Free (800) 657-3866
 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: (573) 751-2361; Toll Free (800) 473-6757
 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
 Street Address:
 140 N. 8th Street, Suite 300
 Lincoln, NE 68508
 Mailing Address:
 P.O. Box 95005
 Lincoln, NE 68509-5005
 Website: www.ccpe.nebraska.gov
 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
 Private Post-Secondary Schools Division
 2044 Galisteo Street
 Santa Fe, NM 87505-2100

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
Oklahoma Board of Private Vocations Schools
3700 N.W. Classen Boulevard, Suite 250
Oklahoma City, OK 73118
Website: <http://obpvs.ok.gov/>
Phone: (405) 528-3370

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
Phone: (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.tn.gov/
 Phone: (615) 741-3605
 Fax: (615) 532-8845

Texas

Texas Higher Education Coordinating Board
 Street Address:
 1200 E. Anderson Lane
 Austin, TX 78752
 Mailing Address:
 P.O. Box 12788
 Austin, TX 78711-2788
 Website: <http://www.thecb.state.tx.us/index.cfm?objectid=989FE9A0-2213-11E8-BC500050560100A9>
 Phone: (512) 427-6101
 Email: StudentComplaints@thecb.state.tx.us
 Texas Administrative Code: 19 Tex. Admin. Code §§
 1.110 – 1.120
[http://texreg.sos.state.tx.us/public/readtac\\$ext.ViewTAC?ac_view=5&ti=19&pt=1&ch=1&sch=E&rl=Y](http://texreg.sos.state.tx.us/public/readtac$ext.ViewTAC?ac_view=5&ti=19&pt=1&ch=1&sch=E&rl=Y)

Utah

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

In the event a student wishes to bring a complaint to the attention of the Higher Learning Commission, the student may contact the Commission at the address listed below.
 Higher Learning Commission
 230 South LaSalle Street, Suite 7-500
 Chicago, IL 60604
 (800) 621-7440
 Website: www.hlcommission.org

SUBSTITUTION OF INSTRUCTORS

National American University reserves the right to substitute the instructor of a class without notice.

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.

Sexual Harassment and Discrimination Reporting

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

Title IX Coordinator
5301 Mount Rushmore Rd.
Rapid City, SD 57701
605-809-8511 (Office)
TitleIX@national.edu

National American University's Sexual Misconduct Policy
<http://www.national.edu/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/>

Local Resources*

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

*Additional resources may be available in the local community. Please contact 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>

SATISFACTORY ACADEMIC PROGRESS POLICY

Effective January 1, 2020.

To maintain satisfactory academic progress and qualify for Title IV federal financial aid and veteran's educational benefits, 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 and veteran's educational benefits was not received. Qualitative progress is measured by cumulative grade point average. Quantitative progress is measured by completion rate and maximum time frame.

CUMULATIVE GRADE POINT AVERAGE

- A student must maintain a minimum cumulative grade point average (CGPA) as calculated in the Satisfactory Academic Progress Tables in this policy. If a student is enrolled in an educational program of more than two academic years, the student must have a CGPA of a 2.0 or higher at the end of the second academic year.
- Incomplete (I), Satisfactory (S), Unsatisfactory (U) 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 a required percentage of all credit hours attempted, according to the student's total credit hours attempted, as calculated in the Satisfactory Academic Progress Tables in this policy, including those credits in remedial and English as a Second Language (ESL) courses.
- Credits transferred from another institution are included as credits attempted and completed for the purpose of calculating completion rate.

DOCTORAL

- The grades of A, B, C and S indicate successful course completion for purposes of this policy.

- The grades of F, I, W and U indicate a lack of successful course completion.
- Only two grades of C are permitted for satisfactory completion in the doctoral programs.

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 degree requiring 100 credit hours may attempt 150 credit hours to complete that degree. ($100 \times 1.5 = 150$)
- Credits transferred from another institution are included as credits attempted and completed for the purpose of calculating maximum time frame.
- Once a student reaches maximum time frame or it is determined to be mathematically impossible for the student to complete his/her academic program within the maximum time frame, the student is no longer eligible for federal financial aid. The student may continue to attend National American University but must fund his/her education without federal financial aid.
- Maximum time frame does not affect eligibility for veteran's educational benefits.

SATISFACTORY ACADEMIC PROGRESS STATUS

The satisfactory academic progress (SAP) of each student is evaluated for the purpose of determining federal financial aid eligibility and veteran's educational benefits eligibility and to determine continued enrollment. The Satisfactory Academic Progress Committee evaluates SAP at the end of each academic term. 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 STATUS

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

WARNING STATUS

A student will be placed in warning status if the student fails to maintain the minimum CGPA requirement or fails to successfully complete the required percentage of the credit hours attempted. A student in warning status may continue to attend classes but must return to good standing status in one term. A student who does not return to good standing status within one term will be placed in suspension status. Federal financial aid and veteran's educational benefits are available to eligible students in warning status.

SUSPENSION STATUS

A student in warning status who does not return to good standing status after one term will be placed in suspension status. A student in suspension status is not eligible to receive federal financial aid or veteran's educational benefits, but may continue to attend classes if the student makes other payment arrangements. This status continues during periods of non-enrollment.

A student may appeal suspension status by submitting an Appeal of Academic Suspension form, documentation of the extenuating circumstance and documentation of circumstance resolution no later than the stated deadline before the start of the term for which the student wishes to enroll. A student may not use the same extenuating circumstances for multiple appeals. As of January 1, 2020, any active student who is placed in academic suspension status for the first time may appeal his/her suspension no more than two times. If the student's appeal is successful, the student is placed on probation status, which may last one term or multiple terms.

PROBATION STATUS

A student in probation status has been granted such status by the SAP Committee in accordance with the section below entitled Re-Establishing Federal Financial Aid Eligibility.

Federal financial aid and veteran's educational benefits are available to eligible students in probation status for one term, or longer, if the student meets the terms of an academic plan approved by the SAP Committee.

A student in probation status must have an academic plan with benchmarks approved by the SAP Committee.

- If the student meets the conditions of the academic plan but has not returned to good standing, the student remains in probation status.
- If the student meets the conditions of the academic plan and has not returned to good standing, but the academic plan has expired:

- The student must submit a letter to the SAP Committee requesting a revised academic plan and the reasons for such request;
- The SAP Committee may allow the student to continue in probation status with a revised academic plan with an extended end term.
- If the student fails to meet the conditions of the academic plan, but successfully completed all courses for the term AND showed significant improvement in GPA:
 - The student must submit a letter to the SAP Committee requesting a revised academic plan and the reasons for such request;
 - The SAP Committee may allow the student to continue in probation status with a revised academic plan with the same plan end term as the current academic plan OR allow the student to continue in probation status with a revised academic plan with an extended end term. (A student's academic plan may be revised only once until returning to good standing).
- If the student fails to return to good standing, fails to meet the conditions of the academic plan, did not successfully complete all courses for the term AND/OR shows no significant improvement, the student will be returned to suspension status and not eligible to receive federal financial aid.

NOTIFICATION OF CHANGE IN SAP STATUS

Students who have been placed on or removed from academic warning status, probation status, suspension status, or who have exceeded the maximum time frame, will be notified by email stating their academic status and their federal financial aid eligibility status.

Limited exceptions to the Satisfactory Academic Progress Policy may be approved by the provost on a student-by-student basis.

RE-ESTABLISHING FEDERAL FINANCIAL AID ELIGIBILITY

A student in suspension status may re-establish eligibility for federal financial aid and veteran's educational benefits if:

- The student continues to attend classes and improves his/her CGPA and/or completion rate to minimum standards without using federal financial aid and veteran's educational benefits, or
- The student appeals his/her suspension status and (1) demonstrates to the satisfaction of the SAP Committee

that the student failed to make satisfactory academic progress because of extenuating circumstances, such as the death of a relative, serious injury or illness of the student, or other special circumstances as defined by the university; (2) explains what has changed in the student's situation that will allow the student to demonstrate satisfactory academic progress at the next evaluation; and (3) develops and submits an academic plan in consultation with the student's academic support team.

A student who has exceeded maximum time frame for their program cannot re-establish eligibility for federal financial aid.

Addendum: All re-entry students are eligible for a third Satisfactory Academic Process (SAP) appeal through May 2020. Those students that re-enter after June 1, 2020 will move to the new SAP policy, which allows students to appeal SAP status two times.

REFERENCES

34 CFR 668.16(e)
 34 CFR 668.32(f)
 34 CFR 668.34
 2019-2020 FSA Handbook

SATISFACTORY ACADEMIC PROGRESS TABLES

EdD Community College Leadership (Trimester)

Minimum Cumulative Grade Point Average (CGPA)		Completion Rate	
<i>Credits Attempted</i>	<i>Minimum CGPA</i>	<i>Credits Attempted</i>	<i>Completion Rate</i>
0 - 18.9	2.7	0 - 40	66.67%
19 - 30.9	2.8	40.1 +	66.67%
31 - 45.9	2.9		
46 +	3.0		

Doctor of Strategic Security (Quarter)

Minimum Cumulative Grade Point Average (CGPA)		Completion Rate	
<i>Credits Attempted</i>	<i>Minimum CGPA</i>	<i>Credits Attempted</i>	<i>Completion Rate</i>
0 - 27.9	2.6	0 - 40	66.67%
28 - 44.9	2.9	40.1 +	66.67%
45 +	3.0		

HAROLD D. BUCKINGHAM GRADUATE SCHOOL

PROGRAM MISSION

The mission of the practitioner-oriented graduate programs at National American University is to prepare competent and courageous leaders for the 21st Century through a blended learning environment in which students can explore a global perspective while learning to make regionally relevant decisions.

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.

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.

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

analyzing information to propose solutions and evaluate their effectiveness.

2. 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.
3. 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.
4. 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.

EDD IN COMMUNITY COLLEGE LEADERSHIP (CCLP) - ACADEMIC CALENDAR

CCLP ACADEMIC CALENDAR 2019-2020

Fall Trimester 2019	
September 3	Fall Course A begins
September 9	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
October 21-27	Fall Course A final exams/assessments
October 27	Fall Course A ends/Fall Course B begins
November 6	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
November 11	Veteran’s Day - No classes
November 16	Make-up date for Veteran’s Day
November 28-29	Thanksgiving - No classes
December 7	Make-up date for Thanksgiving
December 16-20	Fall Course B final exams/assessments
December 20	Fall Trimester ends
December 21-Jan 5	Winter Break

Spring Trimester 2020	
January 6	Spring Course A begins
January 12	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
January 20	Martin Luther King Jr. Day; No classes
January 25	Make-up date for Martin Luther King Jr. Day
February 24-Mar 1	Spring Course A Final Exams.
March 1	Spring Course A ends/Spring Course B begins
March 11	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
April 10	Good Friday; No classes
April 18	Make-up date for Good Friday
April 20-24	Spring Course B Final Exams
April 24	Spring Trimester ends
April 25-May 3	Spring Break

Summer Trimester 2020	
May 4	Summer Course A begins
May 10	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
May 25	Memorial Day; No classes
May 30	Make-up date for Memorial Day
June 22-28	Summer Course A Final Exams
June 28	Summer Course A ends/Summer Course B begins

July 3	Independence Day; No classes
July 8	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
July 11	Make-up date for Independence Day
August 17-21	Summer Course B Final Exams
August 21	Summer Trimester ends
August 22-30	Summer Break

CCLP ACADEMIC CALENDAR 2020-2021

Fall Trimester 2020	
August 31	Fall Course A begins
September 6	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
October 26-30	Fall Course A final exams/assessments
October 30	Fall Course A ends/Fall Course B begins
November 5	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
November 11	Veteran’s Day - No classes
November 14	Make-up date for Veteran’s Day
November 26-27	Thanksgiving - No classes
December 5	Make-up date for Thanksgiving
December 14-18	Fall Course B final exams/assessments
December 18	Fall Trimester ends
December 19-Jan 3	Winter Break

Spring Trimester 2021	
January 4	Spring Course A begins
January 10	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
January 18	Martin Luther King Jr. Day; No classes
January 23	Make-up date for Martin Luther King Jr. Day
February 22-28	Spring Course A Final Exams.
February 28	Spring Course A ends/Spring Course B begins
March 11	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
April 2	Good Friday; No classes
April 10	Make-up date for Good Friday
April 1-23	Spring Course B Final Exams
April 23	Spring Trimester ends
April 24-May 2	Spring Break

Summer Trimester 2021	
May 3	Summer Course A begins
May 9	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
May 31	Memorial Day; No classes
June 5	Make-up date for Memorial Day

June 21-27	Summer Course A Final Exams
June 27	Summer Course A ends/Summer Course B begins
July 5	Independence Day; No classes
July 7	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
July 10	Make-up date for Independence Day
August 16-20	Summer Course B Final Exams
August 20	Summer Trimester ends
August 21-29	Summer Break

CCLP ACADEMIC CALENDAR 2021-2022

Fall Trimester 2021	
August 30	Fall Course A begins
September 5	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
September 6	Labor Day; No classes
September 11	Make-up date for Labor Day
October 19-24	Fall Course A final exams/assessments
October 24	Fall Course A ends/Fall Course B begins
November 3	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
November 11	Veteran’s Day - No classes
November 13	Make-up date for Veteran’s Day
November 25-26	Thanksgiving - No classes
December 4	Make-up date for Thanksgiving
December 13-17	Fall Course B final exams/assessments
December 17	Fall Trimester ends
December 18-Jan 2	Winter Break
Spring Trimester 2022	
January 3	Spring Course A begins
January 9	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
January 17	Martin Luther King Jr. Day; No classes
January 22	Make-up date for Martin Luther King Jr. Day
February 22-27	Spring Course A Final Exams.
February 27	Spring Course A ends/Spring Course B begins
March 9	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
April 9	Make-up date for Good Friday
April 15	Good Friday; No classes
April 16-22	Spring Course B Final Exams
April 22	Spring Trimester ends
April 22-May 1	Spring Break
Summer Trimester 2022	
May 2	Summer Course A begins

May 8	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
May 30	Memorial Day; No classes
June 4	Make-up date for Memorial Day
June 19-24	Summer Course A Final Exams
June 24	Summer Course A ends/Summer Course B begins
July 2	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
July 4	Independence Day; No classes
July 9	Make-up date for Independence Day
August 15-19	Summer Course B Final Exams
August 19	Summer Trimester ends
August 20-28	Summer Break

CCLP ACADEMIC CALENDAR 2022-2023

Fall Trimester 2022	
August 29	Fall Course A begins
September 4	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
September 5	Labor Day; No classes
September 10	Make-up date for Labor Day
October 17-22	Fall Course A final exams/assessments
October 22	Fall Course A ends/Fall Course B begins
November 2	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
November 11	Veteran’s Day - No classes
November 12	Make-up date for Veteran’s Day
November 24-25	Thanksgiving - No classes
December 3	Make-up date for Thanksgiving
December 12-16	Fall Course B final exams/assessments
December 16	Fall Trimester ends
December 17-Jan 1	Winter Break

Spring Trimester 2023	
January 2	Spring Course A begins
January 8	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
January 16	Martin Luther King Jr. Day; No classes
January 21	Make-up date for Martin Luther King Jr. Day
February 21-27	Spring Course A Final Exams.
February 27	Spring Course A ends/Spring Course B begins
March 8	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
April 7	Good Friday; No classes
April 15	Make-up date for Good Friday
April 17-21	Spring Course B Final Exams
April 21	Spring Trimester ends
April 22-30	Spring Break

Summer Trimester 2023	
May 1	Summer Course A begins
May 7	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
May 29	Memorial Day; No classes
June 3	Make-up date for Memorial Day
June 18-23	Summer Course A Final Exams
June 23	Summer Course A ends/Summer Course B begins
July 4	Independence Day; No classes
July 5	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
July 8	Make-up date for Independence Day
August 14-18	Summer Course B Final Exams
August 18	Summer Trimester ends
August 19-27	Summer Break

CCLP ACADEMIC CALENDAR 2023-2024

Fall Trimester 2023	
August 28	Fall Course A begins
September 3	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
September 4	Labor Day; No classes
September 9	Make-up date for Labor Day
October 16-21	Fall Course A final exams/assessments
October 21	Fall Course A ends/Fall Course B begins
November 1	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
November 10	Veteran’s Day - No classes
November 18	Make-up date for Veteran’s Day
November 23-24	Thanksgiving - No classes
December 2	Make-up date for Thanksgiving
December 11-15	Fall Course B final exams/assessments
December 15	Fall Trimester ends
December 16-Jan 1	Winter Break

Spring Trimester 2024	
January 2	Spring Course A begins
January 8	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
January 15	Martin Luther King Jr. Day; No classes
January 20	Make-up date for Martin Luther King Jr. Day
February 20-25	Spring Course A Final Exams.
February 25	Spring Course A ends/Spring Course B begins
March 7	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
March 29	Good Friday; No classes
April 6	Make-up date for Good Friday
April 16-20	Spring Course B Final Exams

April 20	Spring Trimester ends
April 21-28	Spring Break

Summer Trimester 2024	
April 29	Summer Course A begins
May 5	Last day to add courses; last day to drop courses without incurring charges for tuition and fees.
May 27	Memorial Day; No classes
June 1	Make-up date for Memorial Day
June 16-21	Summer Course A Final Exams
June 21	Summer Course A ends/Summer Course B begins
July 3	Last day to drop courses and receive a grade of “W,” which does not adversely affect grade point average but may affect financial aid.
July 4	Independence Day; No classes
July 6	Make-up date for Independence Day
August 12-16	Summer Course B Final Exams
August 16	Summer Trimester ends
August 17-25	Summer Break

ADMISSIONS – EDD COMMUNITY COLLEGE LEADERSHIP

ADMISSION CRITERIA

The ideal doctoral student is highly motivated, values lifelong learning opportunities, has the ability to perform academic work at the doctoral level, and is able to contribute to the learning environment of fellow doctoral students toward effective leadership in community and technical colleges. Admission requirements are designed to ensure that the students in the doctoral programs reflect these attributes.

ADMISSION REQUIREMENTS - EDD

Admission to the Doctor of Education (EdD) in Community College Leadership Program (CCLP) requires the following:

- A completed online application
- A master's degree or higher from a regionally accredited institution of higher education in the United States or, 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).
- The NAU doctoral program admission committee will evaluate clearly documented academic work completed at the graduate level from accredited institutions for relevance to the CCLP doctoral program.
- A minimum cumulative grade point average of 3.00 (of a possible 4.00 GPA) achieved for all previous graduate coursework.
- Three years of related professional experience.
- Willingness to matriculate through the program of study as a member of a cohort.

Applicants for admission to the EdD CCLP must submit the following items:

- A completed online application
- Provide evidence of completion of a graduate degree in the form of official transcripts from (i) a regionally accredited institution of higher education in the United States; or, (ii) 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).

- Current résumé demonstrating three years of related professional experience
- Personal and professional goal statement (up to 500 words)
- Three letters of recommendation from professionals who are familiar with the applicant's academic and leadership potential (NAU may contact these references)

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

Note: GRE scores will not be required.

INTERNATIONAL STUDENT ADMISSION REQUIREMENTS

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

1. Complete and submit a Graduate Student Application for Admission. 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.*).
2. Provide evidence of completion of a graduate degree in the form of official transcripts from (i) a regionally accredited institution of higher education in the United States; or (ii) 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). 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. An official transcript should be sent directly from an approved agency to the graduate school.

3. 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 a college or university whose language of instruction is English.
 - d. Provide evidence of English language proficiency as deemed appropriate by National American University.
4. 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-ground 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). NAU 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 doctoral-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:

1. 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 National American University. When ordering TOEFL test results, include the university's school code of 6464.); or
2. 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
3. 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 a regionally accredited U.S. college or university whose language of instruction is English; or
4. Provide evidence of English language proficiency as deemed appropriate by National American University.

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.

STUDENTS ADMITTED ON A CONDITIONAL OR PROBATIONARY ADMISSION STATUS

Conditional admission acceptance into the doctoral program may be granted to students with unofficial transcripts that demonstrate evidence of completion of a graduate degree under the following provision; the official transcripts must be received prior to the end of the first trimester that a student is enrolled in order to continue in the program.

Probationary admission status may be granted to an applicant who has not yet completed a master's degree, but provides an acceptable plan for completion of the degree within three months of probationary admission to the doctoral program. Under special circumstances, probationary admission status may also be granted to an applicant who did not have a minimum cumulative grade point average of 3.0 achieved for previous graduate coursework, or to an applicant with fewer than three years of related professional experience. Students who are admitted in a probationary status must make satisfactory progress in doctoral courses and complete requirements as planned in order to continue in the program.

CONVERSION OF STUDENTS ADMITTED ON A PROBATIONARY ADMISSION STATUS TO REGULAR ADMISSION STATUS

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

- A grade point average of 3.0 is achieved in the first two doctoral program courses taken at National American University; and,
- No more than one final grade of "C" and no grades lower than a "C", are recorded in the first two doctoral courses taken at National American University.
- A grade point average of 3.0 is achieved and maintained.

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), 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" and on the NAU website at <http://www.national.edu/alumni/transcript-request/>.

PROGRAM - COMMUNITY COLLEGE LEADERSHIP

National American University offers a Community College Leadership Program, leading to a Doctor of Education (EdD). The CCLP is designed for administrators and faculty who aspire to leadership positions in community and technical colleges. National American University also offer a certificate in Community College Leadership. Information on the certificate follows this section.

Students enrolled in the CCLP engage with community college experts and national leaders to address emerging college, district, or system issues. The program prepares students to meet a wide variety of challenges in their careers as practitioner-scholars.

The program's National Community College Advisory Board reviews program requirements to ensure that curriculum content and learning outcomes correspond with the needs of the community and technical college field.

A cohort coordinator is on site at the cohort location to provide academic advising, mentoring, and support.

Program Format

Format and Credit Hours

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

The majority of courses are offered sequentially over two eight-week periods in a trimester so that doctoral students may focus on one course at a time. Core courses are structured with three credit hours, including 45 hours of instruction per course.

The instructional methods employed in the CCLP include a blended format that is comprised of face-to-face instructional sessions, supplemented by online discussions, case studies, written assignments, research papers, team assignments, and a variety of interactive learning strategies. There is flexibility in the combination of sessions to achieve maximum student-faculty engagement, combining face-to-face and technology-assisted instruction.

One example of a blended format for NAU's CCLP courses includes:

- Three face-to-face sessions of 12 hours during a course
- 4 hours - Friday afternoon-evening
- 4 hours - Saturday morning
- 4 hours - Saturday afternoon

- 12 hours x 3 sessions = 36 face-to-face instructional hours /course

The additional nine hours of instruction may include a combination of:

- Supervised and/or structured college visits
- Zoom sessions
- Teleconference with local, state, and national leaders
- Interactive online using a variety of technologies
- Interactive team work and practical applications

In addition to 45 instructional hours, there are approximately two hours of student and group work for each one-hour of instruction assigned; or, 90 hours of out-of-class student work for a course. This commitment represents approximately 16-18 hours per week for each eight-week 3-credit-hour course.

CCLP Learning Outcomes

The CCLP learning outcomes include to:

- Demonstrate the ability to integrate knowledge of emerging issues, leadership, organizational development, and institutional transformation.
- Enhance understanding about developing a culture of evidence and inquiry; demonstrate the ability to analyze and synthesize institutional data; and, communicate about, interpret, and apply data for decision-making at the institution, program, and course levels.
- Enhance understanding of strategic and master planning, staff planning, facilities planning, funding issues, resource development and allocation, strategic partnerships and alliances that align with mission and goals.
- Gain knowledge about assessing institutional readiness, improving outcomes, cultivating public awareness and political commitment, and developing institutional capacity and commitment to introduce, foster, and sustain a student learning, equity, success, and completion agenda.
- Demonstrate the professional oral, behavioral, written, and listening communication skills required of executive-level leaders operating in different religious, political, and legal systems.
- Demonstrate an understanding about involving key stakeholders in addressing ethical issues and creating policies, programs, and practices to enhance multicultural diversity in the faculty and in the student population.

- Demonstrate an understanding of board dynamics and board and CEO roles and responsibilities in analyzing and establishing policies, priorities, goals, and implementing effective governance and operational practices.
- Evaluate the effectiveness and progress of an institution operating in local, district, state, national, and global environments.
- Demonstrate the ability to plan, confer about, execute, and assess programs and major initiatives.
- Demonstrate the ability to utilize technology in multiple ways to achieve initiative and/or institutional goals.
- Demonstrate an understanding of team dynamics, how to build and develop effective leadership teams, and elicit stakeholder involvement.
- Demonstrate an understanding of human relations issues, including employment, goal-setting, evaluation, discipline, and professional development.
- Demonstrate the ability to communicate and advocate effectively with media and local, state, and federal policy makers.

CCLP Requirements

The doctoral CCLP degree consists of the following academic requirements:

- Completion of 60 credit hours of doctoral studies comprised of:
 - 33 credit hours of core coursework
 - 12 credit hours of research and culminating capstone coursework
 - 9 credit hours of advanced doctoral practice (including a practicum and advanced leadership institute)
 - 6 credit hours of dissertation preparation
- Successful completion and defense of a dissertation

Students are expected to complete the doctoral degree within five years of beginning the CCLP doctoral program at NAU (refer to Time Limitations (p. 44)).

Community College Leadership Program Core Courses

Core courses are to be completed prior to taking the capstone course, the advanced doctoral practice courses (i.e., practicum and advanced leadership institute), or, defending the dissertation. The core CCLP courses include:

ED8000	Community College History, Mission, and Emerging Issues	3
ED8106	Leadership Development	6
ED8200	Managing Change - Leading Institutional Transformation	3
ED8300	Organization Design and	3

	Development	
ED8400	Ethics and Values	3
ED8500	Governance and Administration	3
ED8600	Planning, Finance, and Resource Development	3
ED8700	Policy, Politics, and Public Affairs	3
ED8800	Education Analytics	3
ED8900	Understanding the Contemporary Community College Student	3

Community College Leadership Program Research and Culmination Courses

Research and culmination courses include:

ED9000	Introduction to Research Methodology	3
ED9043	Capstone	3
ED9020	Designing and Shaping the Dissertation	6

Advanced Doctoral Practice Courses

The advanced doctoral practice courses include:

ED9600	Practicum I	3
ED9601	Practicum II	3
ED9700	Advanced Leadership Institute	3

The Dissertation

The dissertation at NAU is a major applied research project that is the culmination of a rigorous program of study leading to the EdD in Community College Leadership. It is "applied" meaning that it has practical use and value; it is "research" meaning that it is conducted in an established framework of scientific analysis.

Requirements List

ED9800	Dissertation Proposal	3
ED9801	Dissertation Proposal Extension	3
ED9802	Dissertation Proposal Extension	3
ED9900	Dissertation Completion	3
ED9901	Dissertation Completion Extension	3
ED9902	Dissertation Completion Extension	3

Dissertation Purpose

The EdD degree is designed for those whose goal is to be a senior community college administrator or faculty leader. The focus of the EdD dissertation is on problems and issues of practice as seen through the lens of a scholar-practitioner. Accordingly, it should address a specific problem, issue, or program in a particular context, such as specific issues pertinent to a community or technical college, district or system. The purpose of the dissertation is for the student to produce a project or product, under the guidance of a highly qualified advisor, which contributes to the body of research in the community college field by providing a solution to a community college issue or by improving the overall quality of professional practice.

Dissertation Process

The dissertation is an essential component of the doctoral program and an opportunity for students to examine a topic, become subject matter experts, and contribute to scholarly and practitioner knowledge. The dissertation process includes:

1. Selecting a topic worthy of study for the dissertation proposal
2. Selecting a chair and a committee
3. Choosing an appropriate methodology
4. Obtaining proposal approval
5. Completing the Institutional Review Board process for approval of the research design
6. Completing the research and preparing the final dissertation
7. Obtaining dissertation committee approval
8. Submitting required dissertation and graduation documents.

Dissertation Requirements

If a student is unable to complete ED9800 or ED9900 within a trimester, the student may sign up for a Dissertation Proposal Extension (ED9801 or ED9802), or for a Dissertation Completion Extension (ED9901 or ED9902) course.

In order for students to fulfill dissertation requirements, students are to complete researching, writing, proposing, and defending the dissertation. Students are encouraged to complete dissertation work within two consecutive courses: ED9800 Dissertation Proposal and ED9900 Dissertation Completion. Students must stay continuously enrolled in ED9800, ED9801, or ED9802 (Dissertation Proposal); or, ED9900, ED9901, or ED9902 (Dissertation Completion) until completion of the proposal or the dissertation.

Students may register for the relevant dissertation course(s) after receiving a grade of "S" (Satisfactory) for a dissertation proposal or completion course. The vice president and dean will advise students regarding available options (regarding corresponding dissertation completion courses (p. 53)) financial implications, or exigencies. The student must continue to be enrolled each trimester for dissertation credit until completion of the dissertation.

CERTIFICATE IN COMMUNITY COLLEGE LEADERSHIP

This certificate is designed to give the professional in the community college administration field or the student who is considering getting into the field of community college administration or management, a comprehensive

understanding of the leadership, and practical application of concepts required for effective community college administration. Students will learn the current challenges facing administrators along with best practices in leadership and management to best address change and future trends. Students taking these courses will practice the management skills required in leadership positions. And, equally important, students will learn how to effectively communicate with a wide-range of stakeholders, both internal and external to the college.

Outcomes

Upon completion of this certificate, students will be able to do the following:

- Demonstrate the ability to integrate knowledge of emerging issues, leadership, organizational development, and institutional transformation
- Gain knowledge about assessing institutional readiness, improving outcomes, cultivating public awareness and political commitment, and developing institutional capacity and commitment to introduce, foster, and sustain a student learning, equity, success, and completion agenda
- Demonstrate the professional oral, behavioral, written, and listening communication skills required of executive-level leaders operating in different religious, political, and legal systems
- Demonstrate an understanding about involving key stakeholders in addressing ethical issues and creating policies, programs, and practices to enhance multicultural diversity in the faculty and in the student population
- Demonstrate the ability to plan, confer about, execute, and assess programs and major initiatives
- Demonstrate an understanding of human relations issues, including employment, goal-setting, evaluation, discipline, and professional development
- Demonstrate the ability to communicate and advocate effectively with media and local, state, and federal policy makers

Mastery I in Community College Leadership

CCLP Courses: Select three courses from list below (9 credit hours required)

Mastery II in Community College Leadership

CCLP Courses: Select five courses from the list below (15 credit hours required)

ED8000	Community College History, Mission, and Emerging Issues	3
ED8200	Managing Change - Leading Institutional Transformation	3
ED8300	Organization Design and Development	3

ED8400	Ethics and Values	3
ED8500	Governance and Administration	3
ED8600	Planning, Finance, and Resource Development	3
ED8700	Policy, Politics, and Public Affairs	3
ED8800	Education Analytics	3
ED8900	Understanding the Contemporary Community College Student	3

STUDENT LEARNER SERVICES - EDD IN COMMUNITY COLLEGE LEADERSHIP

National American University desires to foster a supportive institutional climate and minimize the effects of conditions or situations that might reduce student achievement.

Student learner services at NAU are provided through personnel, programs, practices, and procedures offered to support a student's doctoral program experience.

STUDENT WELFARE

NAU enjoys and encourages the interaction of students, not only with each other, but with the members of the faculty and professional staff. The university promotes student and staff involvement in university and community affairs.

ACADEMIC ADVISING AND NAVIGATING

CCLP doctoral students have access to local cohort coordinators who serve as academic coaches and work with professors to guide students on their academic journey. Cohort coordinators are in place to assist students with questions about navigating NAU and the doctoral program. Coordinators can assist students with identifying local and NAU-specific resources and are available to help cohort members form questions and develop proposals for dissertations and other academic inquiries.

Cohort coordinators can be reached through email or NAU's student portal once students have been admitted to the CCLP. The vice president and dean is also on board to answer questions about the CCLP, guide students through NAU's student learner services, and assist with academic advising. The vice president and dean may be contacted by email at fmoore@national.edu.

ORIENTATION AND TUTORIALS

The CCLP orientation introduces students to the CCLP program, support services, and Canvas, the software program used by NAU to distribute its doctoral blended and online courses. The orientation helps students become familiar with doctoral program expectations and processes. Students may contact the vice president and dean to gain access to an online tutorial for Canvas via email at cclp@national.edu.

TUTORING SERVICES

Tutoring services for selected courses are available for students taking online and blended courses. The SmarThinking tutoring service is available in Canvas for each course. To request additional tutoring services (e.g., use of APA, improve research and writing skills) students should contact their cohort coordinator.

ONLINE LIBRARY

The online library (<http://library.national.edu>) is designed to assist and support doctoral students, faculty, and staff. The online library includes the NAU catalog, e-books, tutorials (<http://library.national.edu/tutorials-faq/tutorials/>), and a myriad of electronic searchable databases. The Community College Virtual Library (<http://national.libguides.com/edd>) is the gateway to accessing the library's education collection and includes access to ProQuest's Dissertation and Theses Full Text, Cabell's Directory of Publishing Opportunities, ProQuest's Education Journals database, ERIC, and other robust offerings from vendors like Ebsco and Ebrary.

In addition, the online library offers student support seven days a week via an Ask-A-Librarian service. Doctoral students are also encouraged to set up research consultation appointments with the librarian to familiarize themselves with available library resources. Please see <http://national.libguides.com/prf.php> for office hour and contact information.

TECHNICAL SUPPORT

NAU's goal in providing learning management systems, internet services, and technical support to 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.

Students are encouraged to contact the vice president and dean for questions about Canvas, the doctoral program learning management system.

Students experiencing technical problems may access NAU's One Stop website (OneStop@national.edu, launching fall, 2017) 24/7 for aid with a variety of issues and information of interest. They are also encouraged to contact UServices at (800) 548-0602 or email userservices@national.edu for technical assistance 7-days per week when classes are in session. If additional support is needed, students are asked to contact their cohort coordinator.

IT Support Hours

Monday thru Thursday - 7:00 am to 7:00 pm (MST)

Friday - 7:00 am to 5:00 pm (MST)

Saturday - 8:00 am to noon (MST)

Sunday - 4:00 pm to 8:00 pm (MST)

ALUMNI

Graduates of NAU's CCLP become members of an extended learning community of community and technical college leaders. In addition, graduates of the university become members of the National American University Alumni Network.

The university maintains communication with graduates by way of National News, a quarterly print newsletter; through social media; and through NAU Connect (nauconnect.com), a free online networking platform that connects alumni with one another and the university. The NAU Alumni office seeks regular input from recent graduates, obtained through biennial surveys, which helps the university evaluate its programs and personnel as well as other periodic program, initiative and needs assessment surveys.

Referral of prospective students to the university by alumni is welcomed by contacting the vice president and dean by email at fmoore@national.edu.

Alumni of NAU are also encouraged to assist the university with the placement responsibility by sharing information regarding employment opportunities. Job search assistance is available by contacting NAU's success coaches, the alumni office, or through NAU Connect.

Alumni may activate involvement, and begin to receive the National News quarterly newsletter, on the NAU website at www.national.edu/Alumni and join NAU Connect for free at nauconnect.com. Alumni can also share updated contact information, ask questions or share successes directly with the alumni office at alumni@national.edu. Please keep the CCLP and the alumni offices informed of name, employment and directory data changes through the university website and alumni link.

ACADEMICS - EDD IN COMMUNITY COLLEGE LEADERSHIP

EDUCATIONAL PHILOSOPHY

National American University stresses academic excellence. Its programs emphasize the importance of thinking rationally, communicating effectively, acting purposefully, and dealing effectively with others and with the environment. The curriculum is designed to enable students to acquire a breadth as well as a depth of knowledge.

NAU faculty members are committed to excellence in the classroom and to the challenge of nurturing the intellectual growth of students. Additionally, because of the 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, cohort coordinators, and doctoral cohort colleagues.

COHORTS

NAU's EdD CCLP includes participating in a cohort as part of the program experience. The cohorts, comprised of a group of doctoral and postdoctoral students from a particular region, are designed to engage students in fostering a doctoral culture, developing team interaction, and supporting each other as practitioner-scholars during the program. Cohort members are urged to foster ties with one another as well as with other CCLP cohorts to enhance networking and long-term connections with colleagues in the field.

STUDENT EXPECTATIONS

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

successfully. Students are expected to commit to their responsibility as self-directed learners.

Doctoral studies require a high level of commitment and motivation from both faculty and students. Students are expected to hone leadership and team development skills, develop scholar-practitioner skills, and adhere to the following expectations to successfully complete the doctoral program:

- Attend and actively participate in all classes, team meetings, and on-line sessions.
- Meet electronically, in person, and outside regular class hours to prepare for team debates and to engage in threaded online discussions.
- Participate as contributing members of the cohort.
- Prepare and complete each learning plan.
- Post to the discussion board as outlined in the learning plans.
- Post and submit assignments that are original, substantive, follow the directions, and use proper grammar and APA conventions.
- Prepare for each live and online class session.
- Submit assignments on or before the designated dates and times.
- Submit documents that are the original work of the student.
- Prepare for, attend, and actively participate in two five-day residences.
- 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 professors, cohort coordinators, staff, fellow students, and as a representative of NAU.

REGULAR AND SUBSTANTIVE INTERACTION LEARNER STATEMENT

The learner and the instructor play a crucial role in the outcome of the online and blended learning experience and engage in regular and substantive interactions to advance student learning and to foster persistence and completion

of courses and programs. Students are expected to participate synchronously or asynchronously in regular and substantive interactions with faculty and others as required by the course syllabus.

Online and blended learning environments integrate learner autonomy and interactive opportunities to enrich the learning experience in a caring and supportive manner. Course design and delivery promote a sense of community, contribute to students' learning and professional interests, and provide for effective assessment and documentation of student learning, persistence, and completion.

COHORT PARTICIPATION

Students who are admitted into the CCLP will matriculate through the program of study and actively participate as a member of a cohort.

Those students who enter the program after the cohort has started will be required to complete missed courses. Students are to contact the vice president and dean to determine options for completing missed courses. All expenses for completing missed courses are the responsibility of the student. Students may visit with their financial aid advisor to determine funding options that may be available to assist in covering these costs.

ATTENDANCE AND PARTICIPATION POLICY

The rigor of doctoral studies includes substantive preparation and active participation in all face-to-face sessions, assigned site visits, team projects, and other course assignments. Absence from course sessions places a student at a considerable disadvantage in the learning and interaction with cohort members and faculty who are a significant part of the program. Absence from course sessions may result in grade adjustments for missed classes or administrative withdrawal.

ENROLLMENT STATUS

The following definitions are applicable to students enrolled in the CCLP:

Full-time Student - A doctoral student who is enrolled in six or more doctoral-level hours of credit in a given trimester will be considered a full-time student.

Part-time Student - A doctoral student who is enrolled in less than six doctoral level hours of credit in a given trimester will be considered a part-time student.

Students who hold a doctoral degree may enroll in courses being offered at existing cohort locations.

STUDENT COURSE LOAD POLICY

Registration for course loads exceeding nine-trimester credit hours requires a minimum 3.0 cumulative grade point average (GPA) and approval as follows:

Credit Hours	Min. Cumulative GPA	Signature(s)
over 9	3.0	vice president and dean

TRANSFER COURSES

A total of six trimester hours of doctoral transfer credits or American Council on Education (ACE)-approved military doctoral level credits are permitted to be included in a student's program of study. A transfer credit review committee will review transcripts received with doctoral applications and transfer credit requests received from students. Additional credits may be awarded under exceptional circumstances. Exceptional circumstances will be based on clearly documented review by the relevant doctoral transfer credit review committee with subsequent review by subject matter expert faculty and/or the chair of graduate faculty as determined necessary by the review committee. 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 institution of higher education that is approved by the appropriate national ministry of education or recognized country equivalent. Transcripts from other organizations may be reviewed on a case-by-case basis;
2. All courses must be doctoral level and relevant to the student's area of study;
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 to obtain the validation procedures;
4. Transferred courses that replace core courses must be academically comparable to the NAU courses they are intended to replace;
5. Any course to be transferred into a program of study must have been completed with at least a "B" grade.

Participants who complete relevant leadership institutes may apply for up to three credit hours, particularly toward the CCLP Practicum, after review and approval by the Practicum Review Committee for relevance of competencies and rigor at the doctoral level.

GRADING STANDARDS

Grade points are earned as follows for each credit hour:

A - 4 grade points - Excellent

B - 3 grade points - Good

C - 2 grade points - Satisfactory

Grade designations for which grade points are not earned include:

- S **Satisfactory.** Used for ED9800 Dissertation Proposal, or ED9900 Dissertation Completion upon successful defense of the dissertation proposal or defense.
- NC **Not Complete.** Used for ED9800 Dissertation Proposal, ED9900 Dissertation Completion, and Dissertation extension courses if a student is unable to successfully complete the respective dissertation course during the trimester.
- F **Failure.** The student failed to meet the minimum requirements of the course.
- I **Incomplete.** The student did not complete all requirements of the course at the time of grading. Requirements must be completed within four (4) weeks of the end of the trimester.
- U **Unsatisfactory.** The student did not complete all requirements of the dissertation proposal or completion course and must retake the last extension course, after consultation with the dissertation chair.
- 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 trimester (trimester 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.

STUDENT REENTRY

Students who reenter the program after more than four consecutive terms will be required to enter the university under new program requirements, if any.

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 (also, refer to Cohort Participation (p. 43), regarding completing missed courses). 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 vice president and dean and his/her re-enrollment is conditioned 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.

TIME LIMITATIONS AND TERMINATION FROM THE PROGRAM

For academic purposes, a student is expected to complete the doctoral degree within five years of beginning doctoral study at NAU.

Failure to complete the degree within the five-year time limit may require the student to take additional courses to complete the dissertation. This will be determined by the APC. 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 course(s) as part of his/her program of study to complete the degree. The student should contact financial aid to discuss financial aid restrictions regarding time limitations.

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 doctoral program. To be considered for re-admission to the program, a student may submit a written request to the vice president and dean. The request will be reviewed by the APC and forwarded to the vice president and dean for final review and decision after consultation

with the committee. Students should contact the vice president and dean for further information about termination and/or re-admission procedures and appeals.

GRADUATION REQUIREMENTS

The requirements for obtaining a doctoral degree are as follows:

- Completion of at least 60 trimester-credits comprised of 18 courses and the successful defense of the dissertation, with an approved final dissertation document;
- Maintaining a minimum grade point average of 3.0; and,
- Receiving a grade of "C" in no more than two courses. Courses in which a "C" is received may be repeated a maximum of one time by the student at his/her discretion. However, no more than two courses in which a "C" is received as a final grade in a doctoral-level course will be approved for graduation.
- Ensuring all financial debts have been paid in full to NAU, or a payment plan has been approved by the vice president and dean.

The doctoral degree is granted from NAU upon completion of all academic requirements for the degree and recommendation of the dissertation chair to the vice president and dean. The vice president and dean forwards the recommendation for verification that all academic requirements have been met and recording of the degree, which is then awarded by mail.

TUITION AND FEES - EDD IN COMMUNITY COLLEGE LEADERSHIP

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

Tuition and fees are due on the first day of each trimester, unless advance arrangements are made. Students may qualify for short-term financial assistance to complete their registration.

Any balance not paid in full within 30 days after a student's last date of attendance subject to collection and the university shall be entitled to all remedies allowed by law. The university reserves the right to report all unpaid balances to the credit bureau.

FEES

Matriculation Fee (paid once)	\$75.00
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A list of specialty course/program fees is available to all students and prospective students in the student account office. Tuition does not include the cost of books or supplies.

REGISTRATION

Any changes in a student's registration (including course sections and adding or dropping courses) must be prior approved by the vice president and dean who will submit them to the registrar's office for processing.

REFUND POLICY

Definition of a Student

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

Add/Drop Period

A student may add 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 and Refunds

Students should give written notice of withdrawal to the vice president and dean to terminate their enrollment officially. 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.

The period of enrollment includes all courses in the term for which the student is registered, from the first scheduled day of the term through the last scheduled day of the term for the 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. 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
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* Percent of term completed = Number of days from scheduled start of term through student's last day of attendance

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

State specific information about withdrawal and refund requirements are available from Mr. Michael Trump, Associate General Counsel, 5301 Mount Rushmore Rd., Rapid City, SD 57701, via email at mtrump@national.edu or phone at (605) 721-5309.

REFUND DISTRIBUTION POLICY

When a student withdraws, any Return of Title IV funds will be distributed to the Unsubsidized Direct Stafford Loan as appropriate.

FINANCIAL AID AND SCHOLARSHIP INFORMATION - EDD IN COMMUNITY COLLEGE LEADERSHIP

National American University recognizes that many students would be unable to pursue their educational goals without financial assistance. Financial aid and student participation in federal, state, local and private assistance programs are very important aspects of NAU's effort to assist students. Almost every NAU student 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. NAU provides financial aid in the form of scholarships and low-interest loan programs through federal, state, and local sources.

The CCLP is structured within 16-week trimesters comprised of two 8-week modules. If circumstances require enrollment in only an 8-week module during the 16-week trimester, students must confer with the financial services representative regarding financial aid cost implications.

A minimum of six credits each trimester is required to be considered as a full-time student in the doctoral program. Students interested in applying for federal financial aid should check with their financial aid representative to determine if they meet the federal requirements for full-time status. (Veterans, or dependents of veterans, please refer to "Veterans Financial Assistance".)

Students interested in applying for financial aid through the following programs are encouraged to contact the financial aid office by email at fmoore@national.edu, or by calling (512) 813-2300.

VETERAN FINANCIAL ASSISTANCE

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 (888) 442-4551, or contact your local Veterans Service Organization.

Notice to Military Service Members, Veterans, and Dependents using VA Benefits: Some VA educational programs limit the total amount of financial benefits a student may apply toward tuition, which may include cash,

scholarships, and other forms of financial aid. Students using VA Chapter 31 and 33 must provide NAU with a copy of their Certificate of Eligibility (COE) as confirmation of approved benefits. Consistent with 38 US Code § 3679(e), National American University (NAU) shall permit any covered individual to attend or participate in the course of education during the period beginning on the date on which the individual provides to NAU a certificate of entitlement to educational assistance under chapter 31 or 33 of US Code Title 38 and ending on the earlier of the following dates:

- The date on which the Secretary provides payment for such course of education to NAU; or
- The date that is 90 days after the date on which NAU certifies for tuition and fees following receipt from the student such certificate of eligibility.

For purposes of this policy, a covered individual is any individual who is entitled to educational assistance under chapter 31 or 33 of US Code Title 38.

NAU will not impose any penalty, including the assessment of late fees, the denial of access to classes, libraries, or other institutional facilities, or the requirement that a covered individual borrow additional funds, on any covered individual because of the individual's inability to meet his or her financial obligations to the institution due to the delayed disbursement of a payment to be provided by the Secretary under chapter 31 or 33 of US Code Title 38.

NAU does reserve the right to unregister any student who does not provide a copy of their Certification of Eligibility during the add/drop period for the quarter in which is being reviewed. For more information please contact military@national.edu or call (877) 500-1310.

NAU is approved for veteran's training and for administering the various educational programs sponsored by state and federal agencies. Military rates are provided for qualified doctoral students.

OTHER LOCAL, STATE, AND FEDERAL PROGRAMS

Benefits may be available through such government programs as State Trade Adjustment Act, Bureau of Indian Affairs (BIA), state vocational rehabilitation services (for mobility, hearing, and/or visually impaired), and military

or federal tuition assistance programs. Students' employers may also offer tuition assistance or tuition reimbursement programs.

FEDERAL DIRECT LOANS

Federal Direct Loans are for undergraduate, graduate, and professional degree students. The student must be attending at least half-time 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 annual
Graduate Aggregate limits for Loans	\$138,500 aggregate(no more than \$65,500 may be subsidized)
This includes amounts received during periods of undergraduate study.	

RECOGNITION AND SCHOLARSHIPS

NAU recognizes students for their academic achievements, leadership abilities, and community service. Information on merit and needs-based scholarship programs can be obtained by contacting the vice president and dean at fmoores@national.edu. Students are also encouraged to visit the foundation's website at www.naufoundation.org/scholarships and at <http://www.national.edu/admissions-financial/financial-aid/scholarship-opportunities> for more information on available scholarships.

NAU FOUNDATION SCHOLARSHIP OPPORTUNITIES

The nonprofit NAU Foundation recognizes and rewards academic achievement through an annual NAU Foundation Academic Excellence Award Scholarship. To be eligible to apply for an Academic Excellence Award Scholarship, the student must have attended half-time (six or more undergraduate credit hours; 4.5 or more master's or DSS credit hours, and three or more trimester credit hours in the EdD) at NAU fall and winter terms, or fall and spring terms in the EdD, 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 the foundation's website at naufoundation.org/scholarships and from student advisors.

Letters of reference and a brief autobiography must be included with the application.

Academic Excellence Award 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.

The NAU Foundation also periodically offers targeted scholarship opportunities for NAU students as resources allow. Current and upcoming scholarship opportunities are posted at naufoundation.org/scholarships. Other scholarship opportunities may also be available; please see <http://www.national.edu/admissions-financial/financial-aid/scholarship-opportunities>, and <https://www.naufoundation.org/scholarships>.

NAU FOUNDATION COMMUNITY COLLEGE LEADERSHIP PROGRAM DOCTORAL SCHOLARSHIP

The NAU Foundation has established several scholarship funds for NAU doctoral students who are not receiving financial support (including tuition assistance or other forms of employer tuition reimbursement) from their home institutions. To be eligible to apply for a Community College Leadership Program (CCLP) Scholarship, the student must be enrolled or accepted at NAU pursuing an EdD in the Community College Leadership Program and have a minimum GPA of 3.3.

Applications are available at the foundation's website at www.naufoundation.org/scholarships. A brief autobiography must be included with the application. CCLP scholarships are awarded each trimester.

SCHOLARSHIPS

The following sites are free scholarship searches:

- www.fastweb.com
- www.scholarships.com
- www.bigfuture.collegeboard.org/pay-for-college
- www.scholarshipexperts.com
- <https://studentaid.ed.gov/sa/types/grants-scholarships/finding-scholarships>
- <http://careerinfonet.org/scholarshipsearch/ScholarshipCategory.asp?searchtype=category&nodeid=22>
- <https://www.scholarships.com/scholarship-search.aspx>

- <https://www.unigo.com/scholarships#/fromscholarshipexperts>
- www.nursingscholarship.us

Additional scholarship information, and how to apply for scholarships, can be found under the Research tab of the NAU Writing Center and at <http://www.national.edu/admissions-financial/financial-aid/scholarship-opportunities>.

Other State and Federal Programs

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

COURSE DESCRIPTIONS - EDD COMMUNITY COLLEGE LEADERSHIP

(Core Courses include, ED8000, ED8106, ED8200, ED8300, ED8400, ED8500, ED8600, ED8700, ED8800, and ED8900.)

8000-LEVEL COURSES

ED8000 - Community College History, Mission, and Emerging Issues (3)

This course offers students the opportunity to identify and analyze emerging local, state, national, and global issues impacting community colleges in the context of the historical development of the community college and the events that shaped its evolving mission.

ED8106 - Leadership Development (6)

The Leadership Development course provides an introduction to individual, interpersonal, group, and organizational leadership theory, and includes practical applications. Because the field of leadership behavior is emerging and continues to grow, relevant concepts, models, and theories come from a variety of research studies and case studies. A residency will convene during which students will take a leadership self-assessment and meet with community college leaders to discuss leadership issues.

ED8200 - Managing Change - Leading Institutional Transformation (3)

Leaders at all levels of the organization must become adept at responding to rapid and systematic change in the coming decades. "Managing Change: Leading Institutional Transformation" provides students with an introduction to principles of managing change in community colleges within the real context of change and institutional transformation efforts. The course includes the practical application of principles to complex change processes and working with individuals, teams, and organizations to lead institutional transformation.

ED8300 - Organization Design and Development (3)

This course is designed to compare traditional organizations developed for production and manufacturing (e.g., Taylor and hierarchical structures) with contemporary models that have evolved (e.g., virtual organizations that include open systems with continuous learning, involvement, and information transfer). The course will provide relevant practical experience for applying theory pertaining to organization design and

development issues related to secondary to postsecondary education and career transitions, with opportunities for team planning, presentations, and analytical reports.

ED8400 - Ethics and Values (3)

The purpose of this course is to help students become aware of ethical issues confronting community college leaders and educational value choices (e.g. access, quality education, accountability, efficiency equity, completion); and, to systematically apply theory and morality lenses to the analysis of real-world issues through case studies of leadership and board issues, writing, team discussions, and reflection.

ED8500 - Governance and Administration (3)

This course addresses the respective roles of community college trustees, CEOs, faculty, and other stakeholders; the principles and practices of good governance; the use of data, inquiry, and stakeholder involvement to inform policy/decision making and improve effectiveness. Doctoral students will be exposed to current issues and leadership strategies pertaining to governance and administration. Learning experiences will include a combination of face-to-face instructor-facilitated sessions, attendance at college board and executive team meetings, teleconferences and interaction with nationally-renowned speakers, structured team interaction, and college/district analyses and report and/or case study writing.

ED8600 - Planning, Finance, and Resource Development (3)

The course will address the elements of strategic and master planning, resource allocation, funding issues, and resource development through analyses of college or system case studies, group projects and presentations that are tailored to explore critical issues at the college or district level. Students will be exposed to aligning mission, strategic plan, goals, budget and resource development endeavors.

ED8700 - Policy, Politics, and Public Affairs (3)

This course is about the politics of higher education, educational agencies, and educational institutions. The course focuses on six key ideas that are central to political thought, policy, and public affairs. It applies these ideas to contemporary and historical cases in order to develop students' understanding, analytic skill, and capacity for effective action in leading higher education institutions.

The six key ideas are: (1) Politics as a means for transforming individual interests into collective goods; (2) Institutions as the expression of political interests in society and as incentives that structure individual and group behavior; (3) Policy as an expression of collective interests, and policymaking as a process for aggregating and shaping individual and group interests; (4) Power as it is constructed in political relationships and expressed in institutions and political processes; (5) Public affairs as a process in shaping individual and group behavior; and (6) Analysis as a deliberative, data-driven decision making process.

ED8800 - Education Analytics (3)

Students will learn how to present, analyze, and interpret institutional data; and, communicate about and apply data for decision making at the institutional, program, and course levels. They will be asked to identify barriers to institutional effectiveness, student learning, equity, success, and completion. Students will work in teams to: analyze identified gaps and dropout/or "leakage points" – based on data – in student progression and achievement at their home institutions; evaluate the effectiveness of a current intervention strategy; and assess the institutional culture for fostering a culture of evidence and inquiry. Students will learn about the use of data for strategic planning, policy development, and resource allocation. They will be required to write team reports and make team presentations for improving student outcomes.

ED8900 - Understanding the Contemporary Community College Student (3)

This course is designed to provide students an understanding of the characteristics of the contemporary community college student. It draws upon a broad range of research documenting the experiences of the diverse student populations in the American community college. This course provides an overview of theories, research, practices, and other issues relevant to creating institutional environments for college success.

9000-LEVEL COURSES

ED9000 - Introduction to Research Methodology (3)

This course is designed to present the major research approaches in education, including inherent assumptions, key concepts, and central procedures associated with research approaches. Through a combined focus on qualitative, quantitative, and mixed methods research perspectives, students will gain a broad understanding of the diversity of research approaches in the field of education. Students will apply their understanding of these fundamentals to the critical interpretation of the design and conduct of educational research and educational research reports. The course will also provide a foundation for

further specialized study in research methods by offering multiple opportunities for students to collaborate in authentic research activities. It is the intention of this course, as others in the program, that both a theoretical and practical interpretation of research is achieved by the students in this class. These research activities will encourage students to apply material from course readings and class discussions to the issues that are endemic to community colleges.

ED9020 - Designing and Shaping the Dissertation (6)

This course provides an immersion in scholarly inquiry for students to identify and further explore quantitative, qualitative, and mixed methodologies for application in their dissertation. Students will discuss when to use different kinds of research, how to frame research questions, and formulate and refine initial thoughts on dissertation development. Through supervised research and writing, students will learn about and prepare for the rigor involved in proposing to committee members in the third year of the program. By the end of the course, students will have: affirmed the dissertation topic and initial research questions and approach; developed a dissertation prospectus; developed a dissertation outline, a proposal-ready literature review (chapter two), and drafts of chapters one and three; become familiar with IRB policies and procedures; and initiated committee member contact. (rev. 12/5/2017)

Prerequisite: All courses with the exception of ED9600, ED9601, ED9700, ED9800, ED9801, ED9802, ED9900, ED9901 and ED9902..

ED9043 - Capstone (3)

The capstone is designed to build upon the knowledge gleaned from previous courses. It is designed to integrate concepts, theories, and skills learned in other doctoral core courses. Students will learn what is involved in developing a constituency base and garnering its support to foster and improve strategic partnerships, college readiness and success, resource development, community services, economic and workforce development, and other priorities of the college. Students will be asked to develop plans to renew or reinvent a college and to engage internal and external stakeholders who are critical to achieving targeted goals. Students will work in teams to develop executive reports and presentations. These are to include in-depth institutional analyses of complex issues, and provide recommendations for systemic improvements, such as, how to: address identified silos (e.g., academic affairs, student support, financial services) and barriers (e.g., policy, practice, culture); integrate major initiatives; develop career pathways; align curricula and assessments; foster partnerships to achieve identified goals; contribute to leadership and board development aligned with mission

and goals; and foster institutional transformation to improve targeted outcomes.

Prerequisite: All core courses.

ED9600 - Practicum I (3)

The practicum is a critical aspect of the doctoral students' experience. It offers an opportunity for students to spend time with a CEO or leadership team at a designated college or system office to examine a significant problem, with structured and supervised deliverables. Students will be required to develop proposed plans for their own learning outcomes for the practicum which will culminate in a comprehensive project or report for the college, the focus of which will be developed by the doctoral student with approval by the CEO and the course instructor. The practicum plan may include participation in short leadership institutes as part of the proposed learning plan worth of three credit hours of doctoral studies. The practicum may be taken at any time after course completion of the second trimester; it must be completed prior to defending the dissertation.

ED9601 - Practicum II (3)

The practicum is a critical aspect of the doctoral students' experience. It offers an additional opportunity for students to spend time with a CEO or leadership team at a designated college or system office to examine a significant problem, with structured and supervised deliverables. Students will be required to develop proposed plans for their own learning outcomes for the practicum which will culminate in a comprehensive project or report for the college, the focus of which will be developed by the doctoral student with approval by the CEO and the course instructor. The practicum plan may include participation in short leadership institutes as part of the proposed learning plan worth of three credit hours of doctoral studies. The practicum may be taken at any time after course completion of the second trimester; it must be completed prior to defending the dissertation.

ED9700 - Advanced Leadership Institute (3)

The culmination of the CCLP is a residency, an opportunity for cohorts to convene at a location for a week to attend the Advanced Leadership Institute (ALI). The ALI provides a time to reflect on many of the topics that have been covered during their doctoral studies and to help formulate final thoughts for the practicum and dissertation research.

ED9800 - Dissertation Proposal (3)

The primary goal of this course is for the student to develop a proposal of the key elements of the dissertation to be used as a road map to guide the dissertation. Successful completion of the course will require the

approval of the proposal by the dissertation chair and the dissertation committee.

ED9801 - Dissertation Proposal Extension (3)

The primary goal of the extension courses is for the student to finalize development of a proposal of the key elements of the dissertation to be used as a road map to guide the dissertation. If a student is unable to complete ED9800, Dissertation Proposal, within one trimester, a student may subsequently register for ED9801 or ED9802. Successful completion of either of these courses will require the approval of the proposal by the dissertation chair and the dissertation committee.

ED9802 - Dissertation Proposal Extension (3)

The primary goal of the extension courses is for the student to finalize development of a proposal of the key elements of the dissertation to be used as a road map to guide the dissertation. If a student is unable to complete ED9800, Dissertation Proposal, within one trimester, a student may subsequently register for ED9801 or ED9802. Successful completion of either of these courses will require the approval of the proposal by the dissertation chair and the dissertation committee. If a student has not completed an approved proposal after completing ED9802, the student must meet with the dissertation chair for further instructions.

ED9900 - Dissertation Completion (3)

Students whose proposals have been approved are required to enroll in a dissertation completion course each trimester to work with the dissertation chair and committee on a continuing basis until the final dissertation has been completed and approved. The primary goal of this course is for the student to proceed with research, finalize, and successfully defend the dissertation.

ED9901 - Dissertation Completion Extension (3)

The primary goal of ED9901 and ED9902, Dissertation Completion Extension, is for the student to finalize and successfully defend the dissertation. If a student is unable to complete ED9900, Dissertation Completion, within one trimester, a student may subsequently register for ED9901 or ED9902. Successful completion of either of these courses will require the approval of the proposal by the dissertation chair and the dissertation committee.

ED9902 - Dissertation Completion Extension (3)

The primary goal of ED9901 and ED9902, Dissertation Completion Extension, is for the student to finalize and successfully defend the dissertation. If a student is unable to complete ED9900, Dissertation Completion, within one trimester, a student may subsequently register for ED9901 or ED9902. Successful completion of either of these courses will require the approval of the proposal by the

dissertation chair and the dissertation committee. If a student has not completed an approved dissertation after completing ED9902, the student must meet with the dissertation chair for further instructions.

EDD FACULTY AND DISSERTATION MEMBERS

- Baker, George, BA, Business Administration, Presbyterian College; MEd, Shippensburg State University; JSC, The Armed Forces Staff College; EdD, Duke University; MMPA, (Honors), Public Administration, Naval War College
- Boggs, George, BS, Chemistry, The Ohio State University; MA, Chemistry, University of California Santa Barbara; PhD, Educational Administration, The University of Texas at Austin (1984)
- Catanzaro, Jim, B.A. Philosophy, Barrington College; PhD, Philosophy of Religion, Claremont Graduate University
- Clos, Karen, BA, Sociology, Trinity University; MA, Adult Education, University of Incarnate Word; MA, Counseling, University of Texas at San Antonio; EdD, Educational Administration, University of Texas at Austin
- Crowe, William, BS, Marketing and Management, University of Texas at Austin, MBA, Management, University of Texas at Tyler, PhD, Community College Leadership, University of Texas at Austin
- de los Santos, Gerardo E., BA, Rhetoric, University of California at Berkeley; MA, English, Arizona State University; PhD, Educational Administration, Community College Leadership, The University of Texas at Austin
- Ellis, Martha, BA, Religion and Music, American Christian College; MS, Human Developmental Psychology, University of Texas at Dallas; PhD, Higher Education Administration and Research, University of North Texas (1996)
- Ferrell, Ben, AAS, Trinidad State Junior College; BBA, Accounting, University of Texas at Tyler; MA, Student Development, St. Edward's University; PhD, Community College Leadership, The University of Texas at Austin
- Fifield, Mary, BA, Art, Clark College; MFA, Pratt Institute; PhD, Higher Education Administration, St. Louis University
- Garcia, Linda, BJ Journalism, The University of Texas at Austin; MAIS Sociology, University of Texas at Brownsville; PhD, Community College Leadership, The University of Texas at Austin
- Gilliam, Janice, BS, Occupational Education, Western Carolina University; M.I.E., Industrial Education, Western Carolina University; EdD, Adult and Community College Education, North Carolina State University
- Gonzales, Steven, BS, Secondary Education, Northern Arizona University; MAT, Mathematics, Northern Arizona University; EdD, Educational Administration, The University of Texas at Austin
- Granados, Patricia, BA, Spanish Translation and Business with an emphasis in Marketing, Northern Illinois University; MEd, Higher Education Administration, Northern Illinois University; PhD, Adult and Higher Education, Northern Illinois University
- Johnson, Wallace D., BA, Political Science, University of California, Riverside; MA, National Security Studies, California State University, San Bernardino; MA, Political Science, University of California, Riverside; PhD, Educational Administration, Community College Leadership, The University of Texas at Austin
- Jovanovich, Donna M., BA, Mathematics, Lake Forest College, MST., Mathematics, University of Wisconsin, PhD, Education, Research and Evaluation, Virginia Commonwealth University
- Kemper-Pelle, Cathy, BS, MS, Biological Sciences, Illinois State University; EdD, Educational Administration, Community College Leadership, The University of Texas at Austin
- Kovac, Jason, MS, Library and Information Science, The University of Illinois-Champaign-Urbana; PhD, Educational Administration, Community College Leadership, The University of Texas at Austin
- Martinez, Rose, BA Texas A&M University-Corpus Christi; MPA, Public Affairs; The University of Texas at Austin; Ph.D., Educational Administration, The University of Texas at Austin
- McCall, Michael, BS, Physics/Mathematics, University of North Carolina; MS, Physics, Virginia Polytechnic Institute; EdD, Educational Administration, Virginia Polytechnic Institute
- McClure, Beverlee, AS, Grayson County College; BS, Business Administration, Texas A&M University Commerce; EdD, Educational Administration, The University of Texas at Austin
- McLaughlin, Keith D., BA, Political Science, State University of New York at Albany; MM, Roberts Wesleyan College; PhD, Higher Education Administration, Community College Leadership and a concentration in public affairs, Lyndon B. Johnson School of Public Affairs, University of Texas at Austin
- McMillan, Tyson, BBA, Computer Information Systems, West Texas A&M University; MS, Information

- Technologies, The University of North Texas; PhD, Information Science, The University of North Texas
- McPhail, Christine Johnson, AA, Liberal Arts, Fresno City College, BA, Social Work, California State University, Fresno, MA, Education/Counseling California State University, Fresno; EdD, Higher Education-Specialization Community College Administration, University of Southern California (1987)
- Moore, F. Lynn, BS, Business Management, University of Phoenix; MBA, Baker College; PhD, Higher Education Administration with concentration in Community College Leadership, The University of Texas at Austin
- Paneitz, Rebecca, BS, Office Administration, University of Arkansas-Monticello; MA, Criminal Justice, University of Arkansas-Little Rock; PhD, Community College Administration, Colorado State University
- Persson, Katherine B., BS, Biology, Southwest Texas University; MS, Biology, Texas Women's University; PhD, Educational Administration, Community College Leadership, The University of Texas at Austin
- Peterson, Gregory F., BA, English, Brigham Young University; MA, Postsecondary, Adult, and Continuing Education, Portland State University; MBA, Kaplan University; EdD, Educational Administration, Community College Leadership, The University of Texas at Austin
- Proudfit, Ann, BA, Sociology, Washington and Jefferson College; MA, Sociology, Ohio State University, PhD, Higher Education Administration, University of Toledo
- Sigler, Kathie, BS Business Education, Wayne State University, MEd Business Education/Administration, EdD Community College Administration and Curriculum Development, Nova University
- Silva, Rito, BBA, Finance, Texas A&I University; MS, Guidance and Counseling, Texas A&M University-Kingsville; PhD, Human Resource Development, Texas A&M-College Station
- Thomas, Ernest L., BA, Sociology, Washington State University; MA, Sociology, University of Massachusetts-Amherst; PhD, Educational Administration, Community College Leadership, The University of Texas at Austin
- Thomas, Noreen, BS, Management, Daemen College; MEd, Educational Leadership, Eastern Michigan University; EdD, Community College Leadership, University of Texas at Austin
- Thor, Linda M., BA, Journalism, Pepperdine University of Los Angeles; MA, Public Administration, California State University; EdD, Community College Administration, Pepperdine University of Los Angeles
- Toone, Danette, BBA, Double major in Finance and Economics, Washburn University; MBA, Finance, UT Permian Basin; EdD, Educational Administration, Community College Leadership Program, The University of Texas at Austin
- Troyer, Diane, MEd, Health Education, The University of Texas at El Paso; PhD, Educational Administration, Community College Leadership, The University of Texas at Austin
- Tyler, Art, BS, Management, University of Maryland; MA, National Policy Development, U.S. Naval Postgraduate School; DM, Organizational Leadership, University of Phoenix
- Valverde, Leonard, AA, East Los Angeles Community College; BA, History, California State University-Los Angeles; PhD, Education, Claremont Graduate University
- Voorhees, Richard A., BS, Elementary Education, University of North Dakota; MA, Counseling and Guidance, University of North Dakota; PhD, Higher and Adult Education, Arizona State University
- Watkins, Linda, BA Modern Languages, University of Texas at Arlington; MS, Sociology, Texas A&M University-Commerce; EdD, Supervision, Curriculum, and Instruction, Texas A&M University-Commerce
- Welsh, Linda A., BS, Education of the Hearing Impaired, University of Illinois; MA, Child Development and Family Relations, University of Texas; PhD, Educational Administration, Community College Leadership Program
- Zeiss, Tony, BA, Speech Education, Indiana State University; MA, Speech (Radio and Television), Indiana State University; PhD, Community College Administration, Nova University

HENLEY-PUTNAM SCHOOL OF STRATEGIC SECURITY – DOCTOR OF STRATEGIC SECURITY (DSS)



Henley-Putnam

SCHOOL OF STRATEGIC SECURITY

NATIONAL AMERICAN UNIVERSITY

The Henley-Putnam School of Strategic Security (H-PSSS) is designed to contribute to the establishment of higher education standards in the areas of strategic security, intelligence and counter-terrorism. Designed for board of director level leaders and managers or their military equivalent, the ultimate purpose of the Doctor of Strategic Security (DSS) is to enhance the knowledge and skills of professionals. Graduates will be able to coordinate effectively a wide range of strategic security resources and personnel, across multiple agencies if necessary, to produce timely, objective, and accurate intelligence and other security-related products to help prepare those choosing to protect others and the nations of the world. It is evident that the need for such training and education grows ever more rapidly during these tumultuous times, especially with numerous shifts in geopolitics.

The definition of strategic security is the study of the interaction of application of tradecrafts and ongoing behaviors designed to forestall reasonable or probable threats. Unlike the traditional security studies or strategic studies programs, strategic security studies are a step back from the study of political and military strategies to influence the spectrum of peace and conflict. Rather, strategic security is the application of objective information on the personal, local, and corporate developments that can deter and prevent conflict.

National American University recognizes the many sacrifices, challenges, and demands placed upon service members and their families, including extended deployments, temporary duty assignments, and frequent permanent change of stations. To better serve military students and their dependents, NAU maintains a full division dedicated to the service of active duty and retired military personnel and their dependents. NAU is committed to assisting military students to achieve their educational goals by providing quality education and exceptional student support services focused on the

specific needs of veterans, active military, dependents, and retirees.

H-PSSS serves both military and civilian students. The school offers both undergraduate and graduate degrees (see the undergraduate and master's catalogs for more information).

NAU provides services specifically designed to meet military personnel and their dependents needs. Through National American University, the Henley-Putnam School of Strategic Security:

- offers over 10 degree programs and 40+ certificates online;
- is authorized to receive tuition assistance payments through the DoD Voluntary Education Partnership MOU for all service branches;
- participates in the VA education benefit programs;
- is a Yellow Ribbon school;
- supports the My Career Advancement Account (MyCAA) Scholarship Program;
- participates in the President's Principles of Excellence Program;
- supports the 8 Keys to Veterans' Success;
- follows the American Council on Education (ACE) recommendations to grant credit to students for learning acquired from approved organizations;
- accepts JST, CCAF, CLEP, and DSST.

GENERAL INFORMATION

In March 2018, Henley-Putnam University became the Henley-Putnam School of Strategic Security at National American University. Prior to integrating with NAU, Henley-Putnam University was founded after ten years of arduous planning and research, and before the tragic events of September 11th, 2001, to contribute to the professional development of military, government, law enforcement and national security professionals. In the post-9/11 era, security and protection concerns have risen to unprecedented levels. The military, corporations and governments have increased focus on physical security and intelligence gathering on a local, state and national level in order to secure and protect personnel, data and facilities from terrorist attacks, workplace violence and other

security threats. This trend has greatly increased the demand for intelligence, counterterrorism, and protection personnel in both the public and private sectors. Further, it has never been more important that those professionals have the very best training available.

The original founders of Henley-Putnam University possessed extensive backgrounds in strategic security including the intelligence, counterterrorism and protection communities and anticipated the need for improved professional training in the field of strategic security. To this end, they educated and trained with a focus on deterrence and prevention while continuing to incorporate the teaching of practical tradecraft. Henley-Putnam built a comprehensive, strategic security curriculum, supported by over 100 adjunct faculty members (many with top-secret security clearance) with extensive experience within the security industry. Faculty members have served in senior positions in the CIA, U.S. Secret Service, NSA, U.S. Navy Seals, Federal Bureau of Investigation, Defense Intelligence Agency, British Intelligence, U.S. Army Delta Force, as well as all branches of the U.S. Armed Services. These experts who have studied terrorism and worked in various capacities in the strategic security field can give hands-on, real life experiences to help students reach a confident level of capability.

As originally founded, H-PSSS is designed to contribute to the establishment of higher education standards in the areas of strategic security, intelligence and counterterrorism. The H-PSSS focus is on delivering user-friendly, high quality, online programs with an emphasis on furthering knowledge in deterrence and prevention over the instruction of reaction and response concepts. H-PSSS programs foster effective habits of study and the discipline of conceptual and practical work to help prepare those choosing to protect others and the nations of the world.

H-PSSS at NAU continues the commitment to the founders' vision. All of the instructors are available to assist students with their coursework. H-PSSS mentors discuss student aspirations or goals from their unique backgrounds and experiences. Together, H-PSSS offers a tremendous network that will be the students' to use across their career. Welcome to the Henley-Putnam School of Strategic Security – the faculty and staff are here for students today and in the future.

Mission Statement

Our mission is to advance the safety and security of our nation through distinctive online education led by professionals in the fields of strategic security, intelligence, and counterterrorism.

Vision Statement

Henley-Putnam School of Strategic Security will be widely recognized for academic excellence, evidenced by student and faculty achievement, leadership development, commitment to national security, and global understanding.

Purpose

The Henley-Putnam School of Strategic Security aspires to be the leader in providing instruction in the fields of intelligence management, counterterrorism studies, and strategic security and protection management. The focus is on teaching “proactive” versus “reactive” methods. That is to say, we attempt to further the knowledge of prevention and deterrence over the instruction of reaction and response concepts as taught at many other institutions.

H-PSSS offers an associate's degree, five distinct programs within the bachelor's, three within the master's, one doctoral degree, and more than 40 undergraduate and graduate certificates in order to meet the future challenges of this strategic security industry. These programs emphasize professionalism, proactive strategies, a thorough understanding of the dynamics of the program area and a high-level development of skills in criminal justice, intelligence, counterterrorism, protection, and the nuclear enterprise.

Core Values

The core values that will sustain the Henley-Putnam School of Strategic Security today and in the future are a critical component of our culture and success.

- Values integrity and ethical behavior in all matters.
- Values improvement, continuously assessing undergraduate and graduate programs to meet global needs and professional expectations.
- Values high quality online education and instruction in the learning and teaching process.
- Encourages growth and development of all learners and those who facilitate these processes.
- Values diversity, is dedicated to equality, and is committed to serving a diverse population including residents of the USA and the world.
- Values helping individuals reach their full academic potential.
- Values a collegial and interactive process in planning and decision making, promoting civility, understanding, and mutual concern.
- Values both tradition and innovation.
- Provides a professional and supportive work environment where our employees enjoy freedom of

conscience and the right to refuse to engage in actions that violate ethical principles, professional standards, or provisions of law.

- Values administrative and technological quality performed efficiently and effectively.
- Values cost effective growth and return on investment.

Learning Outcomes

The programs offered at Henley-Putnam School of Strategic Security are specifically focused in the area of strategic security. As a result, the learning outcomes uniquely address the university's core abilities.

The successful graduate of H-PSSS will demonstrate the following attributes:

- Evidence of the ability to employ technological and research proficiency, integrating applicable skills of information literacy.
- Employment of conceptual skills to identify potential risks and assess options for preventive, alternative or deterrent actions.
- Demonstrated competency in strategic engagement of issues within the security industry.
- Evidence of strategic management leadership competencies effective in promoting professional security, counter-terrorism, intelligence, national protection and global understanding.
- Acquisition of skill sets that support effective communication, critical thinking, and analysis within the strategic security environment.

DOCTOR OF STRATEGIC SECURITY - ACADEMIC CALENDAR

DSS ACADEMIC CALENDAR 2018-2019

Summer 2019	
July 1	Quarter begins
July 7	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
August 15	Last day to drop classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid
September 9 - 15	Final exams
September 15	Quarter ends
September 16 - October 6	Quarter break

DSS ACADEMIC CALENDAR 2019-2020

Fall 2019	
October 7	Quarter begins
October 13	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
November 21	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
December 16 - 22	Final exams
December 22	Quarter ends
December 23 - January 5	Quarter break

Winter 2019 – 2020	
January 6	Quarter begins
January 12	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
February 20	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
March 16 - 22	Final exams
March 22	Quarter ends
March 23 - April 5	Quarter break

Spring 2020	
April 6	Quarter begins
April 12	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
May 21	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
June 15 - 21	Final exams

June 21	Quarter ends
June 22 - July 5	Quarter break

Summer 2020

July 6	Quarter begins
July 12	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
August 20	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
September 14 - 20	Final exams
September 20	Quarter ends
September 21 - October 4	Quarter break

DSS ACADEMIC CALENDAR 2020-2021

Fall 2020

October 5	Quarter begins
October 11	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
November 19	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
December 14-20	Final exams
December 20	Quarter ends
December 21-January 3	Quarter break

Winter 2020-21

January 4	Quarter begins
January 10	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
February 18	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
March 15-21	Final exams
March 21	Quarter ends
March 22 – April 4	Quarter break

Spring 2021

April 5	Quarter begins
April 11	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
May 20	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
June 14-20	Final exams
June 20	Quarter ends
June 21-July 4	Quarter break

Summer 2021	
July 5	Quarter begins
July 11	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
August 19	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
September 13-19	Final exams
September 19	Quarter ends
September 20-October 3	Quarter break

DSS ACADEMIC CALENDAR 2021-2022

Fall 2021	
October 4	Quarter begins
October 10	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
November 18	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
December 13-19	Final exams
December 19	Quarter ends
December 20-January 2	Quarter break

Winter 2021-2022	
January 3	Quarter begins
January 9	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
February 17	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
March 14-20	Final exams
March 20	Quarter ends
March 21 – April 3	Quarter break

Spring 2022	
April 4	Quarter begins
April 10	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
May 19	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
June 13-19	Final exams
June 19	Quarter ends
June 20-July 4	Quarter break

Summer 2022	
July 5	Quarter begins
July 11	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.

August 19	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
September 13-19	Final exams
September 19	Quarter ends
September 20-October 2	Quarter break

DSS ACADEMIC CALENDAR 2022-2023

Fall 2022	
October 3	Quarter begins
October 9	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
November 17	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
December 12-18	Final exams
December 18	Quarter ends
December 19-Jan 1	Quarter break

Winter 2022-2023	
January 2	Quarter begins
January 8	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
February 16	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
March 13-19	Final exams
March 19	Quarter ends
March 20 – April 2	Quarter break

Spring 2023	
April 3	Quarter begins
April 9	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
May 18	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
June 12-18	Final exams
June 18	Quarter ends
June 19-July 2	Quarter break

Summer 2023	
July 3	Quarter begins
July 9	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
August 17	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
September 11-17	Final exams
September 17	Quarter ends
September 18-Oct 1	Quarter break

DSS ACADEMIC CALENDAR 2023-2024

Fall 2023	
October 2	Quarter begins
October 8	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
November 16	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
December 11-17	Final exams
December 17	Quarter ends
December 18-Jan 1	Quarter break

Winter 2023-2024	
January 2	Quarter begins
January 8	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
February 16	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
March 12-18	Final exams
March 18	Quarter ends
March 19-31	Quarter break

Spring 2024	
April 1	Quarter begins
April 7	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
May 16	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
June 10-16	Final exams
June 16	Quarter ends
June 17-30	Quarter break

Summer 2024	
July 1	Quarter begins
July 7	Last day to add classes; last day to drop classes without incurring charges for tuition and fees.
August 15	Last day to drop regular term classes and receive a grade of "W," which does not adversely affect grade point average but may affect financial aid.
September 9-15	Final exams
September 15	Quarter ends
September 16-Oct 6	Quarter break

ADMISSIONS - DOCTOR OF STRATEGIC SECURITY

Applicants to this program must have a master's degree or a bachelor's degree and the equivalent of 45 quarter credits (30 graduate-level semester hours) in Strategic Security or a related field from an appropriately accredited university.

The enrollment committee evaluates an applicant for the doctoral program on multiple criteria upon the receipt of the following:

- Completed application.
- Background check and/or letter of good standing. Letter of good standing accepted from active military or law enforcement only.
- Documentation of five years' experience in a security-related field.
- Official transcripts documenting completion of a master's degree or a bachelor's degree and 45 quarter credits (30 graduate-level semester hours) in strategic security or related field.
- Participation in a verbal interview with the associate dean of the DSS program (or a designee).
- Completion of a timed writing assessment.

Additional materials may be requested.

GRADUATION REQUIREMENTS - DSS

- A minimum of 90 quarter units (20 courses) in doctoral level university courses.
- Completion of all work products and assignments, including a written dissertation and oral defense.
- Successful completion of formal evaluations by a doctoral committee.
- Passing score on a comprehensive examination to be completed prior to beginning the dissertation
- A minimum CGPA 3.0/4.0 scale completed from the university.
- Payment of all financial obligations to the school.

DOCTORAL DEGREE PROGRAM LENGTH

Students taking two courses (9.0 quarter credit hours) at a time are considered to be full-time. Part-time study is one course (4.5 quarter credit hours). The average completion rate is five years. This includes two years for the dissertation. The maximum time frame for the doctoral

degree cannot exceed 10 years and cannot be completed in less than two years.

MAXIMUM FULL-TIME STUDENT LOAD

Students enrolled in the doctoral degree program may not take more than nine quarter units per eleven-week period without prior approval from the associate dean of the doctoral program. Students taking two courses at a time are considered full-time.

DEGREE AWARDED

At the completion of all of the degree requirements as evidenced by the associate dean of the doctoral program issuing a request for degree, and by enrollment advisors issuing a release stating that the student has met any financial obligations to the university, a Doctor of Strategic Security Degree will be awarded to the student.

GRADUATE ASSISTANTSHIP PROGRAM

Currently not accepting graduate assistantship applications.

H-PSSS offers a limited number of graduate assistantships (GA) to qualified DSS students. The primary GA role at H-PSSS is currently the teaching assistant (TA) position. The TA will be assigned to a BS course and will work with the course instructor (faculty mentor) to facilitate discussion forums, collaborate on the evaluation of student writing, and learn the pedagogy of how to successfully engage learners and facilitate learning in the online setting. The TA will receive a small stipend for his or her work in this role.

Successful TA's are guaranteed one shared teaching and learning experience with an experienced H-PSSS faculty member. Dependent on satisfactory evaluations, a TA's assignment might be extended to a total of four teaching quarters. (Note: TA assignments do not lead to faculty positions at H-PSSS.)

Selection: program deans will evaluate candidates based on defined qualifications and will respond to applicants with a notice of acceptance or non-acceptance. Selection is determined by a number of factors including:

- Qualifications of the applicant

- Availability of an appropriate BS course and/or cooperating faculty member
- Course enrollment and/or institutional need
- Position availability

Evaluation: The cooperating faculty member will complete a mid-term and final evaluation of the teaching assistant's performance based on the job description. A satisfactory evaluation is required for the teaching assistant to assume another course placement, for up to four total quarters.

MASTER'S TO DOCTORATE

There are three paths for a high achieving H-PSSS master's student to apply for the Doctor of Strategic Security program:

1. **Traditional:** A master's student fully completes the requirements of the master's degree and then applies for the doctorate degree.
2. **Dual Credit:** Once admitted, a master's student uses doctorate courses as the four master's open electives courses, which then count both toward the master's and doctorate degrees. Students will be admitted upon completion of 31.5 quarter unit credits towards the master's degree. The dual credit path maintains the integrity, scope, and objectives of both degrees while allowing for programs completion in an accelerated timeframe.
3. **Blended:** Admitted master's students start the doctorate program without finishing the master's program's culminating project. Students will be admitted upon the completion of 45 quarter unit credits towards the master's degree. The students graduate when successfully completes all requirements for the Doctor of Strategic Security degree. The graduates receive the DSS but not their MS as they move into the doctorate without fully completing the master's program requirements.

To apply, students will have

- Already enrolled in a MS program.
- Earned at least 27 quarter unit credits toward their master's degree.
- Earned a cumulative GPA of 3.25 or higher.

PHILOSOPHY AND PROCESS

Admission to H-PSSS is based on evidence of a student's ability to benefit from the educational program and overall potential to render significant contributions to the strategic security profession. Any or all of the following are considered: student's academic record in other institutions, whether the institution is an online accredited university or

a traditional school, background check, verbal and written communication skills as demonstrated with the admissions team, professional experience, country of birth and citizenship, motivation and educational objectives.

APPLICATION PROCESS

All students must submit a completed application. Admissions advisors will supply the application materials for signature. Admissions decisions are made by the Enrollment Committee. The committee evaluates an applicant based on multiple criteria upon the receipt of the following:

- Completed application.
- Any applicable transfer credit, life experience or challenge exam credits. For evaluation procedures, contact the admissions department.
- Foreign transcripts, not in English, must be submitted together with certified English translations. For foreign transcript evaluation procedures, contact the admissions department.
- Background check and/or letter of good standing.

INTERNATIONAL STUDENTS

Currently not accepting international students on F1 Visas

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.

Admission Requirements

In addition to the other doctoral program requirements, international student applicants who wish to study at NAU:

1. Complete and submit an International Student Application for Admission (See www.national.edu);
2. Provide evidence of secondary and/or post-secondary education completion through one of the following requirements:
 - a. An official credential evaluation of the academic transcript or marks sheets from the country where secondary education was completed. The documents presented should be those which would allow the student access to post-secondary education in the home country. Diplomas or certificates of government examinations must show the subjects passed, and grades or marks received. All records must be submitted to a NACES (National Association of Credential Evaluation Services) member approved credential evaluation service following the requirements listed by the service. The original report should be sent directly

- to the NAU location where the student intends to enroll. Copies of all documents evaluated by the service must accompany the original report when it is forwarded to the registrar's office; or
- b. An official transcript that indicates completion of a post-secondary program of at least two years in length with a minimum cumulative grade point average of 2.0/4.0 or the equivalent from (i) an international higher education institution that is approved by the country's national ministry of education or appropriate approval body or (ii) an accredited U.S. higher education institution. Any international official transcripts must be evaluated by a NACES recognized evaluation service. The original course-by-course evaluation report and copies of the transcript evaluated should be sent directly to the National American University location where the student intends to enroll; or
 - c. An original General Educational Development (GED) examination report demonstrating passing marks for the overall examination.
3. 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 520 for a paper-based, 190 for a computer-based, or 68 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.); or
 - b. An official Test of English for International Communication (TOEIC) score report indicating a minimum score of 750 (not applicable to students enrolled in the nursing program); or
 - c. Provide an official International English Language Testing System (IELTS) score report with an overall minimum score of 5 (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
 - d. Provide evidence of completion of two semesters (or equivalent) of college-level English (excluding ESL courses) with a grade of "C" or higher at an accredited college or university whose language of instruction is English; or
 - e. Provide evidence of English language proficiency by completing the English assessment exam, Accuplacer ESL, with minimum scores in the following categories:
 - Reading skills of 102 or higher.

- Sentence meaning of 100 or higher.
- Language usage of 95 or higher.
- Writing sample of 5 or higher.

Students Requesting the Certificate of Eligibility (Form I-20)

International students accepted in the H-PSSS doctorate program are not eligible to apply for an F-1 visa.

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). NAU 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.

STUDENT AUTHENTICATION

H-PSSS complies with the university's online requirement and the Federal Student Authentication Regulations requiring online institutions to implement processes that establish that the student who registers in an online course is the same student participating in, completing, and receiving academic credit for the course. At H-PSSS, students must log into a secure portal to access the learning management system by entering unique user ID and password. Without these identifiers, students are unable to access online courses and student support resources. The university's and H-PSSS's policies regarding academic integrity and acceptable use of IT services include penalties for unauthorized use of another individual's name and password and for engaging in academic dishonesty. Additionally, H-PSSS intersperses proctored experiences and proctored course assignments across each degree program to further ensure student identity. Due to the unique nature of course content, H-PSSS also requires applicants to undergo a background check and/or screening process prior to acceptance.

TECHNOLOGY REQUIREMENT

H-PSSS's educational delivery system is online. Each student will be required to have access to a computer,

printer and an Internet connection. In addition, appropriate software may be required to completed courses. Therefore, the student may have additional out-of-pocket costs.

Each student must have access to an email account. In addition, each student will be given a university email account and Microsoft applications.

Students are advised that they may occasionally need to pay subscription fees to a third party for access to certain web sites or databases. Students may also be obligated to pay state and or local sales taxes based on applicable state regulations.

PROGRAM DELIVERY AND TECHNOLOGY

Upon initial enrollment, all students will take an online orientation course designed to help them master accessing the online classroom and connect to available resources. Each student will be required to have access to a computer, printer and an Internet connection, which allows them to access all course materials such as syllabi, course outlines, assignments, resources and case studies for enrolled courses. Students should have basic computer skills and be able to read and write in the English language. All H-PSSS courses are delivered online through the university's learning management system (LMS) BrightSpace D2L. The student work products will be uploaded and graded through the LMS. The students' work along with the grades will be stored online and on back-up servers. Projects and other assignments are graded and returned within seven days of submission unless otherwise indicated.

PROGRAM - DOCTOR OF STRATEGIC SECURITY

The Doctor of Strategic Security is for board of director level leaders and managers (or their government or military equivalent) who oversee personnel who comprise the strategic security industry. Graduates will be able to coordinate effectively a wide range of strategic security resources and personnel, across multiple agencies if necessary, to produce timely, objective, and accurate intelligence and other security-related products. They will communicate their information to top-level policy and decision makers clearly and coherently. Graduates will also be adept at managing assets and adjusting strategies in dynamic security environments. All courses are 4.5 quarter units unless otherwise noted.

Program Learning Outcomes

Graduates of the doctorate program will be able to:

- DSS-PLO1: Produce quantitative and qualitative research at the theoretical, strategic, operational, and tactical levels.
- DSS PLO2: Develop a conceptual framework that incorporates the key variables of the security environment in order to prevent and forestall emerging threats.
- DSS PLO3: Assess information, approaches, criticality, viability, systems, resources, and cultures necessary for engaging issues in strategic security.
- DSS PLO4: Appraise the character, communications, organizations, influences, and technologies associated with strategic management leadership relevant to promoting effective security outcomes.
- DSS PLO5: Effectively communicate key concepts and ideas in verbal, non-verbal, and written forms to influence diverse audiences and decision-makers in strategic security.

Strategic Security: Doctorate (90 Quarter Credits)

Strategic Security Major Core (90)

COM750	Briefings, De-briefings, and Presentations	4.5
COM780	Advanced Business Communications	4.5
FRP801	Directed Dissertation Research I	4.5
FRP802	Directed Dissertation Research II	4.5
FRP803	Directed Dissertation Research III	4.5
FRP804	Directed Dissertation Research IV	4.5
FRP805	Directed Dissertation Research V	4.5
HIST750	Topics in the History of Strategic Security	4.5
INT700	The Strategic Intelligence Process and	4.5

	Policy	
INT800	Intelligence Practicum	4.5
LAW850	Case Studies in Intelligence Regulation and Reform	4.5
MGT800	Advanced Leadership and Management	4.5
PRO700	Protection and Operations Management	4.5
PRO800	Protection Practicum	4.5
SEC700	Advanced Strategic Security Analysis and Critique	4.5
SEC740	Strategic Security Information Literacy	4.5
SEC750	The Strategic Security Community	4.5
SEC760	Applied Research Methodology	4.5
TCT700	Advanced Counterterrorism Research Methods	4.5
TCT800	Advanced Research in Terrorism/Counterterrorism	4.5

Doctoral practicum courses INT 800 Intelligence Practicum and PRO 800 Protection Practicum may be substituted for upcoming internship work or upcoming student-employee projects related to strategic security. The substitution must be coordinated ahead of time with the associate dean of the doctor of strategic security program. A substitution will not be granted for regular work duties, past internships, or past experience. An upcoming time period and scenario may only apply towards substituting one practicum: substituting both practicum requires two different, applicable scenarios (such as both an intelligence internship and a protection internship). The arrangement will include writing a paper that includes tying the student's work to the DSS program's learning outcomes. The dean and the DSS student will set the length of time, the related work, the documentation goals, and the paper goals.

(Average estimated full-time completion rate is five years. This includes one year for completion of the dissertation.)

CERTIFICATE IN STRATEGIC SECURITY MANAGEMENT

This certificate is designed to give the professional in the security field or the student who is considering getting into the corporate, government or law enforcement security field, a comprehensive understanding of the leadership and management of the security organization. Students will learn the nuances of strategic level leadership positions along with best practices in leadership and management.

Students taking this certificate will practice the literacy skills needed in leadership positions. And, equally important, students will learn how to evaluate and write intelligence briefings and how to create effective intelligence-related presentations.

Outcomes

Upon completion of this certificate, students will be able to do the following:

- Read and evaluate finished intelligence briefings for their formative characteristics and summative value.
- Understand the characteristics of effective presentations with respect to intelligence related material; evaluate oral presentations for effectiveness.
- Distinguish among the fundamental research domains of knowledge (critical thinking, open-minded inquiry, conceptual thinking, and inferences vs. assumptions) and how they apply to the field of strategic security.
- Compare strategies and pitfalls for evaluating the reliability, credibility, and validity of information.
- Analyze and assess strategic level leadership positions and current organizational and systemic programs within the national security structure.
- Evaluate organizational theory methodologies and systems to analyze the national security structure.
- Interpret a "common leadership vision" and demonstrate effective communication within the context of strategic security leadership to stakeholders at all levels.

Required Courses

Certificate (13.5 Credits)

COM750	Briefings, De-briefings, and Presentations	4.5
MGT800	Advanced Leadership and Management	4.5
SEC740	Strategic Security Information Literacy	4.5

STUDENT SERVICES – DOCTOR OF STRATEGIC SECURITY

Students are able to access all services, graduate and undergraduate, from the NAU Student One-Stop and related online resources in the library, math and writing centers, student portal, teaching-for-learning center, and career services websites.

UNIVERSITY STUDENT SERVICES

The Henley-Putnam School of Strategic Security benefits from the full ranges of online and ground student services provided by National American University. These comprehensive services provide prospective students, current students, and graduates with resources from first information through career services. Resources, information, and services specific to the students and programs of the H-PSSS have been integrated into the university's online resources.

Unique to the H-PSSS is the *Journal of Strategic Security*, sponsored webinars, and professional mentoring. Students may get involved in groups and societies related to their studies: Order of the Sword Honor Society and the Henley-Putnam School of Strategic Security Chapter of Student Veterans Association (SVA).

ALUMNI

Graduates of NAU are members of the National American University Alumni Network. The university maintains communication with graduates by way of *National News*, a quarterly print newsletter; through social media; and through NAU Connect (nauconnect.com), a free online networking platform that connects alumni with one another and with the university. Individual colleges and schools within NAU may also have specific web pages and other means to remain in contact with alumni.

The NAU Alumni office also seeks regular input from graduates, obtained from biennial surveys, which helps the university evaluate its programs and personnel, as well as other periodic program, initiative and needs assessment surveys.

Other free NAU alumni benefits have included *NAU Match!*, an alumni mentoring program; an alumni webinar series, for and by alumni; career services support; and tuition free courses (alumni, to stay current in their fields may audit courses previously taken and passed at NAU).

NAU annually recognizes distinguished alumni service in terms of community involvement and/or professional accomplishment. NAU alumni are encouraged to assist fellow alumni who are seeking employment and career advancement by sharing information regarding employment opportunities with NAU's success coaches, the alumni office, or through NAU Connect. Job search assistance is available at no added charge to alumni through NAU success coaches.

Referral of prospective students to the university by alumni is also welcomed. Alumni may activate involvement, and begin to receive the *National News* quarterly newsletter, on the NAU website at www.national.edu/Alumni and join NAU Connect for free at nauconnect.com. Alumni can also share updated contact information, ask questions or share successes directly with the alumni office at alumni@national.edu. Please keep the alumni office informed of name, employment, and directory data changes through the university website and alumni link.

BOOKSTORE

Students may order their textbooks from the university's online bookstore. The bookstore is accessible online at <https://www.nationalamericanbookstore.com/>.

CAREER CENTER AND SERVICES

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

Success coaches 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, recruitment by employers, part-time employment, internships, and Internet utilization are some of the means used by NAU to facilitate employment and career development of students and graduates.

The Career Center is online and is accessible 24/7 to all students, alumni, and faculty. It provides detailed support for students on career exploration, enrichment, development, and decisions. 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: careerservices.national.edu.

CLUBS AND ORGANIZATIONS

The Henley-Putnam School of Strategic Security encourages students to actively engage in co-curricular clubs and organizations that promote success in obtaining a college degree.

Student Veterans Association

The mission of the H-PSSS chapter of the Student Veterans Association is to provide a safe environment for the many different student veterans' organizations to meet virtually and address the challenges of military service and transition from military service and an active engagement in the college experience. By promoting camaraderie and connecting members to resources, this organization helps all H-PSSS veterans complete their educational goals and college degrees.

Order of the Sword and Shield (OSS)

The Order of the Sword and Shield is an academic and professional honor society solely for homeland security, intelligence, emergency management, and all protective security disciplines: "The mission of OSS shall be to promote critical thinking, high scholarship and professional development; to further enhance the ethical standards of the protective security professions; and to cultivate a high order of personal living."

In this age when the complexities of a rapidly changing security environment demand a requisite advancement in analytic, communication, and strategic leadership skills, organizations like the OSS are critical. The Order offers the opportunity to connect with fellow honor students and experienced Senior Leadership who not only understand these skills but have demonstrated them. Developing networks, fostering a current understanding of the job market, and having opportunities to show one's own expertise (visibility) are a few of the benefits of membership. H-PSSS is committed to fostering student participation in the OSS and welcomes student involvement.

JOURNAL OF STRATEGIC SECURITY

The *Journal of Strategic Security* (JSS) is a double-blind peer-reviewed professional journal published quarterly by the Henley-Putnam School of Strategic Security with support from the University of South Florida libraries. The JSS provides a multi-disciplinary forum for scholarship and discussion of strategic security issues drawing from

the fields of global security, international relations, intelligence, terrorism and counterterrorism studies, among others. JSS is indexed in SCOPUS, the Directory of Open Access Journals, and several EBSCOhost and ProQuest databases.

ONE STOP

One Stop (<https://onestop.national.edu/>) provides access to nearly all of a student's resources. It is also the first step in finding answers to questions, or resolutions to issues.

ONLINE LIBRARY

Library 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. The online library includes the NAU catalog, e-books, tutorials, and myriad electronic searchable databases including those provided by: ProQuest, EBSCO, Credo, LearningExpress, Ebrary, Elsevier, OVID, LexisNexis, NBClearn, and WorldCat. Any resources not available at the university can be ordered through interlibrary loan. A graduate support librarian is available to support graduate student's needs. In addition, Ask-a-librarian email reference service is available seven days per week to support student library needs.

ORIENTATION

The orientation course, as well as the university's student success courses provides students with development and training in achieving online academic success. The orientation course is a valuable resource for all students to encourage them to communicate with one another, as well as their faculty and deans, and to increase academic success. Orientation includes information about the following: goals, learning outcomes, and strategies for student success, management, and academic writing refresher. The university's writing, math, and other support centers provide additional resources.

TECHNICAL SUPPORT

Technical support is available for students taking online courses. Students experiencing technical problems may access NAU's One Stop website (OneStop@national.edu) 24/7 for aid with a variety of issues and information of interest. They are also encouraged to contact UServices at (800) 548-0602 or email userservices@national.edu for technical assistance seven-days per week when classes are in session.

TUTORING SERVICES

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

USERVICES

For additional information not found at One Stop, the Userservices team is available via phone (1-800-548-0602) or email (userservices@national.edu) to assist.

ACADEMICS - DOCTOR OF STRATEGIC SECURITY

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. NAU's 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

Class attendance is required beginning with the first scheduled class meeting, and students are expected to attend all class sessions for which they are registered. Attendance is taken each scheduled period of instruction in all class sessions. If a student does not attend a registered class session for fourteen consecutive calendar days during scheduled periods of instruction without contacting the instructor or academic advisor, he/she may be administratively dropped from the course. It is the responsibility of the student to arrange to make up all course work missed because of legitimate class absences and to notify the instructor when an absence will occur. However, instructors may incorporate attendance-taking into tasks that produce in-class participation points.

Attendance shall be defined as an academically-related activity which includes any of the following:

- Attending a class where there is an opportunity for direct interaction between the instructor and students;
- Submitting an academic assignment;
- Taking an exam, an interactive tutorial, or computer-assisted instruction;
- Attending a study group that is assigned by the university;
- Participating in an online discussion about academic matters.

- For distance education courses, contributing to an online discussion or initiating contact within the course management system with a faculty member to ask a course-related question. 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.

Online/Distance Education Attendance

Students enrolled in online courses are counted as present if they actively participate weekly in an academically-related activity within the course in the university's learning management system. Documenting that a student logged into an online class is not sufficient, by itself, to demonstrate academic attendance by the student.

In accordance with NAU's attendance policy, students must actively participate at least once per week to be counted present in their online course. Simply logging into the course is not considered attendance; therefore, failure to actively participate may result in withdrawal from the course after 14 consecutive days of non-attendance.

Online students are required to actively participate in a weekly activity in order to be counted present. Weekly activities may include completing a quiz, posting a substantial discussion post, or submitting a required item to the drop box. The online courses are designed to include at least one of these items each week, please refer to the course schedule within the online classroom for weekly requirements.

Weekly participation in online classes is critical to each student's academic success. Failure to participate in weekly activities may affect a student's academic performance; furthermore, it may also result in administrative withdrawal.

Participation within the online courses can be verified through the student's access to the secured host site. As a result, the student's participation is permanently recorded through the learning management system.

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

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.

Please Note: The foregoing attendance policy does not apply to veteran's educational benefits for students residing in Oklahoma.

CHANGE OF PERSONAL DATA

Any change of name, address, email address or telephone number must be reported to the student's instructor and the success coach as soon as the change occurs. The success coach will provide students with appropriate next steps.

EXPECTATION OF STUDENTS

Graduate studies require a high level of commitment and motivation from both faculty and students. To successfully complete a doctorate 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 doctorate-level classes
- Post and submit assignments that are original, substantive, follow the directions, and use proper grammar and APA conventions
- View each lesson 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.

SUGGESTIONS FROM STUDENTS

Students may contact academic advising to make comments about any aspect of the school. Suggestions may also be submitted on the end of course surveys provided at the end of each course. Suggestions will be responded to in a timely manner.

TUITION, FEES AND REFUND POLICY - DOCTOR OF STRATEGIC SECURITY

FEES

Matriculation Fee (paid once)	\$ 75.00
Experiential Learning Assessment (cost per credit hour)	\$ 50.00
Certificate Fee	\$100.00
DSS Comprehensive Exam Fee	\$200.00

REFUND POLICY

Add/Drop Period

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 and Refunds

Students should give written notice of withdrawal to the university registrar or the success coach 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 in the term for which the student is registered, from the first scheduled

day of the term through the last scheduled day of the term for the student.

The return of Title IV funds, VA Education, and Military Tuition Assistance (TA) benefits, 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 except as modified by separate agreement.

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.

VA Education and Military Tuition Assistance (TA) benefits will be prorated according to the specifics of the programs**.

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 ÷ Number of days in scheduled term

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

Return of Unearned **Military Tuition Assistance (based on an 11-week quarter)

Days earned	% Returned
1-7 days	100.00%

Day 8	89.62%
Day 9	88.32%
Day 10	87.02%
Day 11	85.72%
Day 12	84.42%
Day 13	83.12%
Day 14	81.82%
Day 15	80.52%
Day 16	79.23%
Day 17	77.93%
Day 18	76.63%
Day 19	75.33%
Day 20	74.03%
Day 21	72.73%
Day 22	71.42%
Day 23	70.13%
Day 24	68.84%
Day 25	67.54%
Day 26	66.24%
Day 27	64.94%
Day 28	63.64%
Day 29	62.34%
Day 30	61.04%
Day 31	59.75%
Day 32	58.45%
Day 33	57.15%
Day 34	55.85%
Day 35	54.55%
Day 36	53.25%
Day 37	51.95%
Day 38	50.65%
Day 39	49.36%
Day 40	48.06%
Day 41	46.76%
Day 42	45.46%

Day 43	44.16%
Day 44	42.86%
Day 45	41.56%
Day 46	40.26%
Day 47 thru 77	0% refund

Administrative Fee

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

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

FINANCIAL AID AND SCHOLARSHIP INFORMATION - DOCTOR OF STRATEGIC SECURITY

National American University recognizes that many students would be unable to pursue their educational goals without financial assistance. Financial aid and student participation in federal, state, local and private assistance programs are very important aspects of NAU's effort to assist students. Almost every NAU student 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. NAU provides financial aid in the form of scholarships and low-interest loan programs through federal, state, and local sources.

Students interested in applying for federal financial aid should check with their financial aid representative to determine if they meet the federal requirements for full-time status. (Veterans, or dependents of veterans, please refer to "Veterans Financial Assistance".)

VETERAN FINANCIAL ASSISTANCE

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 (888) 442-4551, or contact your local Veterans Service Organization.

Notice to Military Service Members, Veterans, and Dependents using VA Benefits: Some VA educational programs limit the total amount of financial benefits a student may apply toward tuition, which may include cash, scholarships, and other forms of financial aid. Students using VA Chapter 31 and 33 must provide NAU with a copy of their Certificate of Eligibility (COE) as confirmation of approved benefits. Consistent with 38 US Code § 3679(e), National American University (NAU) shall permit any covered individual to attend or participate in the course of education during the period beginning on the date on which the individual provides to NAU a certificate of entitlement to educational assistance under chapter 31 or 33 of US Code Title 38 and ending on the earlier of the following dates:

- The date on which the Secretary provides payment for such course of education to NAU; or

- The date that is 90 days after the date on which NAU certifies for tuition and fees following receipt from the student such certificate of eligibility.

For purposes of this policy, a covered individual is any individual who is entitled to educational assistance under chapter 31 or 33 of US Code Title 38.

NAU will not impose any penalty, including the assessment of late fees, the denial of access to classes, libraries, or other institutional facilities, or the requirement that a covered individual borrow additional funds, on any covered individual because of the individual's inability to meet his or her financial obligations to the institution due to the delayed disbursement of a payment to be provided by the Secretary under chapter 31 or 33 of US Code Title 38.

NAU does reserve the right to unregister any student who does not provide a copy of their Certification of Eligibility during the add/drop period for the quarter in which is being reviewed. For more information please contact military@national.edu or call (877) 500-1310.

NAU is approved for veteran's training and for administering the various educational programs sponsored by state and federal agencies. Military rates are provided for qualified doctoral students.

OTHER LOCAL, STATE, AND FEDERAL PROGRAMS

Benefits may be available through such government programs as State Trade Adjustment Act, Bureau of Indian Affairs (BIA), state vocational rehabilitation services (for mobility, hearing, and/or visually impaired), and military or federal tuition assistance programs. Students' employers may also offer tuition assistance or tuition reimbursement programs.

FEDERAL DIRECT LOANS

Federal Direct Loans are for undergraduate, graduate, and professional degree students. The student must be attending at least half-time 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 annual
Graduate Aggregate limits for Loans	\$138,500 aggregate(no more than \$65,500 may be subsidized)
This includes amounts received during periods of undergraduate study.	

NAU FOUNDATION SCHOLARSHIP OPPORTUNITIES

The nonprofit NAU Foundation recognizes and rewards academic achievement through an annual NAU Foundation Academic Excellence Award Scholarship. To be eligible to apply for an Academic Excellence Award Scholarship, the student must have attended half-time (six or more undergraduate credit hours; 4.5 or more master's or DSS credit hours, and three or more trimester credit hours in the EdD) at NAU fall and winter terms, or fall and spring terms in the EdD, 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 the foundation's website at naufoundation.org/scholarships and from student advisors. Letters of reference and a brief autobiography must be included with the application.

Academic Excellence Award 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.

The NAU Foundation also periodically offers targeted scholarship opportunities for NAU students as resources allow. Current and upcoming scholarship opportunities are posted at naufoundation.org/scholarships. Other scholarship opportunities may also be available; please see <http://www.national.edu/admissions-financial/financial-aid/scholarship-opportunities>, and <https://www.naufoundation.org/scholarships>.

SCHOLARSHIPS

The following sites are free scholarship searches:

- www.fastweb.com
- www.scholarships.com
- www.bigfuture.collegeboard.org/pay-for-college
- www.scholarshipexperts.com

- <https://studentaid.ed.gov/sa/types/grants-scholarships/finding-scholarships>
- <http://careerinfonet.org/scholarshipsearch/ScholarshipCategory.asp?searchtype=category&nodeid=22>
- <https://www.scholarships.com/scholarship-search.aspx>
- <https://www.unigo.com/scholarships#/fromscholarshipexperts>
- www.nursingscholarship.us

Additional scholarship information, and how to apply for scholarships, can be found under the Research tab of the NAU Writing Center and at <http://www.national.edu/admissions-financial/financial-aid/scholarship-opportunities>.

Other State and Federal Programs

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

COURSE DESCRIPTIONS - DOCTOR OF STRATEGIC SECURITY

Course Numbering

700-800 Level. Graduate level courses for the doctoral program. They assume that the student has already completed a master's degree.

COM - COMMUNICATIONS

COM750 - Briefings, De-briefings, and Presentations (4.5)

High-level strategic security requires particularly refined communications skills. This course covers advanced techniques of communication, with emphasis on skills germane to the strategic security environment. A major premise of this course is that effective written, visual, and oral communication requires an ability to read and evaluate written, visual, and oral communication. Students will study and apply principles of effective communication as used in preparing and conducting effective briefings. They will acquire and apply expertise in the technical and visual aspects of effective presentations. Students will also learn how to handle briefings and presentations for politically, intellectually, and culturally diverse audiences; how to work with an interpreter; and how to handle biased, indifferent, or hostile listeners. Finally, the course will outline effective methods for managing conflicting opinions and resolving differences while maintaining an open intellectual atmosphere.

Prerequisite: SEC700, SEC740, SEC760, and TCT700.

COM780 - Advanced Business Communications (4.5)

This course is an exploration of advanced concepts in general communication theory that are particularly applicable to strategic security. The course will examine the use of language and how to identify and evaluate semantic, logical, conscious and unconscious nonverbal communication channels, and what can be learned thereby about the speaker's view of reality. These concepts will give students the ability to "read" individuals with considerable accuracy, and enhance their ability to persuade and negotiate with others. The course will give students an opportunity to evaluate their own personal communication style in light of their newly acquired skills, and make the adjustments needed to become more effective communicators.

Prerequisite: COM750.

FRP - FINAL RESEARCH PROJECT AND RESEARCH COURSES

FRP801 - Directed Dissertation Research I (4.5)

This course begins the dissertation process. Typically, during this course, the student will take the doctoral comprehensive exams. Upon passing the exams, the student will gain the status of doctoral candidate. The student will then select a possible research topic for his or her dissertation. The student will formulate a research problem, purpose, and questions. The student will consider a possible research design. Finally, the student will complete Chapter One, the dissertation's introduction.

Prerequisite: COM750, COM780, HIST750, INT700, INT800, LAW850, MGT800, PRO700, PRO800, SEC700, SEC740, SEC750, SEC760, TCT700, TCT800, and all three (3) Doctoral Comprehensive Exams (DCE).

FRP802 - Directed Dissertation Research II (4.5)

This is the second course in the dissertation process for the doctoral candidate. Typically, during this course, the student will complete Chapter Two of the dissertation, an extensive review of the related literature. This chapter establishes a conceptual framework - a research philosophy and foundation upon which the student's study may be constructed.

Prerequisite: COM750, COM780, FRP801, HIST750, INT700, INT800, LAW850, MGT800, PRO700, PRO800, SEC700, SEC740, SEC750, SEC760, TCT700, TCT800, and all three (3) Doctoral Comprehensive Exams (DCE).

FRP803 - Directed Dissertation Research III (4.5)

This is the third course in the dissertation process for the doctoral candidate. Typically, during this course, the student will complete Chapter Three, the methodology chapter. Combining completed Chapters One, Two, and Three, the student will submit file as the dissertation proposal to his or her dissertation committee for approval. Upon committee approval, the student will then submit the dissertation proposal, along with a research application, to the school's Institutional Review Board (IRB) for IRB approval.

Prerequisite: COM750, COM780, FRP801, FRP802, HIST750, INT700, INT800, LAW850, MGT800, PRO700, PRO800, SEC700, SEC740, SEC750, SEC760, TCT700,

TCT800, and all three (3) Doctoral Comprehensive Exams (DCE) .

FRP804 - Directed Dissertation Research IV (4.5)

This is the fourth course in the dissertation process for the doctoral candidate. Typically, during this course, the student will conduct the study, analyze the results, and write up the results in narrative form for the results chapter, Chapter Four.

Prerequisite: COM750, COM780, FRP801, FRP802, FRP803, HIST750, INT700, INT800, LAW850, MGT800, PRO700, PRO800, SEC700, SEC740, SEC750, SEC760, TCT700, TCT800, and all three (3) Doctoral Comprehensive Exams (DCE).

FRP805 - Directed Dissertation Research V (4.5)

This is the fifth course in the dissertation process for the doctoral candidate. Typically, during this course, the student will write Chapter Five, the conclusion chapter of the dissertation. Chapter Five covers how the study compared to what had been expected from the related literature, as well as what implications the study might have for policy, practice, and future research. The student will create PowerPoint slides and orally defend the dissertation, via the web, live before his or her dissertation committee.

Prerequisite: COM750, COM780, FRP801, FRP802, FRP803, FRP804, HIST750, INT700, INT800, LAW850, MGT800, PRO700, PRO800, SEC700, SEC740, SEC750, SEC760, TCT700, TCT800, and all three (3) Doctoral Comprehensive Exams (DCE).

FRP806 - Directed Dissertation Research VI (4.5)

This is the sixth course in the dissertation process for the doctoral candidate. The graded activities in the dissertation guide the dissertation candidates towards completion in a typical timeline. However, the candidate can continue directed dissertation research that was not previously completed in this course. Candidates who need additional time to complete the dissertation can continue in FRP806.

Prerequisite: COM750, COM780, FRP801, FRP802, FRP803, FRP804, FRP805, HIST750, INT700, INT800, LAW850, MGT800, PRO700, PRO800, SEC700, SEC740, SEC750, SEC760, TCT700, TCT800, and all three (3) Doctoral Comprehensive Exams (DCE).

FRP807 - Directed Dissertation Research VII (4.5)

This is the seventh course in the dissertation process for the doctoral candidate. With the concurrence of the dissertation chair that sufficient progress is being made on the graded activities of the dissertation the candidate can continue directed dissertation research that was not

previously completed. Candidates who need additional time to complete the dissertation can continue in FRP807.

Prerequisite: COM750, COM780, FRP801, FRP802, FRP803, FRP804, FRP805, FRP806, HIST750, INT700, INT800, LAW850, MGT800, PRO700, PRO800, SEC700, SEC740, SEC750, SEC760, TCT700, TCT800, and all three (3) Doctoral Comprehensive Exams (DCE).

FRP808 - Directed Dissertation Research VIII (4.5)

This is the eighth and final course in the dissertation process for the doctoral candidate. The candidate can continue directed dissertation research to finish the dissertation. Students who show sufficient progress may be allowed an incomplete if they can reasonably be expected to complete the dissertation defense within the time period. Candidates must successfully complete all dissertation phase requirements by the end of FRP808 or they will be dropped from the program without receiving the degree.

Prerequisite: COM750, COM780, FRP801, FRP802, FRP803, FRP804, FRP805, FRP806, FRP807, HIST750, INT700, INT800, LAW850, MGT800, PRO700, PRO800, SEC700, SEC740, SEC750, SEC760, TCT700, TCT800, and all three (3) Doctoral Comprehensive Exams (DCE).

HIST - HISTORY

HIST750 - Topics in the History of Strategic Security (4.5)

This course will use historical examples to explore recurring issues, problems, and approaches in the component sub-disciplines of strategic security, namely personal protection, intelligence management, and counterterrorism. Students will use case studies from ancient, medieval, Enlightenment, and modern history to distinguish sound operating and administrative principles for the individual sub-disciplines of strategic security and for the field at large.

Prerequisite: SEC700.

INT - INTELLIGENCE

INT700 - The Strategic Intelligence Process and Policy (4.5)

This course prepares the student to manage and coordinate large-scale intelligence collection and analysis operations involving a variety of intelligence types. The student will prepare a model collection plan and analysis procedure, and specify the design to communicate the findings of the operation for three different kinds of client. The student will demonstrate the ability to exploit conflicting views among team members to disclose unstated assumptions on each side in order to arrive at consensus. Finally, the

student will develop short- and long-term strategies to counter attempts by outside parties to politicize the intelligence collection and analysis process.

Prerequisite: SEC700, SEC740, SEC760, and TCT700.

INT800 - Intelligence Practicum (4.5)

This course focuses on that segment of the intelligence community that performs intelligence analysis and produces finished intelligence. Students will learn about the sources of intelligence information. In addition, they will learn how analysts use that information in the analysis process. The course discusses analytic tradecraft, as well as some associated pitfalls. The student will also learn about the types of analytic products. The course will discuss how the analysts produce those products to inform decision makers, operational units, and policy makers. Finally, the course will investigate some current issues of national intelligence concern, such as intelligence reform, information sharing, relationships with law enforcement, a theory of intelligence, and the increase in single-source analysis.

Prerequisite: COM750, COM780, HIST750, INT700, LAW850, MGT800, PRO700, SEC700, SEC740, SEC750, SEC760, TCT700, and TCT800.

LAW - LAW

LAW850 - Case Studies in Intelligence Regulation and Reform (4.5)

By means of case studies, this course applies legal and ethical principles of accountability and integrity to the operational and political realities of intelligence collection and production, and assesses contemporary proposals for intelligence reform. Through individual research projects, students will derive principles and criteria for evaluating and implementing intelligence reform policies, and apply them to the dynamic environment of security threats and challenges.

Prerequisite: SEC700, SEC740, SEC760, and TCT700.

MGT - MANAGEMENT

MGT800 - Advanced Leadership and Management (4.5)

This course is designed to give students an advanced understanding of strategic management concepts, research, and theories as applied in a strategic security environment. Students completing this course will be able to identify central issues/problems in these cases and present well-supported recommendations for future actions in support of organizational objectives. They will be able to coordinate and manage projects drawing upon a wide range of agency and disciplinary cultures and outlooks,

while providing senior decision- and policy- makers with objective, timely information as well as sound recommendations and options. Students will develop strategies to keep teams highly motivated, and enhance leadership skills through interpersonal communication and time management.

Prerequisite: SEC700, SEC740, SEC760, and TCT700.

PRO - PROTECTION

PRO700 - Protection and Operations Management (4.5)

This course covers the planning and conduct of protection operations at the senior management level. Students will explore the preparation, planning, personnel selection, and conduct of both short- and long- term protection operations, both domestic and overseas. They will learn methods for coordinating with local law enforcement, corporate security, and local business entities in the planning and conduct of protection operations. This course will distinguish intelligence gathering and threat assessment methods used in protection from those seen in other intelligence and counterterrorism applications. Students will learn how to integrate protection assets into multi-faceted strategic security operations with maximum efficiency.

Prerequisite: SEC700, SEC740, SEC760, and TCT700.

PRO800 - Protection Practicum (4.5)

This course examines current critical issues in the field of Personal Protection. It develops advanced analytical and writing skills and provides a basis for dissertation research and writing. It requires the student to research information from other disciplines and integrate it into current research and applied decision making on Personal Protection.

Prerequisite: COM750, COM780, HIST750, INT700, LAW850, MGT800, PRO700, SEC700, SEC740, SEC750, SEC760, TCT700, and TCT800.

SEC - SECURITY

SEC700 - Advanced Strategic Security Analysis and Critique (4.5)

This course is designed to introduce various advanced analytical social science methods and theories applicable to the human intelligence field. It challenges the student to critique analyses by well-known scholars. A number of classic studies will be examined in detail with the intent of assisting the student in understanding the strengths and weaknesses of analytical methods used.

SEC740 - Strategic Security Information Literacy (4.5)

This course provides instruction in the acquisition of accurate, relevant, and timely information. This course will equip the student to find, categorize, evaluate, and synthesize the kinds of information germane to strategic security, and to test information sources' reliability, credibility, and validity. Upon completion of the course, students will be able to use and manage standard open information sources, and implement sound strategies for dealing with information needs created by dynamic and rapidly evolving security situations.

Prerequisite: SEC700.

SEC750 - The Strategic Security Community (4.5)

This course studies the interactions of the principal intelligence, counterterrorism, and protection agencies of the United States. This includes their organizational structures and select operational successes and failures. Students will review the structure and working philosophies of the major intelligence, counterterrorism, and protection agencies in the United States and her allies. The students will evaluate case studies of interaction between these organizations in order to identify the inherent strengths and weaknesses of their interaction.

Prerequisite: SEC760.

SEC760 - Applied Research Methodology (4.5)

This course is an introduction to applied research methods for conducting doctoral-level inquiry, with emphasis on methods for studying mass movements and social networks. It covers general qualitative and quantitative frameworks for research design, data collection, analysis, quality control, verification, and data presentation. The course focuses on classic research traditions such as biography, phenomenology, grounded theory, ethnography, and case study. In addition, it provides methodological frameworks for survey research, mathematical modeling, and social networks analysis.

Prerequisite: SEC740. Corequisite: SEC740.

TCT - TERRORISM AND COUNTERTERRORISM

TCT700 - Advanced Counterterrorism Research Methods (4.5)

This course provides a survey of the literature on terrorism and counterterrorism and develops the students' ability to judge the value of written materials from books, journal articles, and official documents. It develops analytical and evaluation skills at different levels of abstraction as well as challenging the student to develop an expansive annotated bibliography on the topic.

Prerequisite: SEC700. Corequisite: SEC700.

**TCT800 - Advanced Research in
Terrorism/Counterterrorism (4.5)**

This course examines current critical issues in the field of Terrorism and Counterterrorism. It develops advanced analytical and writing skills and provides a basis for dissertation research and writing. It requires the student to research information from other disciplines and integrate it into current research and applied decision making on Terrorism and Counterterrorism.

Prerequisite: TCT700.

DIRECTORY - HENLEY PUTNAM SCHOOL OF STRATEGIC SECURITY

DSS FACULTY AND DISSERTATION MEMBERS

- Bowser, Gary, BS, United States Naval Academy (1961); MS Aeronautics and Astronautics, Massachusetts Institute of Technology (1963); MPS, Auburn University Montgomery (1972)
- Curts, Raymond, BS, Aeronautical and Astronautical Engineering, University of Illinois (1970); MA, Business Administration and Management, Webster College (1977); PhD, George Mason University, Information Technology (1994)
- Drew, Christopher, BS, Criminal Justice/Fire Safety/Security Administration, New Jersey City University (1996); MEd, Administration and Supervision, Seton Hall University (1999). DSc, New Jersey City University, Civil Security Leadership (2016)
- Eisenfeld, Beth, BLA, Landscape Architecture, Michigan State University (1980); MUP, Urban, Technological and Environmental Planning, University of Michigan (1981); Certificate, Computer Career Program, DePaul University (1986); Graduate Certificate in Intelligence Analysis, American Military University (2013); DSS, Henley-Putnam University, Strategic Studies (2016)
- El-Nady, Mamdouh, MA, Education, Middlebury Institute of International Studies (1982); MS, International Management, Thunderbird School of Global Management (1983); Certificate, Teaching Foreign Language, Middlebury Institute of International Studies (1995); EdD University of San Francisco, International and Multicultural Education (2000)
- Flores, Ruben BS, Criminal Justice, University of Texas Pan American (1988), MPA, University of Texas Pan American (2008), MBA, Our Lady of the Lake University (2016), PhD, Leadership Studies, Our Lady of the Lake University (2016)
- Greaves, Denise, BA, Music, Brigham Young University (1979); MA, Classics, Brigham Young University (1985); PhD, Classics, Stanford University (1994)
- Grier, Sean, BS, Religion, Liberty University (2007); MA, Theological Studies, Liberty University (2009); MDiv, Church Ministries, Liberty University (2010); MRE, Religious Education, Liberty University (2010); MS, Criminal Justice, University of Cincinnati (2012); PhD, Criminal Justice, Nova Southeastern University (2018)
- Guggenberger, Bruce, PhD, Indiana State University, Education Technology (2008)
- Kemp, Herb, BA, Political Science, West Virginia University (1973); MS, Systems Management, University of Southern California (1981); PhD, Capella University, Organization and Management (2014)
- Lucas, Susan, BA, English, St. Catherine University (1988); MA, Teaching English as a Second Language, Saint Michael's College (1992); PhD, Instructional Leadership, University of Alabama (2005)
- Martinez, Eduardo, BA, International Studies, University of Texas (1978); MA, Legal Studies, Antioch University (1983); JD, Law, Mississippi College (1990); MSS, Strategic Studies, United States Army War College (2003)
- Nimon, Harry, AAS, Criminal Justice Technology, University of Akron (1976); BS, Technical Education, University of Akron (1976); MA, Management and Supervision, Central Michigan University (1980); DBA, University of Phoenix, Business Administration (2008)
- Nolan, Frank, BA, Government, Georgetown University (1991); JD, Law, University of San Diego (2001); MS, Strategic Intelligence, National Intelligence University (2009); MA, Homeland Security, Naval Post Graduate School (2010)
- Richey-Lopez, Amber, BA, Journalism, University of Montana (1993); JD, University of Montana (1997)
- Riggs, Timothy, BA, Intelligence Studies, American Military University (2013); MA, Intelligence Studies, American Military University (2014)
- Schillinger, Thomas, BS, Interdisciplinary Studies, SUNY Empire State College (2007); MJA, Justice Administration, Norwich University (2008); PhD, Walden University, Public Policy and Administration (2014)
- Wenger, Anthony, BS, Pennsylvania State University (1984); MS, Criminal Justice Admin, University of Central Texas (1989); MEd, Educational Psychology, University of Oklahoma (1992); DM, Colorado Technical University, Management (2014)

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Todd Herseth, BA, Dakota Wesleyan University (1995); MBA, University of South Dakota (2004); EdD, University of South Dakota (2016)

Vice President and Dean, HD Buckingham Graduate School

F. Lynn Moore, BS, University of Phoenix (1999); MBA, Baker College (2002); PhD, The University of Texas at Austin (2004)

Associate Dean, Terrorism and Counterterrorism Studies and Foreign Language Programs

Autumn Miller, M.A., Wake Forest University (2004)

Associate Dean, Intelligence Management

Charles Russo, MA, American Military University (2012); PhD, Capella University (2018)

Associate Dean, Strategic Security and Protection Management

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Cheryl Bullinger

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Linda Pottorff, BS, National American University (1995)

System Director of Alumni and Foundation Services

Murray Lee, BS, South Dakota State University (2012); MS, South Dakota State University (2019)

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National American University (2012)

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INDEX

8000-Level Courses	51	Doctorate in Strategic Security - Academic Calendar	60
9000-Level Courses	52	Doctorate in Strategic Security (Quarter)	25
Academic Advising and Navigating	40	Drug and Alcohol Policy	10
Academic Integrity	5	DSS Academic Calendar 2018-2019	60
Academic Relief for U.S. Military Service/Absence	6	DSS Academic Calendar 2019-2020	60
Academics - Doctorate in Strategic Security	74	DSS Academic Calendar 2020-2021	61
Academics - EdD in Community College Leadership	42	DSS Academic Calendar 2021-2022	62
Accreditation and Authorizations	3	DSS Academic Calendar 2022-2023	63
Add/Drop Period	46, 76	DSS Academic Calendar 2023-2024	64
Administrative Fee	77	DSS Faculty and Dissertation Members	84
Admission	33	EdD Community College Leadership (Trimester)	25
Admission Criteria	33	EdD Faculty and Dissertation Members	55
Admission Requirements	66	EdD in Community College Leadership (CCLP) - Academic Calendar	27
Admission Requirements - EdD	33	Educational Philosophy	42
Admissions - Doctorate in Strategic Security	65	Enrollment Status	43
Alumni	41, 71	Equal Educational Opportunity Policy	3
Americans with Disabilities Act Policy	7	Expectation of Students	75
Application Process	66	Falsification of Educational Records	10
Assessment Philosophy	5	Federal Direct Loans	49, 78
Attendance and Participation Policy	43	Fees	46, 76
Attendance Philosophy	74	Financial Aid	67
Attendance Policy	74	Financial Aid and Scholarship Information - Doctorate in Strategic Security	78
Board of Governors	85	Financial Aid and Scholarship Information - EdD in Community College Leadership	48
Bookstore	71	FRP - Final Research Project and Research Courses	80
California Student Tuition Recovery Fund	8	General Information	3, 57
Cancellation of Classes	9	Good Standing Status	23
Career Center and Services	71	Grade Appeal Policy	10
CCLP Academic Calendar 2019-2020	27	Grading Guidelines	10
CCLP Academic Calendar 2020-2021	28	Grading Standards	44
CCLP Academic Calendar 2021-2022	29	Graduate Assistantship Program	65
CCLP Academic Calendar 2022-2023	30	Graduation Requirements	45
CCLP Academic Calendar 2023-2024	31	Graduation Requirements - DSS	65
Central Administration	86	Harassment and Non-discriminatory Policy	11
Certificate in Community College Leadership	38	Harold D. Buckingham Graduate School	3, 26
Certificate in Strategic Security Management	69	Henley-Putnam School of Strategic Security - Doctorate in Strategic Security (DSS)	57
Certificate of Authorship	9	HIST - History	81
Change of Grades	9	Incomplete Policy - Doctoral	12
Change of Personal Data	75	Institutional Review Board Policy	13
Clubs and Organizations	72	INT - Intelligence	81
Cohort Participation	43	International Student Admission Requirements	33
Cohorts	42	International Students	66
COM - Communications	80	Internet Policy	14
Commencement	9	IRB Mission	13
Committee Composition	13	IRB Procedures	13
Completion Rate	23	Journal of Strategic Security	72
Conduct	10	LAW - Law	82
Conversion of Students Admitted on a Probationary Admission Status to Regular Admission Status	35	Learning Outcomes	59
Core Values	58	Master's to Doctorate	66
Course Descriptions - Doctorate in Strategic Security	80	Maximum Full-Time Student Load	65
Course Descriptions - EdD Community College Leadership	51	Maximum Time Frame	23
Cumulative Grade Point Average	23	MGT - Management	82
Definitions	13	Mission Statement	3, 58
Degree Awarded	65	National American University Locations	2
Directory	85	NAU Foundation Community College Leadership Program Doctoral Scholarship	49
Directory - Henley Putnam School of Strategic Security	84		
Doctoral	23		
Doctoral Degree Program Length	65		

NAU Foundation Scholarship Opportunities	49, 79	Student Course Load Policy	43
Non-Native English Speaking Students	34	Student Expectations	42
Notification of Change in SAP Status	24	Student Learner Services - EdD in Community College Leadership	40
One Stop	72	Student Reentry	44
Online Library	40, 72	Student Services - Doctorate in Strategic Security	71
Order of the Sword and Shield (OSS)	72	Student Veterans Association	72
Orientation	72	Student Welfare	40
Orientation and Tutorials	40	Students Admitted on a Conditional or Probationary Admission Status	35
Other Local, State, and Federal Programs	48, 78	Students Requesting the Certificate of Eligibility (Form I- 20)	67
Ownership	85	Substitution of Instructors	21
Philosophy and Process	66	Suggestions from Students	75
PRO - Protection	82	Suspension Status	24
Probation Status	24	TCT - Terrorism and Counterterrorism	83
Program - Community College Leadership	36	Technical Support	40, 72
Program - Doctorate in Strategic Security	69	Technology Requirement	67
Program Delivery and Technology	68	The Catalog	3
Program Goals	26	Time Limitations and Termination from the Program	44
Program Mission	26	Title IX Sex Discrimination and Sexual Misconduct	22
Purpose	3, 58	Transcripts	35
Recognition and Scholarships	49	Transfer Courses	43
Re-Establishing Federal Financial Aid Eligibility	24	Tuition and Fees - EdD in Community College Leadership	46
Reference	13	Tuition, Fees and Refund Policy - Doctorate in Strategic Security	76
References	25	Tutoring Services	40, 73
Refund Distribution Policy	47	University Policies and Procedures	5
Refund Policy	46, 76	University Student Services	71
Registration	46	Uservices	73
Regular and Substantive Interaction Learner Statement	42	Veteran Financial Assistance	48, 78
Repeating Courses	15	Vision	3
Right to Privacy - FERPA	15	Vision Statement	58
Satisfactory Academic Progress Policy	23	Warning Status	24
Satisfactory Academic Progress Status	23	Withdrawals and Refunds	46, 76
Satisfactory Academic Progress Tables	25		
Scholarships	49, 79		
SEC - Security	82		
Student Authentication	67		
Student Concerns	17		
Student Core Abilities	26		