

2009 – 2010 Academic Catalog



College of Business and College of Health Sciences



Effective September 1, 2009 – August 31, 2010

argosy.edu

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Introduction

ACCREDITATION

Institutional Accreditation

Argosy University is accredited by the Higher Learning Commission (HLC) and is a member of the North Central Association (NCA) (30 North LaSalle Street, Suite 2400, Chicago, IL 60602, 1.800.621.7440, www.ncahlc.org).

State Licensing

Argosy University is authorized to offer degree-granting programs in each of the states in which the institution operates a campus.

Argosy University, Atlanta is authorized by the Georgia Nonpublic Post-secondary Education Commission (2082 East Exchange Place, Suite 220, Tucker, GA 30084-5305, 1.770.414.3300).

Argosy University, Chicago and Argosy University, Schaumburg are authorized by the Illinois Board of Higher Education (431 East Adams, Second Floor, Springfield, IL 62701, 1.217.782.2551, www.ibhe.state.il.us/default.htm).

Argosy University, Dallas is authorized by the Texas Higher Education Coordinating Board (Box 12788, Austin, Texas 78711, 1.512.427.6101).

Argosy University, Denver campus is regulated by the Colorado Commission on Higher Education (CCHE), 1560 Broadway, Suite 1600, Denver, CO 80202. 1.303.866.2723.

Argosy University, Inland Empire, Argosy University, Los Angeles, Argosy University, Orange County, Argosy University, San Diego, and Argosy University, San Francisco Bay Area, were granted approval to operate by the California Bureau for Private Post-secondary and Vocational Education prior to the dissolution of the agency. For information about regulation in California at this time please contact the California Department of Consumer Affairs (1625 North Market Boulevard, Suite S-308, Sacramento, CA 95834, 1.916.574.8200, www.bppve.ca.gov).

Argosy University, Nashville is authorized by the Tennessee Higher Education Commission (Parkway Towers, Suite 1900, 404 James Robertson Parkway, Nashville, TN 37243, 1.615.741.5293). This authorization must be renewed each year and is based on an evaluation by minimum standards concerning quality of education, ethical business practices, health and safety, and fiscal responsibility.

Argosy University, Phoenix is authorized by the Arizona State Board for Private Post-secondary Education (1400 West Washington Street, Room 2560, Phoenix, AZ 85007, 1.602.542.5709, <http://azppse.state.az.us>).

Argosy University, Salt Lake City is exempt from registration pursuant to the Utah Postsecondary Proprietary School Act. Any questions should be directed to the Utah Division of Consumer Protection (UDCP) (160 East 300 South, Second Floor, Salt Lake City, UT 84114, 801-530-6601).

Argosy University, Sarasota and Argosy University, Tampa are licensed by the Commission of Independent Education, Florida Department of Education. Additional information regarding the institutions may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399, 1.888.224.6684

Argosy University, Seattle is authorized by the Washington Higher Education Coordinating Board (HECB) and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes Argosy University to offer the following degree programs: Bachelor of Arts in Liberal Arts; Bachelor of Arts in Psychology; Bachelor of Science in Business Administration; Bachelor of Science in Criminal Justice; Master of Arts in Clinical Psychology; Master of Arts in Counseling Psychology; Master of Arts in Education in Adult Education and Training; Master of Arts in Education in Instructional Leadership; Master of Arts in Education in Educational Leadership; Master of Business Administration; Master of Science in Management; Doctor of Business Administration; Doctor of Education in Community College Executive Leadership; Doctor of Education in Counseling Psychology; Doctor of Education in Educational Leadership; Doctor of Education in Instructional Leadership; and Doctor of Psychology in Clinical Psychology. Authorization by the HECB does not carry with it an endorsement by the board of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the HECB at P.O. Box 43430, Olympia, WA 98504-3430.

Argosy University, Twin Cities is registered as a private institution with the Minnesota Office of Higher Education (1450 Energy Park Drive, Suite 350, St. Paul, MN 55108, 1.651.642.0567, www.ohe.state.mn.us) pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

Argosy University, Washington DC is certified to operate by the State Council of Higher Education for Virginia (James Monroe Building, 101 North 14th Street, Richmond, VA 23219, 1.804.225.2600).

Each course or degree, diploma, or certificate program offered in Virginia is approved by the governing board of the institution; Argosy University, Chicago, the main campus of Argosy University, is authorized by the Illinois Board of Higher Education (431 E. Adams, 2nd Floor, Springfield, IL 62701, 1.217.782.2551) to operate and grant all degrees offered at the Argosy University, Washington DC. Any credit earned for coursework offered by Argosy University, Washington DC can be transferred to Argosy University, Chicago as part of an existing degree, diploma, or certificate program offered by the institution.

Argosy University, Hawai'i: The state of Hawai'i does not regulate private, post-secondary institutions.

Any person wishing to review a copy of Argosy University's accreditation, licensure, or approval may do so by contacting the campus president.

STATEMENT OF MISSION

At Argosy University, our passion is teaching and learning. We develop professional competence, provide opportunity for personal growth, and foster interpersonal effectiveness. Students succeed because our university community engages and supports them.

VALUES

Argosy University is a university community dedicated to delivering high quality professional education programs to working professionals. The university serves these individuals by offering doctoral, masters, post-graduate certificate and undergraduate programs in professional and career fields as well as continuing education and professional development services. Argosy University dedicates itself to offering its programs and services in ways that are accessible and responsive to the needs of its students. By focusing on the development of key educational and professional competencies, the university is able to serve effectively its student body and the needs of the professions served by its programs. The Argosy University community therefore embraces the following institutional beliefs and values:

We Believe in Quality

We believe that the programs of Argosy University must be offered at the highest levels of rigor, professionalism and ethical standards. This focus on quality will reward graduates for their investment of time, talent and resources by preparing them for professional advancement.

We Believe in Access

We believe that students should have access to the programs and services of Argosy University in modes of delivery most compatible with their life and work commitments as well as their educational needs and Argosy University's commitment to quality.

We Believe in Diversity

We believe that Argosy University has a responsibility to reach out to diverse groups of learners who need and want the professional educational programs and services we offer. We believe that diversity of faculty and staff and their background and experience enriches the educational process for all students. We believe that every program must prepare graduates with the skills and knowledge to effectively support the diverse needs of the populations they will serve. This diversity will ultimately strengthen the professions they enter and improve the services they provide to their clients and customers.

We Believe in Student Focus

We believe in a responsive learning-centered process that enables each student to realize his or her own potential. We believe in offering an environment that emphasizes care, concern and mutual respect for the students as both individuals and as professionals.

We Believe in Practicality

We believe in education that integrates practical learning experiences and outcomes that reflect the skills and competencies of the professions Argosy University serves; those required by the employers of Argosy University's graduates. We believe our faculty must contribute professional expertise as well as scholarship to the learning process.

We Believe in Respect

We believe that people, students, faculty, staff, and those in the communities we serve deserve to be treated in a manner that reflects mutual respect and a high regard for the other person. We believe that all should be treated with a personal caring attitude that reflects respect and positive regard.

Approved by Board of Trustees during Strategic Planning in 2006.

STATEMENT OF PURPOSES

- Argosy University develops and provides distinctive, innovative, and high-quality higher education and professional service programs at all levels to prepare individuals for careers to serve the needs of an evolving global marketplace.
- Argosy University administers its programs so as to ensure the financial viability and the growth of its campuses, the institution, and its parent organization.
- Argosy University provides certificate and continuing education programs to assist professionals in developing and enhancing their knowledge bases and skills.
- Argosy University seeks to recruit and employ faculty and staff who are service-oriented and student-centered, and who combine academic credentials of high quality with substantive career experience.
- Argosy University provides access through its services and programs to students of any social, geographic, and cultural background, and strives to prepare them to work with, and provide services to, diverse populations.
- Argosy University demonstrates its commitment to diversity through the development and support of a diverse educational community, and
- Argosy University seeks to provide wide access to its educational programs through a variety of delivery systems in geographical areas where demonstrated needs exist for its services and products.

HISTORY AND PHILOSOPHY

Argosy University was formed in September 2001 by the merging of three separate academic institutions—the American Schools of Professional Psychology, the University of Sarasota, and the Medical Institute of Minnesota—and as a result offers professional programs at the undergraduate, graduate, and postgraduate levels in behavioral sciences, business, education, and allied healthcare.

Argosy University's programs in psychology, the behavioral sciences, and health sciences emphasize a practical approach built on a background in theory. The programs were formed following a movement begun in the early 1970s that called for a professional degree in clinical psychology emphasizing practical training and application of theory and research rather than the research oriented approach of the traditional PhD degree. This effort ultimately led to the creation of the Doctor of Psychology (PsyD) degree. Argosy University's original campus, the Illinois School of Professional Psychology, Chicago, began granting the PsyD degree in 1979 and received candidacy status with the North Central Association of Colleges and Schools (NCA) in that same year. Accreditation was received in 1981. Because of demand, additional campuses were opened and new programs were added to complement and expand upon the PsyD in Clinical Psychology program.

Argosy University's programs in business and education also provide students with a solid practical and theoretical foundation.

These programs, which for more than 30 years were offered at the University of Sarasota (formerly Laurence University), had a specific focus of providing educational opportunities at the graduate level to working adults without requiring them to compromise their professional or personal lives. This was accomplished through a unique delivery format involving a mix of distance learning and brief, intensive on-campus study periods. In 1976, the state of Florida granted licensure to the University to offer the Doctor of Education (EdD). In 1990, the University was accredited by the Southern Association of Colleges and Schools (SACS) to offer master's and doctoral degrees, which was eventually expanded to include bachelor's completion programs. The institution also found strong demand for its programs and delivery methods, adding new campuses and new programs, widening the opportunities for working professionals interested in pursuing post-secondary education.

Argosy University's programs in allied healthcare were established in 1961, beginning with a certificate-level medical laboratory technician program. The Medical Institute of Minnesota, originally known as Park Medical Institute, was founded to provide skilled allied healthcare personnel to hospitals and clinics. In 1963, the school officially became the Medical Institute of Minnesota. In 1970, the Medical Institute of Minnesota was authorized by the state of Minnesota to grant an Associate of Science terminal degree. In 1971, the Medical Institute of Minnesota entered into a collaborative agreement with the University of Minnesota, General College, which agreed to grant associate's degrees to students who had earned a certificate from the Medical Institute of Minnesota and had satisfied the degree requirements of the General College. New programs were added, and the Medical Institute of Minnesota began offering eight programs in the allied health fields, including veterinary technology, dental hygiene, and medical laboratory technology. In 1980, the school applied for and was granted initial institutional accreditation with the Accrediting Bureau of Health Education Schools (ABHES). With the merger in 2001, the school became Argosy University, Twin Cities. All allied health programs are at the associate's degree level, granting either as the Associate of Applied Science (AAS) or the Associate of Science (AS) degree.

OWNERSHIP

Argosy University is owned by Argosy Education Group, Inc. which through two limited liability companies is a subsidiary of Education Management Corporation. Argosy Education Group, Inc. is located at 205 North Michigan Avenue, 13th Floor, Chicago, IL 60601, 312.899.9900 and Education Management Corporation is located at 210 Sixth Avenue, Suite 3300, Pittsburgh, PA 15222

GOVERNANCE

Board of Trustees

Responsibility for the organization and governance of Argosy University rests with the board of trustees. The members of this board exercise responsibility for the establishment of the basic policies that govern all campuses of Argosy University, and meet on a regular basis to review the implementation of these policies. Board members are primarily concerned with the academic quality of the institution, and regularly review data that allow them to ensure that the institution meets the needs of the students and serves the public interest of the communities in which it is located.

Argosy University Administration

The authority to administer Argosy University has been delegated by the board of trustees to the professional staff of academic administrators that Argosy University has retained for that purpose. The president of Argosy University has the responsibility for ensuring that the institution achieves its mission through the effective and efficient management of its financial, human, and academic resources. The president is charged with overall responsibility for the administration of Argosy University, including the implementation of board policy at all campuses. Assisting the president in these activities is the staff of Argosy University and the central offices of Education Management Corporation, which has shared responsibility for the administration of a number of key functions, including fiscal and property management, financial aid, student recruitment and services, information systems, institutional research, marketing, and development.

Campus Administration

The responsibility for the day-to-day operation of each campus has been delegated by the president of Argosy University to each campus president. The campus president functions as both the academic leader and the chief administrative officer of each campus. Assisting the campus president with these administrative responsibilities is a campus staff committed to providing those support services essential to a responsive undergraduate and graduate school. The entire administrative staff of each campus takes pride in the service it provides its students and believes that this is one of the distinguishing marks of Argosy University.

Advisory Boards

Colleges and programs within Argosy University have advisory boards, consisting of professionals from the associated fields. The advisory boards meet at least annually to discuss issues such as curriculum and community involvement. They also provide valuable feedback to the program faculty and staff regarding current trends and expectations within their respective professional communities.

Institutional Policies

ACADEMIC AND PROFESSIONAL STANDARDS

Each campus of Argosy University is committed to developing professionals who demonstrate high levels of integrity. All programs have been designed to be challenging and demanding. They require that students continually apply themselves to their academic program over an extended period of time.

Argosy University closely monitors student academic progress. Monitoring by both faculty and training supervisors addresses the issues of field preparation as well as academic achievement. Aspects of students' personal adjustment, interpersonal relationships, and behavior in all settings are relevant to student progress. Argosy University endeavors to ensure that students realize their potential to become competent and ethical professionals.

Argosy University requires that all students meet the standards of the profession for which they are preparing. Students are required to do more than complete certain academic and field training requirements. Students are expected to conduct themselves in a manner consistent with professional ethics at all times. Professional conduct requires the faithful discharge of all responsibilities undertaken during clinical training, field training, practicum, and internships, as well as the maintenance of respectful interpersonal relationships with all individuals.

OUTCOMES ASSESSMENT

Argosy University is committed to a process of continuous improvement in all operations of the institution, especially those related to improvements in student academic achievement. Using both direct and indirect methodologies, Argosy University faculty regularly and formally assess student learning on program outcomes which have been developed by faculty to reflect the skills, knowledge bases, and behaviors required of the profession, the accreditation standards where applicable, and the disciplines in which the degrees are offered. Faculty and campus staff also evaluate student perceptions of the services provided to support student learning. In addition to the ongoing assessment of individual students, these assessment and evaluation strategies occur at the class, programmatic, departmental, campus, and institutional levels.

Argosy University believes that such ongoing analyses of students' learning are central to the efficacy of its educational services and programs. The integration of the collective data and results generated by these assessment strategies form a significant portion of the information used to evaluate individual student and programmatic success in Argosy University's programs. Further, this educational input on the outcomes of student learning and the various educational processes furnishes critical feedback to Argosy University's planning process that closes the institutional effectiveness loop and is used on an ongoing basis to continuously enhance the quality of student learning at Argosy University.

Students should anticipate participating in a wide array of evaluation and assessment procedures throughout their educational careers. Students are expected to enter into these procedures openly and honestly in an effort to assist Argosy University in its continuous improvement processes.

PHILOSOPHY OF INSTRUCTION

The primary objective of Argosy University is to educate and prepare students for careers in professional fields. To achieve this, each campus provides an environment that integrates theory, training, research, and applications of the discipline. A faculty composed of individuals who are both practitioners and scholars guide students through coursework and field experiences so that they can learn the work involved in their profession and understand how formal knowledge and practice operate to inform and enrich each other. Sensitivity to diverse populations and to populations with specific needs requires exposure to new knowledge about such groups and issues. Students are educated through field training and practical experiences as appropriate to their discipline, as well as through the study of a comprehensive academic curriculum.

COMMITMENT TO DIVERSITY

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.

NOTICE OF NONDISCRIMINATION

Argosy University does not discriminate or harass on the basis of race, color, national origin, sex, gender, sexual orientation, disability, age, religion, genetic marker or any other characteristic protected by state, local or federal law, in our programs and activities. Each campus has designated a staff member to handle inquiries and coordinate individual campus compliance efforts regarding the nondiscrimination policy.

STUDENT GRIEVANCE PROCEDURE FOR INTERNAL COMPLAINTS OF DISCRIMINATION AND HARASSMENT

Students who believe they have been subjected to discrimination or harassment in violation of this policy should follow the procedure outlined below. Students with complaints not related to discrimination or harassment should refer to the “Student Complaint Procedure” in section 4 of this catalog or, if regarding grades, to the “Grade Appeal Procedures” in section 7 of this catalog. Student complaints about Disability Services will be handled in accordance with this policy. The Student Grievance Procedure is intended to provide a fair, prompt, and reliable determination about whether the Argosy University nondiscrimination policy has been violated.

1. Complainants are encouraged to file a written complaint as soon as possible after an alleged incident of discrimination has occurred. Any student who chooses to file a discrimination complaint should present the complaint in writing to the director of Student Services (or designee), or vice president of Academic Affairs at your campus, or if the complaint is about those individuals themselves, then to the campus president. This individual will investigate the complaint or appoint an appropriate investigator.

The complaint should describe the alleged incident(s) and any corrective action sought. The complaint should be signed by the student. In most cases, the person accused of discrimination will be notified of the complaint.

2. The person accused of discrimination will have up to fourteen calendar days to respond to the complaint in writing, if he or she so requests in writing. The signed written response should be submitted to the investigator.
3. The director of Student Services (or designee) or vice president of Academic Affairs will investigate the allegations promptly without regard to whether or not the accused has submitted a written response. Both the complainant and the accused will have the opportunity to meet and discuss the allegations with the investigator and may offer any witnesses in support of their position to the investigator during the course of the investigation. A student may be accompanied during investigation meetings and discussions by one person (family member, friend, etc.) who can act as an observer, provide emotional support, and/or assist the student in understanding and cooperating in the investigation. The observer may not be an attorney, unless otherwise required by local law. It is the sole discretion of the investigator to remove or prohibit from attending anyone who disrupts the meeting.
4. The investigator will determine whether a violation of the Argosy University nondiscrimination policy has occurred, and will issue a written determination within 45 days of the receipt of the complaint. If the investigator determines that the policy has been violated, he or she will also recommend corrective action.
5. The student may appeal any final decision under this policy by using procedures of the “Student Right to Appeal” described in section 4 of this catalog under “Student Rights and Responsibilities.”
6. Matters involving general student complaints will be addressed according to the “Student Complaint Procedure” described in section 4 of this catalog under “Student Rights and Responsibilities.”

For more information about your rights under the federal laws prohibiting discrimination, please contact the Office for Civil Rights at the U.S. Department of Education or visit the Web site at <http://www.ed.gov/ocr>.

RIGHT TO CHANGE REQUIREMENTS

This catalog and its contents are subject to change without notice. Argosy University reserves the right to change the policies contained within this catalog from time to time. Notice is not required for a new policy to take effect, however Argosy University will make reasonable attempts to notify students promptly of any policy changes through Web site or email postings, mail distributions or other methods deemed appropriate by university administration.

Students will normally follow the degree requirements in effect at the time of their matriculation. However, a student who changes degree programs or fails to maintain

continuous enrollment may be required to follow the Academic Catalog in effect at the time of the change. Furthermore, requirements of government agencies, accreditation agencies, and other regulatory bodies may influence a student's degree requirements. Possible changes include, but are not limited to, graduation requirements, admission requirements, tuition, fees, curricula, and course content. Students are responsible for making themselves aware of any changes.

LICENSING/REGISTERING/CERTIFICATION

Argosy University does not guarantee third-party licensing/registering/certification. Outside agencies control the requirements for taking and passing licensing/registering/ certification exams and are subject to change without notice to Argosy University.

DISABILITY SERVICES

Argosy University provides accommodations to qualified students with disabilities. The Disability Services Office assists qualified students with disabilities in acquiring reasonable and appropriate accommodations and in supporting their success at Argosy University.

Argosy University is committed to providing qualified students with a disability an equal opportunity to access the benefits, rights and privileges of college services, programs and activities in compliance with The Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.

Students who believe they are in need of accommodations should contact the Disability Services coordinator. If you have a concern or complaint in this regard, please contact the Student Services Department. Complaints will be handled in accordance with the Argosy University's Student Grievance Procedure for Internal Complaints of Discrimination and Harassment.

THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT OF 1974

Family Educational Rights and Privacy Act of 1974, as amended ("FERPA") sets out requirements designed to afford students certain rights with respect to their education records. In addition, it puts limits on what information Argosy University may disclose to third parties without receiving prior written consent from the student.

I. Procedure to Inspect Education Records

Students have the right under FERPA to inspect and review their education records. A student who wishes to inspect and review his/her records should submit a written request to the appropriate university official. The request should identify as precisely as possible the records the student wishes to inspect. If the requested records are subject to inspection and review by the student, arrangements for access will be made within a reasonable period of time but in no case more than 45 days after the request was made, and the student will be notified of the time and place where the records may be inspected. The university may require the presence of a university official during the inspection and review of a student's records.

Certain limitations exist on a student's right to inspect and review their own education records. Those limitations include, for example, the following: (i) financial information submitted by parents; (ii) confidential letters and recommendations placed in their files prior

to January 1, 1975; (iii) confidential letters and recommendations placed in their files after January 1, 1975 to which the student has waived his or her right to inspect and review and that are related to the student's admission, application for employment or job placement, or receipt of honors. In addition, the term "education record" does not include certain types of records such as, by way of example, records of instructional, supervisory, administrative, and certain educational personnel that are in the sole possession of the maker thereof, and are not accessible or revealed to any other individual except a substitute.

When a record contains personally identifiable information about more than one student, the student may inspect and review only the information that relates to him/her personally.

II. Disclosure of Educational Records

Argosy University generally will not permit disclosure of personally identifiable information from the records of a student without prior written consent of the student. Personally identifiable information is disclosed (some items are mandatory, some discretionary) from the records of a student without that student's prior written consent to the following individuals or institutions or in the following circumstances:

1. To Argosy University officials who have been determined by the university to have legitimate educational interests in the records. A university official is
 - a. a person employed by the school or its corporate parent in an administrative, supervisory, academic or research, or support staff position. This includes, but is not limited to human resources and accounting staff for purposes of the tuition reimbursement plan; or
 - b. a person employed by or under contract to the university to perform specific tasks, such as an auditor, consultant, or attorney, a person on the Board of Trustees, or a student serving on an official committee or assisting another university official. Any university official who needs information about a student in the course of performing instructional, supervisory, advisory, or administrative duties for Argosy University has a legitimate educational interest.
2. To certain officials of the United States Department of Education, the Comptroller General of the United States, the Attorney General of the United States, and state and local educational authorities in connection with state or federally supported educational programs.
3. In connection with the student's request for, or receipt of, financial aid necessary to determine the eligibility, amounts or conditions of financial aid, or to enforce the terms and conditions of the aid.
4. To organizations conducting certain studies for or on behalf of the university.
5. To accrediting commissions or state licensing or regulatory bodies to carry out their functions.

6. To parents of a dependent student, as defined in Section 152 of the Internal Revenue Code.
7. To comply with a judicial order or lawfully issued subpoena.
8. To appropriate parties in health or safety emergencies.
9. To officials of another school, upon request, in which a student seeks or intends to enroll.
10. To an alleged victim of a crime of violence or a nonforcible sexual offense, the final results of the disciplinary proceedings conducted by the university against the alleged perpetrator of that crime or offense with respect to that crime or offense.
11. To persons in addition to the victim of a crime of violence or nonforcible sexual offense, the final results of the disciplinary proceedings described in paragraph 10 above but only if the university has determined that a student is the perpetrator of a crime of violence or non-forcible sexual offense, and with respect to the allegation made against him or her, the student has committed a violation of the institution's rules or policies. (The university, in such instances, may only disclose the name of the perpetrator — not the name of any other student, including a victim or witness — without the prior written consent of the other student(s)).
12. To a parent regarding the student's violation of any federal, state, or local law or of any rules or policy of the university governing the use or possession of alcohol or a controlled substance if the school determines that the student has committed a disciplinary violation with respect to that use or possession, and the student is under 21 at the time of the disclosure to the parent.
13. Directory information (see section IV).
14. Student Recruiting Information as requested by the U.S. Military. Student recruiting information includes ONLY: name, address, telephone listing, age or date of birth, class level, academic major, place of birth, degrees received and most recent educational institution attended. It does not include and Argosy University will not provide: social security numbers, race, ethnicity, nationality, GPA, grades, low performing student lists, religious affiliation, students with loans in default, veteran's status, students no longer enrolled. Students who opt out of the directory also opt out of student recruiting information.

III. Record of Requests for Disclosure

Except with respect to those requests made by the student themselves, those disclosures made with the written consent of the student, or to requests by or disclosures to Argosy University officials with legitimate educational interests and disclosures of directory information (or other exceptions described in the applicable regulations), Argosy University will maintain a record indicating the parties who have requested or obtained personally identifiable information from a student's education records and the legitimate interests those parties had in requesting or obtaining the information. This record may be inspected by the student.

IV. Directory Information

Argosy University designates the following information as directory information. (Directory information is personally identifiable information which may be disclosed without the student's consent):

1. Student's name
2. Address: Local, email and Web site
3. Telephone number (local)
4. Date and place of birth
5. Program of study
6. Participation in officially recognized activities
7. Dates of attendance
8. Degrees and certificates awarded
9. Most recent previously attended school
10. Photograph of the student, if available
11. Enrollment status (i.e., enrolled, continuing, future enrolled student, reentry, etc.)
12. Student honors and awards received
13. The height and weight of athletic team members

Notice of these categories and of the right of an individual in attendance at Argosy University to request that his/her directory information be kept confidential will be given to the student annually. Students may request nondisclosure of student directory information by specifying nondisclosure, in writing, to the campus director of Student Services or Registrar. Failure to request nondisclosure of directory information will result in routine disclosure of one or more of the above-designated categories of personally identifiable directory information.

V. Correction of Educational Records

Students have the right under FERPA to ask to have records corrected which they believe are inaccurate, misleading, or in violation of their privacy rights. The following are the procedures for the correction of records:

1. A student must ask the campus director of Student Services or Registrar to amend a record. As part of the request, the student should identify the part of the record they want to have changed and specify why they believe it to be inaccurate, misleading, or in violation of his/her privacy rights.
2. Argosy University may either amend the record or decide not to amend the record. If it decides not to amend the record, it will notify the student of its decision and advise the student of the right to a hearing to challenge the information believed to be inaccurate, misleading, or in violation of the student's privacy rights.

3. Upon request, Argosy University will arrange for a hearing and notify the student reasonably in advance of the date, place, and time of the hearing. The hearing will be conducted by an individual who does not have a direct interest in the outcome of the hearing. That individual may be an official of Argosy University. The student shall be afforded a forum for the opportunity to present evidence relevant to the issues raised in the original request to amend the student's education records. The student may be assisted by other people, including an attorney.
4. Argosy University will prepare a written decision based solely on the evidence presented at the hearing. The decision will include a summary of the evidence, and the reasons for the decision.
5. If, as a result of the hearing, Argosy University decides that the information is inaccurate, misleading, or otherwise in violation of the privacy rights of the student, it will (a) amend the record accordingly; and (b) inform the student of the amendment in writing.
6. If, as a result of the hearing, Argosy University decides that the information in the education record is not inaccurate, misleading, or otherwise in violation of the privacy rights the student, it shall inform the student of the right to place a statement in the record commenting on the contested information in the record or stating why he or she disagrees with the decision of the school.
7. If a statement is placed in the education records of a student under paragraph 6 above, Argosy University will:
 - (a) maintain the statement with the contested part of the record for as long as the record is maintained; and
 - (b) disclose the statement whenever it discloses the portion of the record to which the statement relates.

VI. Student Right to File Complaint

A student has the right to file a complaint with the United States Department of Education concerning alleged failures by Argosy University to comply with the requirements of FERPA. The name and address of the governmental office that administers FERPA is:

Family Policy Compliance Office
United States Department of Education
400 Maryland Avenue, S.W.
Washington, DC 20202 – 4605

GRADUATION/COMPLETION RATES

According to regulations published by the U.S. Department of Education based on the Student Right-to-Know act, the graduation/completion rates for first time, full-time students who entered school in 2002 and who graduated/completed within 150 percent of the normal time to complete the program is 50%. It was not until the 2007-2008 academic year that enrollment of first-time, full-time freshmen was expanded to additional Argosy University campuses beyond the Argosy University, Twin Cities campus. Campuses other than Argosy University, Twin Cities do not have any first-time full-time students and, therefore, did not have any data to be included in the rate.

ARBITRATION AGREEMENT

The student and Argosy University agree that any dispute or claim between the student and Argosy University (or any company affiliated with Argosy University, or any of its officers, directors, trustees, employees or agents) arising out of or relating to this enrollment agreement or, absent such agreement, the student's enrollment or attendance at Argosy University, whether such dispute arises before, during, or after the student's attendance and whether the dispute is based on contract, tort, statute, or otherwise, shall be, at the student's or Argosy University's election, submitted to and resolved by individual binding arbitration pursuant to the terms described herein.

If the student decides to initiate arbitration, the student may select either, JAMS or the National Arbitration Forum ("NAF") to serve as the arbitration administrator pursuant to its rules of procedure. If Argosy University intends to initiate arbitration, it will notify the student in writing by regular mail at the student's latest address on file with Argosy University, and the student will have 20 days from the date of the letter to select one of these organizations as the administrator. If the student fails to select an administrator within that 20-day period, Argosy University will select one.

Argosy University agrees that it will not elect to arbitrate any individual claim of less than \$5,000 that the student brings in small claims court (or in a similar court of limited jurisdiction subject to expedited procedures). If that claim is transferred or appealed to a different court, however, or if the student's claim exceeds \$5,000, Argosy University reserves the right to elect arbitration and, if it does so, the student agrees that the matter will be resolved by binding arbitration pursuant to the terms of this section.

IF EITHER THE STUDENT OR ARGOSY UNIVERSITY CHOOSES ARBITRATION, NEITHER PARTY WILL HAVE THE RIGHT TO A JURY TRIAL, TO ENGAGE IN DISCOVERY, EXCEPT AS PROVIDED IN THE APPLICABLE ARBITRATION RULES, OR OTHERWISE TO LITIGATE THE DISPUTE OR CLAIM IN ANY COURT (OTHER THAN IN SMALL CLAIMS OR SIMILAR COURT, AS SET FORTH IN THE PRECEDING PARAGRAPH, OR IN AN ACTION TO ENFORCE THE ARBITRATOR'S AWARD). FURTHER, THE STUDENT WILL NOT HAVE THE RIGHT TO PARTICIPATE AS A REPRESENTATIVE OR MEMBER OF ANY CLASS OF CLAIMANTS PERTAINING TO ANY CLAIM SUBJECT TO ARBITRATION. THE ARBITRATOR'S DECISION WILL BE FINAL AND BINDING. OTHER RIGHTS THAT THE STUDENT OR ARGOSY UNIVERSITY WOULD HAVE IN COURT ALSO MAY NOT BE AVAILABLE IN ARBITRATION.

The arbitrator shall have no authority to arbitrate claims on a class action basis, and claims brought by or against the student may not be joined or consolidated with claims brought by or against any other person. Any arbitration hearing shall take place in the federal judicial district in which the student resides. Upon the student's written request, Argosy University will pay the filing fees charged by the arbitration administrator, up to a maximum of \$3,500 per claim. Each party will bear the expense of its own attorneys, experts and witnesses, regardless of which party prevails, unless applicable law or this Agreement gives a right to recover any of those fees from the other party. If the arbitrator determines that any claim or defense is frivolous or wrongfully intended to oppress the other party, the arbitrator may award sanctions in the form of fees and expenses reasonably incurred by the other party (including arbitration administration fees, arbitrators' fees, and attorney, expert and witness fees), to the extent such fees and expenses could be imposed under Rule 11 of the Federal Rules of Civil Procedure.

The Federal Arbitration Act ("FAA"), 9 U.S.C. §§ 1, et seq., shall govern this arbitration provision. This arbitration provision shall survive the termination of the student's relationship with Argosy University. If the student has a question about the arbitration administrators mentioned above, the student can contact them as follows: JAMS, 45 Broadway, 28th Floor, New York, NY, 10006, www.jamsadr.com, 800.352.5267; National Arbitration Forum, P.O. Box 50191, Minneapolis, MN, 55405, www.arb-forum.com, 800.474.2371.

The above supersedes any inconsistent arbitration provision published in any other document.

Health/Safety Policies and Procedures

PROFESSIONAL CONDUCT

Argosy University is committed to providing workplaces and learning environments that are free from harassment on the basis of any protected classification including, but not limited to race, sex, gender, color, religion, sexual orientation, age, national origin, disability, medical condition, marital status, veteran status or on any other basis protected by law. Such conduct is unprofessional, unproductive, illegal, and generally considered bad for business.

Consequently, all conduct of this nature is expressly prohibited, regardless of whether it violates any law.

Definition of Sexual Harassment

Sexual harassment consists of unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature where:

- a. Submission to such conduct is an explicit or implicit term or condition of a person's status in a course, program or activity or in admission, or in an academic decision;
- b. Submission to or rejection of such conduct is used as a basis for an academic decision; or
- c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive work or educational environment.

Examples of sexual harassment include, but are not limited to: unwanted sexual advances; demands for sexual favors in exchange for favorable treatment; verbal abuse of a sexual nature; graphic commentary about an individual's body, sexual prowess, or sexual deficiencies; leering; whistling; touching; pinching; assault; coerced sexual acts; suggestive, insulting or obscene comments or gestures; stalking; and displaying sexually suggestible objects or pictures. Argosy University prohibits all conduct of this nature whether or not such conduct violates any applicable laws.

Other Forms of Harassment

Verbal abuse, insulting comments and gestures, and other harassing conduct are also forbidden under this policy when directed at an individual because of his or her race, color, sex, sexual orientation, familial status, age, religion, ethnic origin, or disability. It is the responsibility of each employee and each student to conduct himself or herself in a professional manner at all times and to refrain from such harassment.

Complaint Procedure

Students who feel they have been harassed should follow the Student Grievance Procedure for Internal Complaints of Discrimination and Harassment described in Section 2, Institutional Policies. Promptly after learning of such alleged conduct, Argosy University will

conduct an investigation for the purpose of determining whether prohibited harassment has occurred. Efforts will be made to ensure confidentiality to the extent consistent with the goal of conducting an appropriate investigation. Students who initiate or participate in such investigations in good faith will be protected against school-related retaliation. If an investigation confirms the allegations, Argosy University will take prompt corrective action, which may include discipline, up to and including immediate dismissal.

Anti-Hazing Policy

Hazing involving Argosy University students or student groups is strictly prohibited. Hazing is defined as any action or situation that recklessly or intentionally endangers the mental or physical health or safety of a student for the purpose of initiation or admission into or affiliation with any club or organization operating under the sanction of an institution of higher education.

For purposes of this definition, any activity as described in this definition that the initiation or admission into or affiliation with a club or organization is directly or indirectly conditioned shall be presumed to be “forced” activity, the willingness of an individual to participate in such activity notwithstanding. This policy is applicable to all students and members of a student club or organization at Argosy University. Every student and member of a student club or organization is responsible for complying with this policy.

Individuals and/or student clubs that force, require, and/or endorse violations will be referred to the Student Conduct Committee and, if appropriate, to the local authorities, which may pursue criminal action. Students who wish to make a complaint under this policy should contact the director of Student Services at their campus of residence. The negligence or consent of a student or any assumption of risk by the student is not a defense to an action brought pursuant to this policy. Student club activities or programs must not interfere with the rights and activities of others and should always reflect the best interests of the members of the organization it represents and the Argosy University community as a whole. In all cases of alleged violations of this policy, faculty and staff advisors and the national/international headquarters, if applicable, of any organization will be notified.

REPORTING AN ASSAULT

In the event of an assault on campus, victims should first call 911 for immediate help. A complete report of an assault on campus should be made promptly to a campus official, preferably within 48 hours of the occurrence. Faculty, administration, and staff are required to provide immediate support and assistance to the victim. At the victim’s request, the campus president or any administrator will assist victims in filing criminal charges with the appropriate law enforcement officials. In the event of an assault against a student or employee occurring off-campus, victims should call 911 to request police assistance and to report the crime in the jurisdiction in which the crime occurred. Argosy University will assist law enforcement authorities for the purposes of obtaining, securing, and maintaining evidence in connection with any alleged crime of violence committed on campus.

REPORTING HEALTH OR SAFETY HAZARDS

Students should immediately report health or safety hazards to the campus president. Any accident or injury, no matter how slight, must also be reported immediately.

NO SMOKING POLICY

Argosy University provides a non-smoking work and study environment.

CAMPUS SECURITY REPORT

A Campus Security Report is published annually for each campus of Argosy University. Information on the following is included:

- Campus policies on reporting criminal actions and other emergencies
- Security and access to campus facilities
- Campus law enforcement
- Crime prevention programs
- Policy on the possession, use, and sale of alcoholic beverages and illegal drugs
- Drug and alcohol abuse programs
- Crime statistics

Copies of the report may be obtained from the Student Services Department and are distributed annually to all Argosy University students and employees.

HEALTH AND IMMUNIZATION

Minnesota Requirements

In an effort to control the spread of disease, Argosy University conforms to Minnesota state requirements that all students have the following current vaccinations: measles, mumps, rubella (after achieving the age of 12 months, or recent evidence of immunity) and diphtheria/tetanus booster (within ten years of starting date). Students who were born before 1957 are exempt from this requirement. Students who graduated from a Minnesota high school in 1997 or later are exempt from this requirement, as the student will have met the requirements as a high school student.

Hawai'i Requirements

The state of Hawai'i requires that all students enrolled in Hawai'i institutions of higher education show proof of measles, mumps, and rubella immunization (MMR), a measles #2 booster, and a tuberculosis test (TB). Medical Clearance Cards will be issued to students in compliance with these requirements and are valid for four years from the date of the student's last TB test. Forms can be obtained from the Student Services Department. Students will not be permitted to register without a valid Medical Clearance Card.

MEDICAL RESPONSIBILITY AND RISKS

When enrolling at Argosy University, the student accepts full financial responsibility for all medical treatment and care and/or disability costs for any illness and/or injury incurred while on campus or at an Argosy University-affiliated clinical training site. While on clinical

training/practicum/internship, students will adhere to standard health policies at their respective facilities. The student understands that neither Argosy University nor the affiliated clinical training/ practicum/ internship facilities carry medical insurance or Workers' Compensation coverage for students of Argosy University. Argosy University will not accept responsibility for medical or other costs incurred by sick or injured students while on an Argosy University campus or on clinical training/practicum/internship.

Health Insurance

Optional health insurance is available to students through an outside agency. Contact the Student Services Department for information.

DRUG-FREE WORKPLACE AND CAMPUS

The use of illegal drugs and the abuse of alcohol on the campuses of Argosy University or in facilities controlled by Argosy University are prohibited by college regulations and are incompatible with the Argosy University goal of providing a healthy educational environment for students, faculty, staff and guests. The following information is provided in compliance with the Drug-Free Schools and Communities Act Amendments of 1989.

Effects of Drugs and Alcohol

Although individuals often use drugs and alcohol to achieve a variety of effects on mind and body that are found to be temporarily useful or pleasurable, drugs can be highly addictive and injurious. A person can pay a price in terms of his or her physical, emotional, and social health. This price can be paid in a number of ways. The risk of contracting sexually transmitted diseases, including AIDS, is increased through unwanted or unprotected sex when one is under the influence of drugs or alcohol. Drugs can be the trigger for violent crime. Economic and legal problems usually follow directly when one tries to support a drug habit by resorting to crime. The dependence, illness, loss of job, and loss of family or friends that can result from drug or alcohol use and abuse can be tragic. In keeping with the mission of Argosy University and the requirements of state and federal law, Argosy University has adopted this policy to ensure a drug-free campus and workplace and to prevent the use of controlled substances and the abuse of alcohol.

Health Risks Associated with the Use of Alcohol

Short-Term Risks

- Increased risks of accidents and injuries
- Alcohol-related traffic accidents (the leading cause of death for teens)
- Alcohol slows reaction time, decreases muscle coordination, and impairs vision
- Fatal overdose
- Unconsciousness or blackout
- Death by aspiration of vomit
- Nausea
- Gastritis

Long-Term Risks

- Increased blood pressure
- Increased risk of heart attack
- Brain damage resulting in permanent psychosis
- Cancer of the mouth, esophagus or stomach
- Liver damage (cirrhosis, alcohol hepatitis, cancer)
- Ulcers and gastritis
- Pancreatitis
- Birth defects
- In males — testicular atrophy and breast enlargement
- In females — increased risk of breast cancer
- Prolonged, excessive drinking can shorten life span by 10 – 12 years.

Health Risks Associated with the Use of Drugs

Amphetamines (Speed, Uppers)

- Malnutrition
- Hallucinations
- Dependence, psychological and sometimes physical

Deliriants (Aerosols, Lighter Fluid, Paint Thinner)

- Permanent damage to lungs, brain, liver, bone marrow
- Loss of coordination, confusion, hallucinations
- Overdose causing convulsions, death

Depressants (Barbiturates, Tranquilizers, Methaqualone)

- Confusion, depression, loss of coordination
- Dependence, physical and psychological
- Coma, death (caused by overdose)
- Can be lethal when combined with alcohol

Hallucinogens (LSD, PCP, DMT, STP, Mescaline)

- Hallucinations, panic, irrational behaviors (which can lead to increased risk of accidents, injuries)
- Tolerance overdose leading to convulsions, coma, death
- Possible birth defects in children of LSD users

Intravenous Drug Use

- Places one at risk for HIV infection (the virus causing AIDS) when needles are shared

Marijuana and Hashish

- Chronic bronchitis
- Decreased vital capacity
- Increased risk of lung cancer
- In men — lower levels of testosterone and increase in abnormal sperm count

Stimulants (Cocaine)

- Painful nosebleeds and nasal erosion
- Intense “downs” that result in physical and/or emotional discomfort
- Tolerance and physical dependence can develop

Narcotics (Heroin, Morphine, Codeine, Opium)

- Malnutrition
- Hepatitis
- Loss of judgment and self-control leading to increased risk of accidents, injuries
- Dependence
- Overdose leading to convulsions, coma, death

Sanctions

Argosy University Sanctions

Argosy University, in all of its actions, seeks to uphold local, state and federal laws. Insofar as permitted by these laws, Argosy University will apply sanctions that could lead to a student being fined, suspended or expelled or an employee being disciplined, suspended or dismissed for violation of the Argosy University standards of conduct. Students and employees may also be referred for prosecution. Disciplinary sanctions may include the completion of an appropriate rehabilitation program, at the student’s or employee’s expense, if necessary.

General State Laws

Individuals under 21 may not purchase, accept as a gift, or possess alcoholic beverages on any street or highway or other public place. Consumption by minors is expressly prohibited. Licensees to sell alcoholic beverages are prohibited from selling, giving, or delivering alcoholic beverages to anyone under 21 years of age. It is unlawful for anyone of legal age to purchase or obtain alcoholic beverages and then sell, give, or deliver them to a minor.

Federal Sanctions

Federal penalties and sanctions for illegal possession of a controlled substance include the following:

First Conviction Up to 1 year in prison, fine of \$1,000 to \$100,000, or both

Second Conviction At least 15 days and up to 2 years imprisonment, \$5,000 to \$250,000 fine, or both

After Two Drug Convictions At least 90 days and up to 3 years in prison, \$5,000 to \$250,000 fine, or both

Special federal sentencing provisions for possession of crack cocaine include a mandatory prison term of at least 5 years and up to 20 years, fine of up to \$250,000, or both, for a first conviction if the amount of crack exceeds 5 grams, for a second conviction if amount exceeds 3 grams, and for a third or subsequent conviction if the amount exceeds 1 gram.

Additional federal sanctions may also apply including forfeiture of vehicles used to transport controlled substances, denial of federal benefits including student loans, grants, and contracts and denial or revocation of certain federal licenses and benefits.

Convictions for Drug-Related Offenses

Any student convicted of any drug-related criminal statute must notify the director of Student Services, in writing, no later than five days after such conviction regardless of where the offense occurred. This is because under federal and state laws, any student convicted of a drug-related felony offense must be denied all federal and state assistance, including Pell Grants and state-specific grants. However, a criminal conviction shall not be necessary to find that a student has violated these standards of conduct, and Argosy University need not, and ordinarily will not, defer its own actions and sanctions pending the outcome of any criminal proceeding.

Danger Signals Indicating a Drug or Alcohol Problem

Following is a listing of classic danger signals that may indicate the presence of a drug or alcohol problem:

- Abrupt changes in mood or attitude
- Decreased efficiency at work or at school
- Frequent absences, tardiness, and/or early departures
- Relationship problems with family, friends, and co-workers
- Unusual outbursts of anger and hostility
- Social withdrawal

Counseling, Treatment, or Rehabilitation Program

Any student or employee who fails to abide by the terms of the above policy may be required to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.

Resources

Specific programs of counseling or rehabilitation are available in the metropolitan area of each campus. The Student Services Department can provide a list of referral sources to students.

Student Rights and Responsibilities

STATEMENT OF STUDENT RIGHTS AND RESPONSIBILITIES

All students enrolled at Argosy University assume an obligation to conduct themselves at all times as responsible members of the campus community, to respect the personal and property rights of others, and to support the educational mission of Argosy University. Argosy University insists that its students demonstrate personal and professional integrity in addition to academic excellence.

Argosy University's administrators, faculty, and staff encourage student involvement in decision making. Student membership and input on institutional committees are valued and encouraged at Argosy University.

ARGOSY UNIVERSITY ETHICAL CODE OF CONDUCT

Students are expected to conduct themselves in an ethical, professional, and civil manner. Unprofessional behavior includes, but is not limited to, hostile or careless uses of profanity or obscenities, physical displays of anger or aggressiveness, threatening gestures or comments, violence or harassment, insubordination or persistent, disrespectful arguing with supervisors, or any other illegal or unethical conduct. Unprofessional behavior may be cause for disciplinary action.

Argosy University is dedicated to the advancement of knowledge and learning, as well as to the development of responsible personal and social conduct. Each student, by registering, assumes the responsibility of becoming familiar with, and abiding by, the general standards of conduct expected by Argosy University, as well as those of their respective disciplines. By way of example, each student is expected to refrain from engaging in the following:

- Academic dishonesty of any kind with respect to examinations or coursework. This includes any form of cheating and plagiarism.
- Falsification or alteration of Argosy University documents, records, or identification cards.
- Forgery, issuing bad checks, or not meeting financial obligations to Argosy University.
- Theft or the deliberate damaging or misusing of property belonging to others or the property of Argosy University.
- The manufacture, possession, use, or distribution of any form of alcoholic beverages or illegal drugs while on Argosy University property.
- Possession, display, or use of any dangerous instrument, weapon, or explosives (certified law enforcement officers, required by their employer to carry a firearm are excluded).

- Disrupting the study of others or of Argosy University activities, or interfering with the freedom of movement of any member or guest of the Argosy University community.
- Deliberate interference with academic freedom, freedom of speech, or movement of any member or guest of the Argosy University community.
- Participation in any activity that disrupts or interferes with the education of others or the orderly operation of Argosy University.
- Physical abuse, threatening acts, or harassment toward others.
- Students in all programs are also required to demonstrate behavior that conforms to standard codes of conduct of their respective disciplines.

Students suspected of violating Argosy University's Code of Conduct will be referred to the Student Conduct Committee (SCC). Students found guilty of violating Argosy University's Ethical Code of Conduct are subject to sanctions up to and including dismissal from Argosy University.

ACADEMIC DISHONESTY/PLAGIARISM

Argosy University seeks to foster a spirit of honesty and integrity. Any work submitted by a student must represent original work produced by that student. Any source used by a student must be documented through normal scholarly references and citations, and the extent to which any sources have been used must be apparent to the reader. Argosy University further considers resubmission of a work produced for one course in a subsequent course without the expressed written consent of the instructor, or the submission of work done partially or entirely by another to be academic dishonesty. It is the student's responsibility to seek clarification from the course instructor about how much help may be received in completing an assignment or exam or project and what sources may be used.

Students found guilty of academic dishonesty or plagiarism shall be subject to disciplinary action up to and including dismissal from Argosy University.

INSTITUTIONAL REVIEW BOARD

The mission of the Argosy University Institutional Review Board (IRB) at each campus, and at the national level, is to ensure the ethical treatment of human and animal participants in the conduct of any and all research by any individual affiliated with Argosy University, in accordance with the guidelines set forth in the Code of Federal Regulations (Title 45) and the Belmont Report. Consistent with the guidelines outlined in the IRB Guide, each investigator proposing a research project must submit an IRB request for certification form. This policy applies regardless of source of funding and location of study to all research studies or pilot studies conducted by or on faculty, staff, students, or employees of Argosy University, or by or on Argosy University as an institution.

To ensure the highest quality research and to protect subjects involved in that research, Argosy University requires that all students, faculty and investigators complete human subjects protection training. To facilitate this training, Argosy University has arranged for

a web-based training and assurance program in human research subjects protection through the Collaborative Institutional Training Initiative (CITI).

There are two sets of modules: one set for IRB members and a general set for all investigators, dissertation/CRP committee members, faculty, and students. Additional modules may be required based on the nature of the research (e.g., research with children or prisoner).

STUDENT PROFESSIONAL DEVELOPMENT COMMITTEE

The Student Professional Development Committee (SPDC) is a standing academic department committee responsible for monitoring the academic progress, professional competence and behavior of students within that department. Students who do not meet the academic standards of their program or whose behaviors raise concerns about professional competence shall be subject to referral to the SPDC. The primary function of the SPDC is to guide students who are referred to the committee in improving their academic performance and developing the professional competencies required by their profession. The SPDC can hold hearings on student issues specific to respective professional and academic requirements and recommend remediation actions to students where warranted. If remediation actions are not satisfied by the student, a SPDC may impose probationary conditions with explicit requirements and a timeline for removal from probation. The committee should include any consequences that will result in the event of noncompliance with academic probation requirements. Any recommendation to dismiss a student should be referred to the Student Conduct Committee (SCC).

Please refer to the Academic Catalog for the institutional, college, or program minimum requirements for maintaining satisfactory academic progress. Failure to meet the minimum standards for satisfactory academic progress outlined in the Academic Catalog will result in automatic academic probation. If academic progress is not achieved during the probationary period as defined in the Academic Catalog, the student will be dismissed from the program.

STUDENT PROFESSIONAL DEVELOPMENT COMMITTEE POLICIES AND PROCEDURES

I. Purpose and Scope

The SPDC and department faculty share the role of student academic and professional performance evaluation. Faculty evaluate student academic performance in the classroom and monitor student interactions and behaviors with the faculty members, staff, practicum and internship supervisors and peers. Faculty members are strongly encouraged to discuss concerns about academic, professional, or interpersonal performance directly with students. Through these discussions faculty assess how a student accepts supervision and feedback. If concerns remain, the faculty member may first seek out the student's advisor for further discussion. The faculty member and/or advisor may then refer the student to the SPDC if the problems are not resolved or are serious enough to raise ongoing concerns about professional competence.

a) Monitoring Academic Progress

- Academic difficulties that come before the committee may be managed in a number of ways including:
 - Written response to the student indicating concern and proposing methods of remediation. Copies of the letter are sent to the student’s advisor and placed in the student’s file.
 - Requiring student to develop a remediation plan with the advisor within a specified period of time. The remediation plan should (1) communicate specific desired improvements and (2) identify real consequences for failing to reach the desired goals. The remediation plan is returned to the committee and a copy is placed in the student’s file. The student’s advisor is responsible for monitoring the remediation plan with the student, communicating with the student that the student is failing or has failed to reach desired improvements and for imposing the specific consequences identified in the plan. In addition, the advisor should provide the committee with written progress reports that specify the degree to which the student is making satisfactory progress.
- The committee may meet with the student if:
 - A student and advisor are unable to come up with a mutually acceptable remediation plan or if the student is unable to complete a remediation plan.
 - The occurrence of a single event or a continuing pattern exists suggesting the possibility of academic, professional or ethical unsuitability in the program and/or the need for major remediation.

b) Monitoring Professional Competence and Conduct

All students are expected to demonstrate professional behavior that conforms to the standard codes of conduct of their respective disciplines. It is the job of all faculty members to evaluate students for clinical and/or professional competence during their entire course of study. For example, students in the College of Psychology and Behavioral Sciences and in the College of Health Sciences are expected to demonstrate professional behavior that conforms to the guidelines developed by the Student Competence Task Force of the Council of Chairs of Training Councils (CCTC), December 4, 2003. Faculty in the Colleges of Psychology and Health Sciences programs are asked to evaluate each student in the following competency areas:

- Interpersonal and professional competence; examples of which include the following:
 - Demonstrates respectful peer and faculty interactions
 - Demonstrates respect for the ideas and integrity of others
 - Demonstrates maturity in interactions with others
 - Demonstrates ability to interact respectfully with people of diverse backgrounds
 - Demonstrates ability to react with appropriate empathy and sensitivity

Sample behaviors that could result in referral to the committee are: Student demonstrates an inability to control anger
uses insulting or profane words
uses intimidating tactics
demonstrates inability to tolerate cultural or lifestyle differences
demonstrates dishonest or unethical behavior

- Self-awareness, self-reflection, and self-evaluation; examples of which include the following:
 - Ability to formulate and express observations/impressions
 - Interpersonal interactions provide evidence that student understands how one's behavior affects relationships with others

Sample behaviors that could result in referral to the committee are:

Student demonstrates a lack of awareness or inability to manage own limitations and responsibilities; for example, does not allow enough time to study, turns assignments in late with some regularity avoids responsibility for situations by blaming others

- Openness to process of supervision; examples of which include the following:
 - Uses professional language to communicate even when agitated, uses the appropriate chain of command, etc.
 - Subsequent clinical work samples and/or interpersonal interactions reveal evidence that student has understood and applied supervisory feedback

Sample behaviors that could result in referral to the committee are: Student

demonstrates overt hostile reaction to supervision

refuses or is unable to adjust behavior in response to clearly communicated feedback

- Resolution of problems or issues that interfere with professional development or functioning in a satisfactory manner; examples of which include the following:
 - Demonstrates ability to respond constructively to feedback from supervisors or program faculty with minimal defensiveness
 - Is able to acknowledge own role in creating problems such as, contributions to or exacerbation of a situation
 - Offers appropriate responses given a situation
 - Demonstrates ability to act constructively to prevent and resolve issues and openness to solutions proposed by others
 - Demonstrates tolerance for the shortcomings and mistakes of others

Sample behaviors that could result in referral to the committee are: Student consistently fails to give appropriate credit to others demonstrates pattern of overreaction to a small slight demonstrates inability or refusal to accept academic inquiry or disagreement or to work collaboratively in a professional or academic environment

II. Procedures

a) Referral Procedure

Any member of the academic community who wishes to bring a student concern before the SPDC must submit a formal letter of referral addressed to the chair of the committee. The letter should include specific descriptions of academic insufficiencies and subsequent attempts at remediation by faculty, and/or descriptions of behaviors that raise concerns about clinical competence and/or professional conduct.

If a student serving an internship, practicum, or clinical placement is dismissed by the internship site or asked not to return, the student will typically be referred to the committee for an investigation of the circumstances by the clinical or internship training director or the program chair. The focus of the investigation will be to determine what happened at the site and whether any remediation may be needed, both with the site and with the student.

The committee will evaluate any written referral and respond in one of the following ways:

- a)** request additional information,
- b)** reject the referral,
- c)** refer the student back to the student's advisor or faculty member with instructions,
- d)** refer the complaint to the Student Conduct Committee or
- e)** accept the referral. Once a referral is accepted, a meeting date is determined and the student in question is notified in writing of the meeting date and the concerns brought before the committee. The committee may request additional information from any source available to it.

b) Committee Procedures

The following procedures govern the actions of the SPDC:

- The student should be notified in writing of the requirement to meet with the committee, the date and time of the meeting and the reasons for the referral. The meeting should be held within 30 days of the date of receipt of the complaint.
- In advance of the hearing date, the committee may request additional information or documentation pertinent to the referral. Where third party witnesses are available, the committee may consider meeting with the witnesses in advance of the hearing.
- The student may submit written information relevant to the situation to the Chair within 48 hours prior to the hearing. All written documentation to be considered by the committee should be made available for review by the student in advance of the hearing.

- If a student does not to attend a duly noticed meeting, the SPDC may continue its action and render a decision.
- The student is permitted to have a support person for example, another student, faculty, staff member, friend or family present during the hearing. The support person must not act as an attorney or an advocate. Students are expected to speak on their own behalf.
- The student is not permitted to bring legal counsel to committee meetings.
- Verbatim transcription or electronic recording of the meeting is not normally permitted, and never without the consent of all parties in the room.
- The committee should assure itself that the student has had a fair opportunity to understand the charges against him or her and that the student has had an opportunity to respond.
- After the meeting the committee members shall render a decision on what course of action, if any, is required. The outcomes may include, but are not limited to the following:
 - No action required
 - Letter of concern for student file
 - Individual consultation with faculty member recommended by the committee
 - Tutorial assistance
 - Referral to advisor, training director or Training Committee for remediation
 - Recommendation for referral to outside resources
 - Academic or behavioral remediation; note that any remediation should include specified desired outcomes and consequences and a process for monitoring
 - Structured monitoring of progress with specific and structured remediation actions required
 - Probation with explicit requirements and a timeline for removal from probation. The committee should include any consequences for noncompliance with probation requirements
 - Referral to the Student Conduct Committee (SCC) with recommendations for program dismissal
 - The committee should also consider whether any follow up action is required with an internship or practicum site (to the Internship or Practicum Coordinator) or with an instructor (to the program chair or dean) or with another student (to the director of Student Services
 - The committee shall inform the student and appropriate faculty of its decision and any remediation requirements in writing within 30 business days of the date of the meeting. In all cases, the faculty should describe the problems before it and the recommended solutions in specific detail.

c) Requesting Additional Evaluation by Professionals

When a student claims a disability, the SPDC should refer the student to the campus Disability Services Coordinator to determine if the student needs accommodations for committee proceedings. All students with or without a documented disability must perform to the standards of conduct and academic achievement required by Argosy University. Accommodations are not retroactive and the failure to request accommodations does not forgive past difficulties. Referral for mandatory evaluation is the purview of the Student Conduct Committee (SCC). The SCC may require a student to submit to an evaluation by a health care professional in limited circumstances (such as where violence or suicide is threatened and where drug or alcohol abuse is suspected). In such cases, the evaluation is to determine the health and safety of the student and the campus. In the event of a crisis situation where the health and safety of the student or anyone on campus is threatened, the director of Student Services will contact the proper authorities.

d) Appeal Process

The student may appeal the decision of the committee according to the Student Right to Appeal process in the Academic Catalog. Any result of the SPDC proceedings will remain in place until the appeals committee designated by the campus president or the campus president renders a decision otherwise. Any designated appeals committee will be comprised of staff and faculty members not involved in making the initial remediation decision. The student must obey the terms of the decision pending the outcome of the appeal.

III. Committee Membership

The SPDC consists of at least three (3) voting members to be comprised of faculty. Where three voting members from a single department are not available, membership may be interdepartmental. A staff member may be added at the discretion of the campus vice president of Academic Affairs or campus president. In addition, a student appearing before the SPDC may request that another student from the program, selected by faculty, be added as a student representative of the program and as a fourth committee member. The committee will determine whether or not student members are voting members. Faculty members are selected by the program chair or dean. If requesting a student member, the student before the committee should also sign a form giving the school permission to share educational and other records with the student committee member. The student committee member should sign acknowledging that the student will not further disclose educational and other student records beyond any disclosures required by the student's committee duties or otherwise necessary to investigate issues before the committee.

In the event that a member of the committee has made the referral under review or has other potential conflicts of interest, that member will be excused and another will be recruited by the chair as a temporary replacement.

STUDENT CONDUCT COMMITTEE

Any student suspected of violating the Argosy University Ethical Code of Conduct may be referred to the Student Conduct Committee (SCC) which is responsible for investigating the allegations. In addition, students may be referred to the SCC by the programmatic Student Professional Development Committee (SPDC) for failure to comply with the remediation

recommendations of the SPDC and failure to meet the academic and professional standards of the program.

Students found guilty of violating the Argosy University Ethical Code of Conduct by the SCC or failing to meet the academic and professional standards of Argosy University as determined by their respective SPDC shall be subject to disciplinary action. Sanctions include but are not limited to the following:

- a. Issue a warning to the student.
- b. Place the student on administrative leave of absence and establish conditions for re-entry.
- c. Place the student on general probation.
- d. Remove the student from school premises.

The SCC is the only committee that has the authority to dismiss the student from Argosy University. Referrals to the SCC can be made by any member of the university community, including students, faculty, administration, and/or the SPDC.

STUDENT CONDUCT COMMITTEE POLICIES AND PROCEDURES

I. Purpose and Scope

The SCC is responsible for investigating suspected violations of the Argosy University Ethical Code of Conduct. Additionally, the SCC accepts referrals from a SPDC, where a determination has been made that a student has not complied with the remediation actions set forth by that committee and whereby that committee is making a recommendation that program dismissal be considered. The SCC is the only institutional committee with the authority to dismiss a student.

II. Procedures

a) Complaint Procedures

Any member of the University including faculty, staff, students, clinical supervisors, may file a complaint against any student for misconduct or for otherwise being in violation of University policies. The complaint must be prepared in writing and directed to the director of Student Services as co-chair of the committee or his/her designee. Complaints should be submitted within 30 business days after the alleged violation occurred.

Students may also be referred to the SCC for disciplinary action by their program SPDC when previous remediation and disciplinary actions imposed by the SPDC have been unsuccessful or if they have failed to meet the academic and professional standards of the program. The SPDC shall prepare a referral in writing to the director of Student Services or designee. As co-chair of the SCC, the director of Student Services or designee shall review and investigate the complaint to determine if the allegations have merit, to identify specific violations of the Argosy University Ethical Code of Conduct, and to coordinate the student conduct committee proceedings.

b) Committee Procedures

The following procedures govern the actions of the SCC:

- The student should be notified in writing of the charges and pending action of the SCC
- The director of Student Services (or designee) will schedule a committee hearing within 7 to 21 business days of notifying the student of the charges and pending action by the SCC
- The student should receive written notification of the time and date of the hearing as well as the specific allegations against them including any supporting documentation that will be reviewed by the SCC prior to the hearing
- In the event that the student does not attend the proceedings, the SCC should commence deliberation and render a decision
- The student is permitted to have a support person, for example, another student, faculty, staff member, friend or family present during the hearing. The support person must not act as an attorney or an advocate. Students are expected to speak on their own behalf
- The student is not permitted to bring legal counsel to committee meetings
- Witnesses with knowledge of circumstances related to the alleged infraction are permitted to present information during the hearing and pertinent records, exhibits and written statements may be accepted as evidence for consideration by the SCC
- Any procedural questions raised during the process should be addressed by the committee
- After the hearing, the SCC shall render a decision regarding the merits of the allegations. If the SCC determines that a violation has occurred, the SCC will determine what sanctions are appropriate, including, but not limited to: a) issue a warning to the student, b) place the student on general probation with a remediation plan c) place the student on administrative leave of absence and establish conditions for reentry, or d) dismiss the student from Argosy University
- Within 30 business days of the hearing the student should be informed in writing of the disciplinary action, as well as the conditions that must be met in order to remove the disciplinary action, if appropriate. Information regarding the student's right to appeal should be included
- Copies of the referral letter, evidence, letter of notification, minutes, and the letter sent to the student describing the disciplinary action are retained in the SCC records and a copy of the disciplinary letter is placed in the student file. A copy of the disciplinary letter is also provided to the student's program chair. The referral source, faculty, and administration will be informed of the outcome on a need to know only basis in accordance with the Family Educational and Privacy Rights Act (FERPA)

c) Mandatory Evaluations

The SCC may require a student to submit to an evaluation by a health care professional in limited circumstances (such as where violence or suicide is threatened and where drug or alcohol abuse is suspected) in order to determine the health and safety of the student and the

campus. In the event of a crisis situation where the health and safety of the student or anyone on campus is threatened, the director of Student Services will contact the proper authorities.

d) Administrative Leave of Absence

In addition to other reasons for administrative leave, the University may place a student on an administrative leave of absence prior to a conduct hearing when, in the judgment of the University, the student's presence may pose a threat of harm to himself, to others, or to property of the University. The administrative leave of absence is subject to the provisions outlined in the Academic Catalog (see "Administrative Leave of Absence" in Section Four, Student Rights and Responsibilities).

e) Violations of Law

Disciplinary procedures may be instituted against a student charged with violation of a law that is also a violation of the student conduct policy. Proceedings under this policy may be carried out prior to, concurrent with, or following civil or criminal proceedings off campus. The University will cooperate fully with law enforcement and other agencies in the enforcement of criminal laws on University property.

f) Appeal Process

Students wishing to appeal a disciplinary decision may do so according to the Student Right to Appeal process described in Section Four, Student Rights and Responsibilities of the Academic Catalog. No further appeals will be heard.

- Any sanctions issued as a result of the SCC proceedings will remain in place until the designated appeals committee or campus official assigned by the campus president renders a decision otherwise. This designated appeals committee or campus official will be comprised of staff and faculty members not involved in making the initial disciplinary decision. The student must obey the terms of the decision pending the outcome of the appeal.

III. Committee Membership

The SCC consists of at least three (3) up to five (5) voting members, including co-chairs (a core faculty member and the director of Student Services or designee), and faculty. In the event of a referral from a SPDC, a faculty member from the respective program who is not a member of the referring SPDC, should be added as a voting member for that referral. The referring SPDC will be notified of the hearing and informed that a representative may be asked to provide information to the SCC. The campus president accepts nominations from the vice president of Academic Affairs and selects the members. A student member may be selected by the faculty members of the committee.

Members shall serve for staggered two-year terms, with half of the seats expiring in even-numbered years and half of the seats expiring in odd-numbered years. The campus president may assign certain seats temporarily to one-year terms to meet this requirement.

In the event that a member of the committee has made the referral under review or has other potential conflicts of interest, that member will be excused and another will be recruited by the chair as a temporary replacement.

In carrying out its responsibilities, the committee operates within the published policies of Argosy University governing standards for academic progress, academic and administrative sanctions, and professional competence.

STUDENT COMPLAINT PROCEDURE

Students may use this complaint procedure to address complaints that are not otherwise covered by a more specific policy. Students who have a complaint regarding grades should refer to the “Grade Appeal Procedures” in section 7 of this catalog. Students with complaints about possible bias and harassment or Disability Services should refer to the “Student Grievance Procedure for Internal Complaints of Discrimination and Harassment” in section 2 of this catalog. The institutional community benefits from prompt resolution of issues. Before pursuing the Student Complaint Procedure, the student should first discuss the problem or complaints with the individuals involved in the complaint. Students presenting complaints for resolution must present them in writing within 45 days of the incident prompting the complaint. Faculty, staff, and administrators should make a prompt response in order to answer any questions or resolve the complaints brought to their attention.

If these efforts are unsuccessful, the following process will be utilized:

- For complaints about faculty members written complaints may be brought to the faculty member’s campus dean or program chair (or campus vice president of Academic Affairs if such a position exists at the campus). This individual will appoint a third party or parties to hear both sides of the dispute and present a recommendation to the school dean or program chair (or campus vice president of Academic Affairs). The school dean or program chair will forward a decision in writing to the student within 45 days of the receipt of the complaint.
- For complaints about campus administrators who are not the campus president, written complaints may be brought to the campus president, who will appoint a third party or parties to hear the dispute. This party will present a recommendation to the campus president who will forward a decision in writing to the student within 45 days of the receipt of the complaint.
- For complaints about the campus president, the matter should be presented in writing to the Argosy University president, who will appoint an appropriate third party or parties to hear the dispute. This party will present a recommendation to the Argosy University President who will forward a decision to the student in writing within 45 days of the receipt of the complaint.

Students may appeal the outcome of a final student complaint resolution by following the Argosy University Student Right to Appeal process in section 4 of this catalog.

Arizona Student Right to Appeal

If a complaint cannot be resolved after exhausting the institution’s complaint procedures, the student may file a complaint with the Arizona State Board for Private Post-secondary Education (1400 West Washington Street, Room 260, Phoenix, AZ 85007, 602.542.5709, website: <http://azppse.state.az.us>). The student should contact the State Board for further details.

California Student Right to Appeal

If a complaint cannot be resolved after exhausting the institution's complaint procedure, the student may file a complaint with the California Department of Consumer Affairs, 1625 North Market Boulevard, Suite S-308, Sacramento, CA 95834, 1.916.574.8200.

Georgia Student Right to Appeal

If a complaint cannot be resolved after exhausting the institution's complaint procedure, the student may file a complaint with the Georgia Nonpublic Postsecondary Education Commission, 2082 East Exchange Place, Suite 220, Tucker, Georgia, 30084-5305, 770.414.3300, www.gnpec.org.

Tennessee Student Right to Appeal

If a complaint cannot be resolved at the institutional level, the student may contact the Tennessee Higher Education Commission (Parkway Towers, Suite 1900, 404 James Robertson Parkway, Nashville, TN 37243-0830, 615.741.5293).

STUDENT RIGHT TO APPEAL

Appeal of Academic Probation, Disciplinary Action, Dismissal

Students have the right to appeal academic probation, dismissal, and disciplinary actions taken against them, as well as final decisions regarding any other dispute resolution procedure. Students who believe they have extenuating circumstances regarding a particular matter or believe that they have been treated in an arbitrary or biased fashion and/or without adherence to the University policies and procedures may file an appeal. For the purposes of this policy, "bias" shall mean inequitable treatment based upon a student's membership in a class protected from discrimination under relevant University policy, and shall not encompass personality conflicts between student and instructor/administrator. Extenuating circumstances include, but are not limited to, extreme situations such as catastrophic or life-threatening illness or injury to the student; catastrophic or life-threatening illness, injury, or death of a member of the student's immediate family; or other external temporary hardship. Students should expect to provide documentation of extenuating circumstances. The appeal must clearly state, in writing, and in the student's own words, the reason(s) for the appeal, and provide any evidence the student may have in support of his or her position. The Chair of the Appeals Committee will initially rule as to whether the subject of the appeal constitutes an issue of bias/discrimination or a failure of the University to follow its process and procedures. The Chair determines if a basis for an appeal has been stated. If so determined, then the Appeals Committee gathers and reviews relevant information in order to make its decision.

APPEALS COMMITTEE PROCEDURES

- Students have 45 days from the date of the action to inform the vice president of Academic Affairs, or in the absence of a campus VPAA, the campus president of their intent to appeal in writing. The letter must clearly state the reason for the appeal, and provide any supporting documentation.
- Students should provide documentation to support the allegations in the appeal.

- The vice president of Academic Affairs or campus president will convene a hearing by the Appeals Committee within 30 days of the date of receipt of the appeal. The student will be notified in writing of the date and time of the meeting.
- The student is expected to attend the meeting, and failure to do so, for other than documented emergencies, may be considered forfeiture of the right to present further information regarding the appeal.
- The Appeals Committee may hear from others who can provide relevant information in the matter.
- The student may request that others provide information to the committee regarding the grounds of the appeal.
- The Appeals Committee is an academic hearing, not a legal hearing. Therefore, legal counsel is not allowed at the meeting, and the student is expected to present the appeal, in the student's own words.
- Audio recording of the academic hearing is not permitted. Minutes of the meeting are confidential.
- Following appropriate review and deliberation, the Appeals Committee will communicate its decision in writing to the student within 15 days of the Appeals Committee hearing, with copies to the student's academic file and the campus president.
- Appeals Committee decisions are subject to review by the campus president.
- The campus president has final authority for campus appeals.

APPEALS COMMITTEE MEMBERSHIP

The membership of the Appeals Committee consists of five voting members: a chair, faculty members, and a student. The campus president appoints the committee members.

The campus president will typically appoint the vice president of Academic Affairs as chair of the Appeals Committee. If circumstances warrant, however, the campus president may appoint any other appropriate chair.

The campus president appoints the faculty members to serve on the Appeals Committee. These faculty members will hear all appeals that arise from September through August. Any committee member, however, may decline to serve on a particular appeal, if a real or perceived conflict of interest exists. The campus president appoints replacement committee members.

The campus president may appoint a third faculty member on an ad hoc basis, depending on the nature of the appeal. Faculty may be appointed because they bring special knowledge of the student's program or because they have expertise in the area of appeal.

The University's administrators, faculty, and staff encourage student involvement in decision-making. To this end, the campus president appoints a student to serve on the committee on an ad hoc basis.

If a committee member is absent, the Chair, in consultation with committee members, will decide whether the appeal hearing will go forward as scheduled.

UNRESOLVED DISPUTES

If a dispute cannot be resolved satisfactorily after exhausting the institution's complaint or appeals procedures, the student may file a complaint with the campus state licensing agency or Argosy University's institutional accrediting agency, the Higher Learning Commission. Argosy University is accredited by the Higher Learning Commission (HLC) and is a member of the North Central Association (NCA) 30 North LaSalle Street, Suite 2400, Chicago, IL 60602, 1.800.621.7440, www.ncahlc.org.

Contact information for the state agencies can be found at the beginning of section 1 of this catalog.

Students may also reference the Argosy University Arbitration Agreement found in section 2 of this catalog.

ADMINISTRATIVE LEAVE OF ABSENCE

In situations requiring immediate action, and after consultation with concerned individuals (e.g., students, faculty, administrators, other staff members, practicum site supervisors) the Student Conduct Committee (SCC) or the appropriate administrative unit may, after discussion with the student, place the student on an administrative leave of absence. During this leave of absence, the SCC or the appropriate administrative unit may undertake, in a timely fashion, assessment of the circumstances and severity of the student's behavior. Students will remain on an administrative leave of absence no more than 45 days. Within that 45-day period, the SCC or appropriate administrative unit will render a decision as to the student's future with Argosy University.

Admission Policies

ADMISSION PROCEDURES AND CONDITIONS

The Admissions Department of each Argosy University campus is available to assist prospective students with the process of making an application. Individuals interested in information about Argosy University, its programs, and the application process are invited to contact the Admissions Department at the Argosy University campus of choice. Argosy University reserves the right to limit enrollment in any of its programs, and requirements may vary from program to program.

See individual program descriptions in this catalog for admission requirements and procedures by program. Individuals interested in applying to Argosy University should contact the Admissions Department with additional questions.

Admissions Committee Decisions

Argosy University does not discuss committee decisions regarding an applicant's file. The decisions of the Admissions Committee are final and are not subject to appeal.

Applications to Multiple Campuses

Applicants, who are undecided with respect to the location they wish to attend, should submit an application and full set of application materials to their location of first choice. Applicants who are accepted into their location of first choice and who, prior to beginning the program, determine they want to complete the same program at a different location, should notify the initial location of record of that intent. Provided that the same program is available, all previous approvals and credits accepted will remain in force. If an individual requests to change programs, he or she will need to meet all admission requirements of the new program.

Late Admission

Argosy University recommends that applicants apply well before their expected program start date to allow sufficient time to complete all necessary requirements for admission. At the discretion of the Admissions Committee, Argosy University may allow a student to start classes after the beginning of an academic session if the student completes all admission requirements and begins class within the first week of the add/drop period.

Conditional Admission

Conditional admission may be granted to an applicant pending receipt of official transcripts or other equivalent official documentation. To be eligible for conditional admission to matriculate into the program, unofficial transcripts must show receipt of the degree required for admission to the program. Students who have been conditionally admitted are not eligible to receive financial aid until documentation has been provided and the conditional status removed. Students who fail to submit all official transcripts by the last day of their first session (for a 7.5 week class) or semester (for a 15 week class) will be withdrawn from the program, credits will not be transcribed, and tuition will be refunded.

Exceptions to Admission Requirements

Applicants with grade point averages lower than the stated minimum may be considered for admission in accordance with the policy stated within the admission requirements section of the Academic Catalog for each program. An admission by exception must be recommended by the program Admissions Committee, and approved by the campus dean or program chair. Exceptions must be justified, documented, signed, placed, and retained in the student's academic file.

Students admitted on an exception basis will be assigned "Provisional Status" in accordance with Argosy University policies regarding Satisfactory Academic Progress. Students in term-based programs will have a maximum of two semesters to meet the standards for academic progress. A student assigned Provisional Status is eligible for financial aid.

Reapplication for Admission

Applicants who have been denied admission to a given program may reapply to that program after the passage of one year from the date of denial by submitting all documents required of a new applicant. Individuals who intend to reapply for admission are strongly encouraged to contact the Admissions Department prior to reapplying.

Readmission Process after Withdrawal

Students who have been withdrawn from Argosy University for a period of greater than one year must reapply for admission. These applicants must submit the materials required by the campus and program to which they are reapplying. Students who have been dismissed from Argosy University must successfully appeal the dismissal before being readmitted. Students who have been dismissed from Argosy University and not readmitted to a program of study are prohibited from taking coursework at any Argosy University campus or online.

Reinstatement

Students who are administratively withdrawn from Argosy University for failing to remain continuously registered may petition for reinstatement. Students may be required to wait for a period of one year from the time of withdrawal before applying for reinstatement. Students who have been withdrawn for less than one year may be permitted to register with permission of the campus dean or program chair. Students may also be required to submit materials and fees required for readmission.

Readmission after Extended Absence

Students who have been withdrawn from the school for three years or more will be required to have all prior coursework re-evaluated for determination of relevancy to current practice. Faculty members appointed by the campus dean or program chair will conduct the evaluation of coursework.

EARLY ACCEPTANCE

Early Acceptance may be granted to an applicant who is otherwise qualified for admission, but who has not yet earned the degree required for admission (e.g., a student currently enrolled in a bachelor's program who is applying for a master's program, or a student currently enrolled in a master's program who is applying for a doctoral program).

To qualify for early acceptance, the applicant must provide a transcript documenting that he/she is in the final year of the required degree program. Prior to starting classes, the applicant must demonstrate that all admission requirements have been satisfied and provide a transcript documenting receipt of the degree. If the transcript is unofficial, the applicant may be granted conditional admission status. Students who have been conditionally admitted are not eligible to receive financial aid until documentation has been provided and the conditional status is removed.

DEFERRAL POLICY

An applicant admitted to Argosy University who finds that pressing and unforeseen circumstances prevent him or her from matriculating during the semester for which he or she was admitted, may request a deferral of admission for up to one year from the semester for which he or she was admitted. Deferrals are not automatic. A student who wishes to request a deferral should send a letter to the Admissions Department indicating his or her special circumstances. If deferral is granted, an additional non-refundable deposit may be required. Applicants should consult with the campus Admissions Department.

VETERANS ADMINISTRATION BENEFITS

Most campuses of Argosy University are approved for training of veterans and eligible veteran's dependents. At Argosy University, Twin Cities, approval is granted by the Minnesota State Approving Agency. Students should contact each campus directly for further information.

SERVICEMEMBERS OPPORTUNITY COLLEGES

Argosy University is a member of Servicemembers Opportunity Colleges (SOC), a consortium of national higher education associations that functions in cooperation with the Department of Defense, the military services (including the National Guard), and the Coast Guard to help meet the voluntary higher education needs of servicemembers. Working in cooperation with the U.S. Army Recruiting Command, this consortium includes more than 1500 participating SOC colleges and universities that have agreed to accept for admission new Army and Army Reserves recruits at the time of their enlistment in the service. Students should contact the Admissions Department at the campus for further information on participation and eligibility.

INTERNATIONAL ADMISSION POLICY

All international (nonimmigrant) applicants to Argosy University must meet the same admission standards as all other students (see section 5, "Admission Policies").

English Language Proficiency Policy

All applicants to Argosy University whose "first" language is not English must demonstrate competence in the English language. Demonstration that English is an applicant's "first" language can be satisfied if the applicant submits a diploma from secondary school (or above) in a system in which English is the official language of instruction. If English is not the applicant's "first" language, the applicant will need to meet the minimum English Language Proficiency standard through submission of an official minimum score on the written Test of English as a Foreign Language (TOEFL®) or its TOEFL® Internet (iBT)-based equivalent.

A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction.

Applicants should contact the Admissions Department to determine other examinations for which official scores, equivalent to TOEFL®, are acceptable as an alternative to TOEFL®.

The above stated English Language Proficiency Policy is effective July 1, 2009.

Admission Requirements for Nonimmigrant Students

Applicants seeking to enroll in valid nonimmigrant status must meet all admissions requirements stipulated for all students and must additionally submit each of the following items:

- A completed and signed Application for Admission of International Students Form
- Original or official copies of all educational transcripts (secondary school and, if applicable, university-level academic records) and diplomas. These educational transcripts and diplomas must be prepared in English or include a complete and official English translation.
- Official credential evaluation of non-American educational credentials, if applicable; please note that official credential evaluations must be prepared and submitted by a member organization of the National Association of Credential Evaluation Services (NACES); see www.naces.org.
- Fee for official credential evaluation of non-American educational credentials
- Proof of English language proficiency (see English Language Proficiency Policy)
- A completed and signed Sponsor's Statement of Financial Support (this statement is not required if the student is self-sponsored)
- Official Financial Statements Financial statements (typically provided by a bank) must verify sufficient funds to cover the cost of the educational program as well as all living expenses
- Appropriate application fee and tuition deposit (see section 5, "Admission Policies")
- A photocopy of the student's passport to provide proof of birth date and citizenship (Students outside the United States who have not yet acquired a passport will need to submit a copy of their birth certificate);
- For all nonimmigrant applicants residing in the United States at the time of application: a photocopy of the visa page contained within the student's passport as well as a photocopy of the student's I/94 arrival departure record (both sides);
- For all nonimmigrant applicants residing in the United States at the time of application in either F, M, or J nonimmigrant classification: written confirmation of nonimmigrant status at previous school attended before transferring to Argosy University;
- Proof of Health Insurance Students who do not possess health insurance upon applying to Argosy University must be prepared to purchase health insurance through an approved provider upon commencement of studies.

If an applicant seeking to enroll in valid student nonimmigrant status is transferring from a college or university in the United States, the International Student Transfer Clearance Form is also required.

If the applicant is accepted, he/she will be sent additional information regarding the student visa application process.

Argosy University is authorized under federal law to admit nonimmigrant students on a branch campus by branch campus basis. Perspective students should verify with the individual branch campus they seek to attend regarding the current status of that individual location's authorization.

Financial Policies and Assistance

TUITION AND FEES

A “Schedule of Tuition and Fees” is contained in appendix 4 of this catalog. Not all campuses share this tuition and fee schedule. Exceptions to this schedule are noted.

PAYMENT POLICIES AND FINANCING OPTIONS

Regardless of the method used to finance his/her education, all students must select a payment plan, and may be asked to sign a payment agreement at the time of registration. Argosy University offers several payment options, explained below.

Payment in Full

Tuition and fees are paid in full at the time of registration.

Monthly Payment Plan

Students make tuition payments in equal installments, due on the fifteenth of each month, over the course of the semester. According to this plan, the first payment is due the fifteenth of the month prior to the beginning of the semester. Students are expected to be current with their payments in order to register for the following semester. Students who are not current with their account are subject to administrative withdrawal.

Tuition Reimbursement

A deferred tuition payment arrangement may be offered to students when employers are willing to remit payment directly to Argosy University.

Financial Aid

Financial assistance (financial aid) awarded through Argosy University may consist of a combination of federal grants, scholarships, state aid programs, loans, and/or part-time work-study opportunities for those who qualify. Different forms of financial aid are explained later in this section.

Students complete the Free Application for Federal Student Aid (FAFSA) and the Argosy University Institutional Application for Financial Aid to apply for financial assistance. Both documents are discussed in detail later in this section. Students will receive an award letter from Argosy University, describing their Financial Aid Package. Financial aid funds are usually sent directly to Argosy University. Students who are awarded aid in excess of their educational expenses will be stipended the overage shortly after the credit is created. This overage can be used to meet indirect educational expenses.

If the financial aid awarded is not sufficient to cover a student’s educational expenses, the student may pay the difference in full by the payment deadline, or sign up for a monthly payment plan at that campus. Students who have applied for financial aid and have been awarded aid are not required to make a payment by the payment deadline provided their aid

is sufficient to cover their tuition charges, and all required paperwork has been completed and received.

Students who do not have Free Application for Federal Student Aid (FAFSA) confirmation are required to make an initial payment of at least 25 percent by the payment deadline to secure their place in class. Upon receipt of a student's financial aid funds, any credit balance on the account will be stipended to the student within 14 days.

ESTIMATED COST OF ATTENDANCE BUDGET

The cost of attendance budget, also referred to as the cost of education, is an estimate of the total amount of money it will cost a student to attend school per academic year.

Argosy University calculates this amount using rules established by the U.S. Department of Education. The cost of attendance budget includes tuition and fees, books and supplies, loan fees, an allowance for food, housing and transportation, as well as miscellaneous or personal expenses. Extraneous costs not directly related to the completion of a student's course of study, such as car payments and cell phone bills, are not included. In addition to helping a student project his/her total education costs, the cost of attendance budget is also used to determine the maximum amount of financial aid a student is allowed to receive for a particular period of enrollment. The cost of attendance budget varies, depending on the program of study and the length of enrollment. The table below shows a listing of estimated cost of attendance budgets per academic year for full-time Argosy University students who attend summer, fall, and spring semesters.¹

Estimated Cost of Attendance Budget

Program	Per Academic Year
Doctoral	\$ 55,000
Master's	\$50,000

¹ Costs are effective Fall 2009 and are subject to change.

FINANCIAL ASSISTANCE

Argosy University participates with federal, state, and private agencies to make various financial aid programs available to students. However, the primary responsibility for financing a college education rests upon the student and family.

Types of Financial Assistance

Grants

Grants are financial awards that do not have to be repaid. They are usually based on need.

Federal Work-Study Program

Available to graduate and undergraduate students, eligibility for this program is based on financial need. Students are offered jobs (usually on-campus) which pay at least the federal minimum wage. The number of hours to be worked during a semester is determined by the amount awarded by the program. The average work schedule ranges from ten to twenty hours per week.

Scholarships

Scholarships are financial awards which do not have to be repaid. Funds are provided by a variety of government, civic and professional organizations as well as the school itself. Awards are made in recognition of outstanding student achievement. Student achievement can be defined in many ways—by academic talent, community service involvement, or demonstrated leadership abilities. Scholarship opportunities at Argosy University are designed to assist students in pursuing their educational goals by recognizing their prior achievements in these areas.

The Argosy University campus you choose to attend will determine your eligibility for the scholarship. Since funds are limited, applicants are encouraged to apply early. Award amounts generally range from \$1,000 to \$5,000 for the academic year.

Scholarship awards are available in various categories and may be renewable. The campus student finance office can provide more information.

Loans

A loan is financial aid which must be repaid to the lending institution. Eligibility, interest rates, payment deferment periods (if any), and loan amounts vary by the type of loan the student obtains. Loans are available in several forms, as briefly explained below:

Federal (Title IV) Loans

Federal Perkins Loan This is a fixed-interest rate, subsidized loan. It is administered by Argosy University, and eligibility for the loan is based on financial need. Funds in this program are extremely limited.

Federal Subsidized Stafford Loan This is a fixed rate, subsidized loan, administered by lenders. Eligibility for this loan is based on financial need. Argosy University must certify the student's eligibility for the amount borrowed.

Federal Unsubsidized Stafford Loan This is a fixed rate loan, administered by lenders, and is not based on need. Argosy University must certify the student's eligibility for the amount borrowed. Payments may be deferred while the student is enrolled, however, interest accrues on the loan during that time.

Federal Grad PLUS (Graduate Students) This loan is for students in Graduate programs who need additional funds and who meet Federal eligibility requirements. The interest rate is fixed, and interest accrues while the student is in school. There are credit requirements for this loan. It is recommended that students borrow the Federal Grad PLUS Loan from the same lender as their Stafford Loans.

There are borrowing limits on all of the loans described above. Criteria such as dependency status and grade level are used in defining these limits. For further information and details on the grants, scholarships and loans previously described, please see the Argosy University brochure entitled *Financing Your Argosy University Education*, or contact the Office of Student Finance at your Argosy University campus of record.

Other Financial Assistance Resources

In addition to the federal and state programs listed here, Argosy University participates in other programs designed to provide financial assistance to specific groups of students. Some of these programs include:

- Veterans Administration (VA)
- Job Training and Partnership Act (JTPA)
- Division of Rehabilitation Services (DRS)

All students who wish to be considered for financial aid assistance must establish financial aid eligibility on an annual basis. The financial aid year begins with the summer semester and concludes with the spring semester. Determining financial aid eligibility includes completing the application process as outlined below and meeting the academic progress standards outlined in this Academic Catalog. Students must be enrolled at least half-time to be eligible for most types of financial aid.

Applying for Financial Assistance

The Free Application for Federal Student Aid (FAFSA) and the Argosy University Institutional Financial Aid Application are two documents which help to determine the amount of assistance for which a student is eligible. The FAFSA is used to collect personal and financial information which is used to calculate financial need and determine eligibility for financial aid. This analysis takes into account factors such as income, assets, number of family members in the household, and the number of family members enrolled in college.

Eligibility Requirements

General eligibility requirements for federal financial aid are as follows. Students must:

- Be a U.S. citizen, a U.S. national, or an eligible non-citizen
- Have a valid Social Security number
- Possess a high school diploma, or a General Education Development (GED) certificate
- If male, be registered with the Selective Service
- Be enrolled at least half-time per semester and maintain satisfactory academic progress in an eligible degree program
- Demonstrate financial need (except for some loan programs)
- Not owe a refund on a federal student grant and not in default on federal student loan
- Sign a statement on the FAFSA certifying that the student does not owe a refund on a federal student grant and is not in default on a federal student loan
- Not have been convicted of certain drug offenses

Non-matriculated, students-at-large, or transient students are not eligible for financial aid.

Not all programs are financial-aid eligible. For a list of programs eligible for financial aid, contact your Argosy University campus of record.

A table depicting the varying levels of enrollment in the “Academic Policies and Procedures” section of this catalog defines half-time status for each program. Different academic programs have varying definitions of half-time status. Certain financial aid programs may have additional eligibility requirements.

When to Apply

Financial aid applications are available online at fafsa.ed.gov in early January. Students must reapply for financial aid each academic year.

Students should have a complete financial aid file by the following priority application dates to ensure timely receipt of financial aid funds. A complete financial aid file consists of Argosy University’s receipt of the student’s FAFSA data from the Department of Education, an Argosy University Institutional Financial Aid Application, a completed loan entrance interview (if required), and submission of verification of other requested documents (if required).

Semester	Priority Application Date
Fall 2009	July 1, 2009
Spring 2010	November 1, 2009
Summer 2010	March 1, 2010
Fall 2010	July 1, 2010

How to Apply

The following steps are required to initiate and complete the financial aid application process:

1. Obtain a PIN from the U.S. Department of Education. This is necessary for completing FAFSA online. A PIN can be requested at www.pin.ed.gov.
2. Complete the Free Application for Federal Student Aid (FAFSA) or the Renewal FAFSA online at www.fafsa.ed.gov. Students must include Argosy University’s federal school code (021799) on the application.
3. Complete the Argosy University Institutional Financial Aid Application. The Argosy University Institutional Financial Aid Application is available online at the Argosy.edu web site. Return the Institutional Financial Aid Form to the Office of Student Finance at your campus of record.

What Happens Next?

The Department of Education processes the student’s FAFSA, and sends the student a Student Aid Report (SAR). The Department of Education sends Argosy University a copy of the data called an Institutional Student Information Report (ISIR). The Argosy University Office of Student Finance uses the ISIR and Institutional Financial Aid Application to construct the student’s financial aid package.

Argosy University will post the student’s financial aid award letter on the student portal.

If the Federal Subsidized and/or Unsubsidized Stafford Loans are part of the financial aid package, a loan entrance interview will be necessary. The student must also complete the Stafford Loan Master Promissory Note and return it to the lender in order to receive Stafford Loan funds. The entrance interview and master promissory note are both available at <http://www.argosy.edu>.

Applications for the Grad PLUS loans and alternative loans are available upon request.

For general questions about the financial aid programs, students should contact the Office of Student Finance at the Argosy University campus to which they are applying or currently attending. Applicants who are applying to more than one Argosy University campus should submit an Institutional Financial Aid Application for their first choice only.

Applying for Scholarships

In order to apply for a scholarship at Argosy University, students must meet the following requirements¹:

- Students must have applied for admission at an Argosy University campus.
- Students must be degree seeking.
- Students must be enrolled at least half-time, although preference may be given to full-time students.
- Students must have completed a Free Application for Federal Student Aid (FAFSA) (international students are exempt from this requirement).

The Argosy University campus of record will determine a student's eligibility for scholarship.

Scholarship Limitations

- Scholarships are applied to tuition only.
- Scholarship applications can only be submitted to a single Argosy University campus—applications to multiple campuses will be rejected.
- Students who defer their admission to another semester will need to reapply for the scholarship.

¹ Scholarships are not available to EDMC employees, subsidiaries or affiliates.

ARGOSY UNIVERSITY REFUND POLICIES

Institutional Refund Policy

The Institutional Refund Policy applies to students, other than those attending campuses in California, Georgia, Tennessee and Virginia who officially drop all courses in a semester and provide notification to the Student Services Department. Students dropping all courses in a semester are considered withdrawn for refund purposes and are subject to the Return of Title IV Funds Policy found on page 29 of this catalog.

If Student Withdraws from the Institution	Refund Percentage
On or before the first day of classes	100%
After the first day of class but before the end of first 10% of the semester or instructional time	90%
Between the end of the first 10% and 25% of the semester or instructional time	50%
Between the end of the first 25% and 50% of the semester or instructional time	25%
After the first 50% of the semester or instructional time	0%

Fees will be refunded according to the refund percentage shown in the table above. Tuition deposits are non-refundable for students that fail to matriculate in that program of study. Refunds are made within 30 days of the withdrawal date.

Georgia State Refund Policy

The Georgia State Refund Policy applies to students who officially drop all courses in a semester from Argosy University, Atlanta and provide notification to the Student Services Department. Students dropping all courses in a semester are considered withdrawn for refund purposes and are subject to the Return of Title IV Funds Policy found on page 29 of this catalog.

If Student Withdraws from the Institution	Refund Percentage
On or before the first day of classes	100%
After the first day of class but before the end of first 5% of the semester or instructional time	95%
Between the end of the first 5% and 10% of the semester or instructional time	90%
Between the end of the first 10% and 25% of the semester or instructional time	75%
Between the end of the first 25% and 50% of the semester or instructional time	50%
After the first 50% of the semester or instructional time	0%

Fees will be refunded according to the refund percentage shown in the table above. Refunds are made within 30 days of the withdrawal date.

California State Pro Rata Refund Policy

The California State Pro Rata Refund Policy applies to students at California campuses who have not completed more than 60 percent of the course of instruction and is calculated as follows:

1. An administration (registration) fee of \$100 is deducted from the total cost of tuition and fees for the semester.
2. This figure is divided by the number of hours in the program.
3. The quotient is the hourly charge for the program.
4. The amount owed by the student for the purpose of calculating a refund is derived by multiplying the total hours attended by the hourly charge for instructions, plus the amount of the registration fee specified in line one.

5. The refund is the amount in excess of the figure derived in line four that was paid by the student.

For example, if a student completes only four class sessions of a 10-session course, and paid \$1100 tuition, the student would receive a refund of \$600, using the calculations in the illustration below:

Calculations Used by the California State Pro Rata Refund Policy

\$1100 total paid (-) \$100 administration (registration) fee = \$1000 base for refund

\$1000 tuition (\div) 10 sessions = \$100 per class session

\$100 per session (x) 4 classes attended = \$400 tuition owed

\$1100 total paid (-) \$500 tuition used plus fee = \$600 Refund

Students who withdraw on or before the first day of class shall receive a full refund of the amount paid for institutional charges, less the application fee. Any notification of withdrawal or cancellation and any request for a refund must be made in writing.

The administrative fee is not retained if a student withdraws on or before the first day of the semester.

Florida Cancellation Policy

Florida students who cancel any obligation within three working days of the original commitment will be provided a full refund.

Virginia State Policy

The Virginia state policy applies to students who attend the Argosy University, Washington DC campus located in Arlington, VA. Argosy University will earn tuition and fees based on when the student last attended as follows:

- First 25% of the semester – 50% earned
- 25%-50% of the semester – 75% earned
- After 50% of the semester – 100% earned

Tennessee State Policy

The Tennessee state policy to students who attend Argosy University, Nashville which is located in Nashville, TN. Argosy University will earn tuition and fees based on when the student last attended as follows:

- First 10% of the semester, 25% earned
- 10% - 25 % of the semester, 75% earned

The University may use the Institutional policy where it is more beneficial to the student.

COURSE ADD/DROP REFUND POLICY

Students dropping a class must provide official notification to the Student Services Department by completing an Add/Drop Form. Students officially dropping all classes in a

semester are considered withdrawn for refund purposes and are subject to the institutional refund policy as published in this *Academic Catalog*.

Note: For weekend courses, the official start date may precede the on-campus component.

Tuition credits will be applied to the student's account according to the refund schedule below:

15-Week Courses

If Student Officially Drops a Course	Refund Percentage
By noon of the second Friday after the session start date	100%
After noon of the second Friday of the session start date	0%

7.5-Week Courses

If Student Officially Drops a Course	Refund Percentage
Within the first seven days of the session start date	100%
After the seventh day of the session start date	0%

Course Drop Refund Deadlines

In order to receive a refund of 100 percent, students must officially drop a course through Student Services by the following dates. Please note that the deadline for 15-week courses is noon of the date listed.

Fall 2009 Deadlines

Course Type	Deadline for Course Drop
Session I 7.5 -week courses	September 15, 2009
Session I 15 -week courses	September 18, 2009
Session II 7.5-week courses	November 5, 2009

Spring 2010 Deadlines

Course Type	Deadline for Course Drop
Session I 7.5 -week courses	January 19, 2010
Session I 15 -week courses	January 22, 2010
Session II 7.5-week courses	March 11, 2010

Summer 2010 Deadlines

Course Type	Deadline for Course Drop
Session I 7.5 -week courses	May 17, 2010
Session I 15 -week courses	May 21, 2010
Session II 7.5-week courses	July 8, 2010

Sarasota Intersession Course Drop Refund Policy

Intersession courses begin after the official start of the semester and the refund policies are outlined below.

If Student Officially Drops a Course	Refund Percentage
Within the first 10 calendar days of the course start date	100%
After the 10th calendar day of the course start date	0%

Grades

Students officially dropping a course before the end of the add/drop period will have the course removed from their transcript. A record of the course attempted remains on the student's ledger and in the student's academic record. Students who officially drop after the end of the add/drop period and before 67 percent of instructional time will receive a grade of "Withdrawn" ("W") on their transcripts. Students who complete more than 67 percent of instructional time may not withdraw from a course. Deadlines for dropping with a "W" grade are below:

Fall 2009 Deadlines

Course Type	Grade of "W" Deadline
Session I 7.5 -week courses	October 12, 2009
Session I 15 -week courses	November 15, 2009
Session II 7.5-week courses	December 1, 2009

Intersession Courses (Argosy University, Sarasota)

Date of First On-Campus Meeting	Grade of "W" Deadline
September 11, 2009	September 21, 2009
October 2, 2009	October 13, 2009
October 5, 2009	October 15, 2009
October 9, 2009	October 19, 2009
October 12, 2009	October 22, 2009

Spring 2010 Deadlines

Course Type	Grade of "W" Deadline
Session I 7.5 -week courses	February 13, 2010
Session I 15 -week courses	March 20, 2010
Session II 7.5-week courses	April 6, 2010

Intercession Courses (Argosy University, Sarasota)

Date of First On-Campus Meeting	Grade of "W" Deadline
January 20, 2010	February 22, 2010
January 27, 2010	February 28, 2010
February 14, 2010	March 28, 2010
February 17, 2010	March 31, 2010
February 20, 2010	April 3, 2010
February 24, 2010	April 7, 2010

Summer 2010 Deadlines

Course Type	Grade of "W" Deadline
Session I 7.5 -week courses	June 12, 2010
Session I 15 -week courses	July 19, 2010
Session II 7.5-week courses	August 3, 2010

Intercession Courses (Argosy University, Sarasota)

Date of First On-Campus Meeting	Grade of "W" Deadline
May 10, 2010	June 20, 2010
May 16, 2010	June 28, 2010
May 19, 2010	June 28, 2010
May 26, 2010	July 5, 2010
June 2, 2010	July 12, 2010
June 6, 2010	July 19, 2010
June 9, 2010	July 19, 2010
June 16, 2010	July 26, 2010
June 19, 2010	July 31, 2010
June 23, 2010	August 1, 2010

FINANCIAL AID REFUND REDISTRIBUTION POLICY

All students receiving financial aid who withdraw completely from the program may have to return any refund amount to the appropriate Student Financial Aid Program in accordance with the refund distribution schedule which follows:

1. Federal Unsubsidized Stafford Loan
2. Federal Subsidized Stafford Loan
3. Federal Perkins Loan
4. Federal PLUS
5. Other federal, state, private, or institutional aid programs, if required by the program
6. Students

Argosy University will return unearned aid within 30 days of the date if:

- The student officially withdraws
- The student is dismissed, or
- The institution determines the student's withdrawal date, in the case of an unofficial withdrawal.

Return of Title IV Funds Policy

Argosy University is required to use the Department of Education's Return of Title IV Funds formula for all students who received Federal Title IV Aid. A calculation will be completed for all students who withdraw from the institution up through 60 percent of the enrollment period to determine the percentage of aid earned by a Title IV recipient based on the percentage of the period that the student completed. The amount of earned aid will be determined by applying the earned percentage to the total Title IV aid that was, or could have been, disbursed to the student. The institution then follows procedures to determine if disbursed aid exceeds earned aid, or if earned aid exceeds disbursed aid. Upon completion of the calculation, the institution will (where applicable):

- Return its share of unearned Title IV funds
- Notify the student of any Title IV grant overpayment due from the student, or
- Offer any post withdrawal disbursement not credited to the student's account

Returns will be made to the federal funds in the following order:

1. Federal Unsubsidized Stafford Loan
2. Federal Subsidized Stafford Loan
3. Federal Perkins Loan
4. Federal PLUS

Students may request a copy of the Return of Title IV Funds policy from the Office of Student Finance. Any changes to the policy will be distributed to students, posted on bulletin boards, and included in registration materials. Upon request, the Office of Student Finance will supply students with samples of Return of Title IV Funds calculations.

FINANCIAL AID REFUND POLICY

All student financial aid credits will be stipended to students not more than 14 days after:

- The date on which the funds causing the overage are applied to the account
- The first day of classes for the enrollment period for which the funds are intended, or
- The date the student requests the funds or rescinds permission for the campus to retain the funds¹

¹ If the student gives written permission, Argosy University may hold funds on their account. Students may rescind this permission at any time. Students receiving federal financial aid who withdraw or drop below half-time will have any credit balance on their accounts returned to their lenders or to the appropriate financial aid program.

NON-FEDERAL REFUND POLICY (MINNESOTA)

Refunds for state aid programs and non-state aid programs are calculated on a proportional basis using the state mandated or institutional refund policy. To calculate the minimum refund due to the Minnesota State Grant Program, the SELF Loan Program, and other Aid Programs (with the exception of the State Work Study Program), the MOHE Refund Calculation Worksheet, Appendix 14, of the Minnesota State Grant manual is used.

LOAN DEFERMENT

Loan deferments are accepted by the Student Services Department and processed by the National Student Loan Clearinghouse.

STUDENT TUITION RECOVERY FUND — CALIFORNIA

California law requires that upon enrollment, a fee as to be assessed by the institution in relation to the cost of tuition (New California Education Code 894945). This fee supports the Student Tuition Recovery Fund (STRF), a special fund established by the California legislature to reimburse students who might otherwise experience a financial loss as a result of the following:

- Closure of the institution
- The institution's breach of or anticipatory breach of the agreement for the program of instruction; or
- A decline in the quality or value of the program or instruction within the 30-day period before the institution's closure.

The STRF fund protects only California students and the institution's participation is mandatory.

It is important to note the following:

- The student is a recipient of third-party payer tuition and course cost, the student is not eligible for protection under the STRF.
- The student is responsible for paying the state assessment amount for the Student Tuition Recovery Fund.

A third-party payer is any employer, government program, or other entity which pays a student's total charges directly to the institution when no separate agreement for the repayment of the payment exists between the third-party payer and the student.

The school collects \$2.50 per \$1,000 of tuition paid from students enrolled after January 1, 2003. This fee schedule is set by the California Bureau for Private Post-secondary and Vocational Education (BPPVE).

As a particular in the Student Tuition Recovery Fund, Argosy University is also obligated by California law to collect the name of the source of each loan. Therefore, if you have one or more governmentally guaranteed or insured loans for tuition purposes outstanding, you will be asked to provide this information upon application.

Academic Policies and Procedures

ENROLLMENT POLICIES

Continuous Enrollment Requirements

Matriculated students must be continuously enrolled in the program from the time of matriculation through graduation. Enrollment in any part of an academic semester satisfies this requirement (e.g., enrollment in a single 7.5-week session). Students who must take time off due to medical or other significant reasons may apply for a temporary leave from Argosy University. Students seeking temporary withdrawal status must provide an expected date of return and receive approval from the registrar and program chair. Students approved for temporary withdrawal may re-enter their program at any time prior to the anticipated return date without approval. Failure to re-enter Argosy University by the expected date of return will result in withdrawal from Argosy University. Students are permitted to take up to three semesters of temporary withdrawal. The three semesters may be taken either consecutively or intermittently. Students who fail to remain continuously enrolled and fail to provide an expected date of return will be considered withdrawn from Argosy University, and will require approval of the registrar and the program chair in order to re-enter their program. Students using federal financial aid are encouraged to consult their financial aid advisor prior to seeking a temporary withdrawal from Argosy University.

In accordance with U.S. federal regulations, international students in valid nonimmigrant status must maintain full-time enrollment as stipulated in this catalog (see below). It is the student's responsibility to stay abreast of all requirements for maintaining appropriate student status. Nonimmigrant students are urged to periodically review all federal requirements for maintaining proper status, including those for full-time study, with the campus International Student Advisor.

Students who do not register for the current semester will be considered withdrawn from the program.

Level of Enrollment	Criteria
Full-Time	6 or more credit hours per semester, and/or registered for Dissertation
Half-Time	3– 5 credit hours per semester, or registered for Dissertation
Less Than Half-Time	Fewer than 3 credit hours per semester

REGISTRATION

Students intending to enroll for a given semester must do so during the registration period and complete plans for payment of tuition and fees according to the tuition payment policy.

Registration Priority

Because some courses are limited in size, registration priorities have been set up to determine the order of processing in registration. Care will be taken to ensure that the priority system is fair to all students and allows registration to proceed efficiently in order of priority.

Add/Drop Registration

Registered students may add a class during the registration period by submitting a signed and dated Add/Drop Request Form to the Student Services Department or by doing so online. Students will not be able to add a given class to their schedules if the course is closed.

Argosy University strongly urges all students to complete their entire course schedule during the official registration period. However, if students elect to add a course after the official registration period, they may do so by completing the Add/Drop Request Form. Adds after the official start date of a course must have campus dean or program chair approval. No adds will be allowed after the end of the add/drop period.

Students will not be permitted to add a course after the end of the add/drop period. For intersessions, students are not allowed to enter the course after its official start date. Unless otherwise authorized, students are not allowed to enter an online course after the second day of a 7.5-week course and after the fifth day of a 15-week course.

Students who want to drop a class may do so by submitting a signed and dated Add/Drop Request Form to the Student Services Department or by doing so online. A fee may be charged to students submitting a request to drop a course(s) after the official start date of the course(s) or during the add/drop period.

Late Registration

Late registration will be allowed, provided the courses have not been closed to additional enrollment. A late fee is assessed to any student who registers after the registration deadline.

COURSE AVAILABILITY/CANCELLATION

While Argosy University makes every effort to provide sufficient course sections for students, Argosy University reserves the right to cancel any course. Students enrolled in canceled courses will be granted a full refund and will be allowed to add a course. Enrollment in a particular course section or with a specific instructor is not guaranteed. Course instructors may change at the discretion of Argosy University.

COURSE TYPES AND DELIVERY METHODS

Face to Face Instruction

Face-to-Face instruction in Argosy University courses is offered in both traditional and non-traditional formats. Traditional face-to-face instruction occurs in a physical classroom facility. Non-traditional face-to-face instruction is delivered at a distance using technology to fuse the benefits of online and real-time learning.

In-Residence

In-residence courses are those courses in which 50% or more of the instruction is provided in a traditional face-to-face format.

Blended/In-Residence

Blended/in-residence courses are provided in part face-to-face and in part online. This mode of delivery is considered blended/in-residence learning because 50% or more of the instruction occurs in a traditional face-to-face format.

Blended/Online

Blended/online courses are provided in part residentially and in part online. This mode of delivery is considered blended/online learning because less than 50% of the instruction occurs in a traditional face-to-face format.

Directed Independent Study

These courses are completed on a one-to-one basis with a faculty mentor. A directed independent study course provides an opportunity for students to carry out a creative research project in an area of their choice where no course currently exists. The course may arise from an in-depth study of some aspect of a recently completed course; an analysis of new ideas, theories or concepts in education; or evaluation of new strategies used in education. Depending how instruction is provided, Directed Independent Studies may or may not fulfill residency requirements.

Tutorial

These courses are completed on a one-to-one basis with a faculty mentor. Tutorial courses follow an existing and approved course syllabus, which is provided to students prior to the course start date. Students are required to maintain weekly contact with the instructor. The course syllabus contains specific instructions regarding weekly contact format and requirements. Depending how instruction is provided, Tutorial courses may or may not fulfill residency requirements.

Online Courses

Online courses are those in which 100% instruction is delivered via the internet. Students enrolled in bachelor's and master's level programs may take 100 percent of their coursework in a fully online format. Students who wish to take 100 percent of their coursework in a fully online format do so through Argosy University Online programs. Students enrolled in 60-hour doctoral level programs must take 6 hours of in-residence courses. Students in doctoral level programs through Argosy University Online fulfill this requirement through two doctoral residencies. Residency I is taken concurrently with W7000 and must be taken as the second or third course in the student's program of study. Residency II is taken during the student's last course.

Off Campus

Some programs provide courses at an off-campus location in a community setting. At most off-campus locations, courses taken cannot exceed 49% of a total program. Students taking courses off-campus should speak to their advisors regarding how many off-campus courses they are permitted to take.

Lecture

Instruction in lecture courses is traditional and fully face-to-face. Lecture courses meet the definition of an in-residence course, though course length and number of meetings per week may vary by campus and program.

Lab

Instruction in Argosy University laboratory courses is conducted in a traditional and fully face-to-face format, and therefore meets the criteria of an in-residence course.

Field Experience, Practicum, Internship, and Clinical Training

Field Experience, Practicum, Internship, and Clinical Training courses provide students with supervised out-of-class professional experiences and take place within a health care delivery system, or other professional work environments. These are generally held in a traditional face-to-face format at a facility with which Argosy University has a relationship, and therefore are considered in-residence courses.

WAIVER/COURSE SUBSTITUTION

In specified programs within Argosy University, course waivers are granted. The general waiver policies applying to all waived courses are as follows:

- Waivers are defined as a substitution of a required course with a comparable transcribed course, subject to the requirements of the program in which the student is enrolled.
- The term “waiver” is used to indicate the process of accepting courses from other institutions which satisfy specific course requirements but do not reduce total credit requirements of a program.
- Waiver requests may be submitted at any time during the admission process, until the end of the first year of matriculation.
- Waivers are not reviewed or officially granted until a student is officially accepted.
- Waived courses will appear on the transcript as “Waived Courses” under the Argosy University course name and number.

COURSE/CREDIT TRANSFER

Courses Taken at Other Argosy University Campuses

Every Argosy University student is assigned a campus of record. The campus of record is the Argosy University campus to which the student applied and was accepted. With prior approval of their campus dean or program chair, matriculated students may apply courses taken at another Argosy University campus to their degree program. The following guide-lines apply:

- The course must be applicable to the student’s degree program.
- The program in which the student is enrolled determines the maximum number of credit hours that may be taken at a campus other than the student’s campus of record. Contact the campus dean or program chair for further information.

Note: VA benefit recipients may jeopardize their eligibility for benefits by taking courses at another institution. Please contact the Student Services Department for further information.

Courses Taken via Distance Delivery

There are restrictions on the amount of distance delivery course credit hours allowed. Residency requirements vary by campus and program. Please consult the campus dean or program chair for details pertaining to your program of study.

Courses Taken at Other Institutions

Once students have matriculated into a program, coursework taken at other institutions will not be applied to their degree program. Please contact the campus dean or program chair for further information.

Transfer of Argosy University Credits to Other Institutions

Since Argosy University is a regionally accredited institution, other institutions may elect to accept Argosy University credits. However, students should be aware that the transfer of credit is controlled by the receiving institution, and therefore cannot be guaranteed by Argosy University.

Students considering transferring to an unaffiliated school have the responsibility to determine whether that school will accept Argosy University credits. Argosy University encourages students to make this determination as early as possible. Argosy University does not imply, promise, or guarantee transferability of its credits to any other institution.

Graduate Transfer Credit Criteria

College credits completed are acceptable for transfer under the following conditions:

- Transfer of credits requests are not granted until students have been accepted into a program of study.
- The course must have been a graduate-level course, taken for equivalent graduate-level credit at a regionally accredited college or university or nationally accredited college that is part of a program approved and documented by the faculty and dean of the appropriate college of Argosy University. In the case of institutions outside the United States, the appropriate state or its equivalent or national accreditation is required. Unless otherwise approved by the College Dean, “Equivalent graduate-level credit” refers to both content and degree level of the course.
- Students must have earned a grade of “B” or better for any course submitted.

Transfer credit maximums are listed here by program:

College	Program	Transfer Credit Maximum*
Business	Master of Business Administration	9
	Master of Science in Management	9
	Doctor of Business Administration	12
	Doctor of Education	12
Health Sciences	Master of Science	9

* Masters programs offered at campuses in the state of California are restricted to a transfer credit maximum of 6 credit hours.

- In California, the Bureau for Private Post-secondary and Vocational Education (BPPVE) restricts the maximum number of transfer credits to 30 credit hours for doctoral programs and 6 credit hours for master's programs.
- Programs may determine that certain courses are not eligible for transfer of credit.
- Argosy University does not accept for graduate credit any credits earned as military credit, credit by examination, credit by correspondence, credit for life experience, or graduate credit from non-accredited schools unless offered in an approved program or under an arrangement approved by the faculty and dean of the appropriate college of Argosy University or otherwise provided for in this catalog.
- Official transcripts are required for transfer credit to be considered.
- Students may be required to provide a copy of the catalog description and/or the course syllabus from the institution where the credit was awarded to validate that the course satisfies the transfer credit criteria.
- Argosy University will accept a maximum of 6 credit hours of graduate-level continuing education toward elective credit in a master's degree program if offered through The Connecting Link, an approved partner of Argosy University, and approved as transfer credit by the faculty of the degree program (see section 11, "Graduate Course Listing" for available courses).
- Final decisions on accepting graduate-level continuing education coursework as transfer credit are made by the program and campus in which the student is enrolled; therefore, students are not guaranteed that coursework will be accepted for transfer until they have applied for and received approval from the campus dean or program chair of their program.

TRANSCRIPTS AND STUDENT RECORDS

The Student Services Department maintains academic records for each student. The department issues transcripts only upon receipt of a signed written request. The department will release official transcripts only when students have met all their financial obligations to Argosy University. Grade reports are mailed to students and/or made available via Student Link on the Internet. Students that meet the degree requirements of the program in which they are enrolled will receive an official diploma.

TRANSFER TO ANOTHER ARGOSY UNIVERSITY CAMPUS

A student who wants to attend a different Argosy University campus may apply for an internal transfer if he or she is currently enrolled and in good standing at the time the transfer is requested. Graduate-level students must have at least one year of full-time study remaining, not including dissertation or an approved program of study plan to complete their degree requirements at the time the transfer becomes effective. See the table entitled "Levels of Enrollment" at the beginning of this section for the definition of full-time study for the various programs.

The student must submit a completed transfer application to the campus the student is currently attending. Students who are transferring, and are applying for a new degree/program, may be required to submit additional materials required for admission to the new degree/program. The campus the student is attending will be responsible for forwarding the application and a photocopy of the student's academic file to the admission department of the transfer campus upon the student's request. The Admissions Department will notify the transferring student if additional documents are required.

Internal transfers may not be guaranteed. The Admissions Committee will review criteria including space availability, performance in the current program, and other relevant factors to determine if the transfer is approved or denied.

Students must fulfill all financial obligations at their current campus before a transfer is complete. Students internally transferring within Argosy University will receive credit for courses taken at the previous campus based on the following:

- Courses are accepted for transfer if the course is a requirement, including electives, of the degree program at the new campus.
- The new campus will evaluate other courses to determine their eligibility toward degree requirements.

The campus may require that transferring students fulfill specific degree requirements of their program, such as successfully passing a Comprehensive Examination. Courses taken at another Argosy University campus will be applied to the student's overall GPA.

Note: VA benefit recipients may jeopardize their eligibility for benefits by transferring.

STUDENT-AT-LARGE STATUS

Students who wish to take courses without completing the admission application requirements may enroll as students at-large (non-degree students). Applicants for student-at-large status must provide transcripts for the highest degree attained and any subsequent course-work. An immunization form may also be required. Students-at-large who wish to take classes at more than one campus, must apply to each campus. Students-at-large are ineligible for intercampus registration or transfer.

Students-at-large pay the standard tuition rate and are ineligible for financial aid.

Credit is granted, grades are recorded, and students are required to satisfy all academic requirements, including prerequisites, for courses taken. Students may be permitted to apply a specified number of credit hours to a degree program upon acceptance to the program. Students who wish to apply credit hours to an a master's-level degree may apply up to 9 credit hours. Students who wish to apply credit hours to a doctoral-level degree program may apply up to 12 credit hours, unless otherwise approved by the vice president of Academic Affairs or campus dean.

Students-at-large planning to formally apply for admission to a program should have their intended course selection approved by the appropriate campus dean or program chair to ensure their relevance and later applicability to the program.

Individuals who have previously matriculated at the campus but are not in attendance currently, or who previously have been denied regular admission, must petition the campus dean or program chair in order to register as a student-at-large.

Graduates of Argosy University may register for continued coursework as students-at-large. No application is necessary. The number of non-matriculated students in any class will be limited. Argosy University reserves the right to limit courses for which a non-matriculated student may register, as well as to assess the suitability of a non-matriculated student for any course.

Admission to Degree-Seeking Status

Registering as a non-matriculated student in no way guarantees or implies admission to any degree programs.

ATTENDANCE

Students are expected to be punctual to all classes and practicum. Absences should occur only for such urgent reasons as ill health or critical emergency. Whenever possible, students should notify the faculty of these absences in advance. Excessive late arrivals or absences, regardless of the reason, may jeopardize a student's academic standing.

Online and blended courses offered at Argosy University require, at a minimum, weekly participation (not just weekly log-in) by the student unless granted a documented exception by the instructor. Online courses start on the first day of the semester or session. A student who does not participate in the course within the first five days (including weekend days) of a 7.5-week session, or within the first 10 days (including weekend days) of a 15-week semester, and has not submitted an official Add/Drop Form, will be dropped from the course automatically and receive a refund based on the applicable Argosy University refund policy.

FACULTY ADVISEMENT

Upon admission to a program, each new student is assigned an advisor who will guide the student in the selection of course and general academic matters. Student advising is an important part of the Argosy University program. In the event that a student and his or her advisor are unable to develop a harmonious working relationship, a student may request a new advisor, upon written request in a letter directed to the campus dean or program chair or a designee. If the campus dean or program chair or a designee is the advisor for whom the student seeks a replacement, the written request should be directed to the campus vice president of Academic Affairs or designee. Advisor assignment varies by campus. See the program chair for your program of study at your campus of interest for details.

WITHDRAWAL POLICY

Argosy University considers a student as withdrawn when he or she fails to register for the current semester. A student wishing to withdraw from Argosy University should submit a letter to the Student Services Department requesting withdrawal. Any student in good standing who wishes to discontinue study will be withdrawn. The student must resolve any financial obligations to Argosy University before receiving an official transcript from the Student Services Department.

Withdrawal Date

For official withdrawals, a student's withdrawal date is:

- The date the student began the withdrawal process, or
- The date the student officially notified the institution, in writing or orally, of his or her intent to withdraw.
- Any earlier or later date which the institution documents as the last date of academically related activity by the student.

For unofficial withdrawals, a student's withdrawal date is:

- The midpoint of the payment period or period of enrollment
- or
- Any earlier or later date which the institution documents as the last date of academically related activity by the student

If a student begins the withdrawal process and otherwise officially notifies the institution of his or her intent to withdraw, the withdrawal date is the earlier of the two unless the institution documents a later last date of attendance. An academically-related activity includes, but is not limited to, an exam, a tutorial, computer-assisted instruction, academic counseling, academic advisement, turning in a class assignment, or attending a study group that is assigned by the institution.

CREDIT SYSTEM

Academic credit at Argosy University is granted using the semester credit hour system. To earn one semester credit hour, a student must complete 15 hours of lecture, 30 hours of lab, or the equivalent in directed study. The hours required for credit in clinical training/internship vary. Please consult your program chair for specific information.

GRADE POINT SYSTEM

Student performance is based on and recorded in a letter grading system with corresponding point equivalents:

Grade	Grade Point Equivalent	Grade	Grade Point Equivalent
A	4.0 grade points	C+	2.3 grade points
A-	3.7 grade points	C	2.0 grade points
B+	3.3 grade points	C-	1.7 grade points
B	3.0 grade points	F	0.0 grade points
B-	2.7 grade points		

Additional Grades

Audit ("AU")

An audit is not used in computing the grade point average. Admission into a course for audit is at the program chair's discretion. Students are not allowed to audit experiential courses.

Credit ("CR")

This represents a passing grade for certain designated courses or earned transfer credit. This grade is not included in computing a grade point average.

Incomplete ("I") and Incomplete in Progress ("IP")

A grade of "I" is given at the faculty member's discretion to a student who has not completed all course requirements, but has attended at least 67 percent of the course. Any course for which a student receives an "I" must be made up within ten days after the end of the session. A student who, because of medical or other serious factors, cannot reasonably make up an "I" within the ten day timeframe may receive an "IP" (Incomplete in Progress) with approval of the program chair and faculty member. Requirements for an "IP" grade must be fulfilled by the end of the next semester. A grade of "I" or "IP" that is not made up by the required date will automatically be changed to an "F." Students must meet with the faculty member to develop a contract that stipulates the requirements for completing the course. The contract will include the length of time for completion and the consequences for failure to complete the requirements. A grade of "I" or "IP" is changed to the permanent grade once it is submitted by the faculty member.

No Credit ("NC")

This represents a failing grade for certain designated courses. This grade is not included in computing a grade point average.

Not Received ("N")

This indicates that a grade has not been turned in by the faculty member to the Student Services Department.

Progressing ("PR")

Progress is being made toward completion of a clinical research project, dissertation, thesis or similar project. Grade becomes credit when all requirements are complete.

Withdrawn (“W”)

Students withdrawing from a course by the end of the add/drop period will have the course removed from their transcript. A record of the course attempted remains on the student’s ledger and in the student’s academic record. Students who officially drop after the end of the add/drop period and before 67 percent of the academic session has elapsed will receive a “W” on their transcripts. Students who have completed more than 67 percent of the academic session may not withdraw from a course.

AUDIT POLICY

To audit a course, students must obtain the permission of the campus dean or program chair, submit a request at the time of registration, and pay the regular tuition.

REPEATING A COURSE

When a student retakes a course, the former grade remains on the student’s transcript and is used in assessing the student’s academic progress. This includes evaluation for Satisfactory Academic Progress, Academic Probation, and Academic Dismissal. However, after students retake a course, only the latter grade is used in the calculation of the GPA.

GRADE APPEAL PROCEDURES

Students who have a concern about a course grade are initially encouraged to consult with the faculty member who issued the grade to resolve the matter. Students wanting to pursue the matter further may appeal the grade in the following manner.

The student must file a written grade appeal to the program chair or associate dean. Students may appeal a grade or an evaluative comment only during the semester following issuance of the grade or evaluative comment. The written appeal must include the grounds upon which the student believes the grade is not correct. Those grounds include the following: the application of nonacademic criteria in the grading process, the assignment of a grade to the student for reasons other than the student’s academic performance in the course, or miscalculation of the grade according to grading criteria contained in the course syllabus or other posted or distributed course information. The student should include any relevant written evidence, which may include the syllabus, exams, papers, and anything else that supports the student’s claim. The program chair or associate dean shall review the appeal and issue a written response.

If, after receiving a written response to the grade appeal from the program chair, the student wishes to pursue the issue, he/she must, within 14 days, request in writing further investigation from the campus vice president of Academic Affairs. The campus vice president of Academic Affairs will review the findings and issue a written response. The final authority rests with the chief academic officer of the campus and is not subject to the grievance procedure policies in Section 2, Institutional Policies, “Student Grievance Procedure for Internal Complaints and Harassment.” After following the policies and procedures above, students who believe further recourse is needed should consult the appeals policies and procedures outline in Section 4, Student Rights and Responsibilities.

If the faculty member involved is the program chair or associate dean, the written grade appeal is submitted to the campus chief academic officer. If the faculty member involved is the campus chief academic officer, the written grade appeal is submitted to the campus president.

The result of the review will be summarized in writing by the campus official responsible for the final decision and placed in the student's academic file. A copy of the report will be given to the student. If the student believes the evaluative comment to be inaccurate, misleading, or in violation of the privacy or the rights of the student, the student may insert a written statement in the record.

Grade Changes

If a grade appeal results in a recommended change of grade, the course instructor will forward a completed Grade Change Form to the Student Services Department. Grade changes may only occur during the semester following issuance of the grade or evaluative comment and with the appropriate approvals. Exceptions may be granted under extenuating circumstances by the campus chief academic officer.

STANDARDS FOR ACADEMIC PROGRESS

To maintain academic progress, each student must meet the required standards of the following three criteria:

- Maintain a minimum acceptable cumulative grade point average (CGPA);
- Achieve the minimum incremental completion rate (ICR); and
- Complete the program within a maximum allowable time frame

Cumulative Grade Point Average

To continue enrollment in an academic program, students must maintain a cumulative grade point average (CGPA) of 3.00 or above. CGPA is reviewed at the end of each semester. Students who fall below the aforementioned CGPA cutoffs are deemed to be on Academic Probation. Students who fail to raise their CGPA above the cutoffs within 2 semesters (See "Probation" policies in Section Seven, Academic Policies and Procedures in this catalog) are deemed as not making Satisfactory Academic Progress and are academically dismissed.

Incremental Completion Rate

To continue enrollment in an academic program, students must successfully complete at least 67 percent of the cumulative course credit hours attempted at Argosy University. The incremental completion rate (ICR) is reviewed at the end of each semester.

Maximum Allowable Time Frame

Students must successfully complete all program requirements within 150 percent of the program length based in credit hours. The maximum allowable time frame is calculated as a period of time during which a student attempts 1.5 times the number of credit hours required to complete the program.

Examples

- Students enrolled in a 36 credit hour program can attempt 54 credit hours.
- Students enrolled in a 60 credit hour program can attempt 90 credit hours.

All grades are included in the maximum allowable credit hours and incremental completion rate calculations. Transfer credits that reduce total program credit hour requirements will reduce the maximum allowable time frame. Students may also be required to meet calendar maximum time frame requirements in certain programs (e.g. five years in the master's programs or seven years in the doctoral programs) and should review the graduation requirements listed in the program description.

Factors Affecting Academic Progress

In addition to dropping coursework, students should be aware that the following can affect academic progress:

Repeating Courses

Students who receive a failing grade in a required course within their program must repeat and pass that course. Failing grades will be included on the transcript. However, only the grade in the repeated course will be included in the cumulative grade point average. The credit hours for both the failed course and the passed course will be counted in the credit hours attempted.

Incomplete Grades

An "Incomplete" ("I") grade may be issued to students who do not complete course requirements by the end of the session. Students must complete the requirements of the contract established with the respective faculty member or receive an "F" for the course. The incomplete course will count in credit hours attempted. Only the final grade will be included in the cumulative grade point average.

All other courses taken for credit at Argosy University will be counted in the credit hours attempted and in the calculation of the cumulative grade point average (CGPA).

PROBATION

Academic Probation

The conditions under which students are placed on academic probation are not limited to failure to meet the standards for academic progress requirements. Students should review the "Student Rights and Responsibilities" section of this catalog.

All students, regardless of the program in which they are enrolled, will be placed on academic probation if:

- The cumulative grade point average (CGPA) is below 2.00 at the undergraduate level, or 3.00 at the graduate level at the end of a semester.
- The student has failed to earn 67 percent of credit hours attempted on a cumulative basis at the end of a semester.

Unless granted an exception due to extenuating circumstances, a student on academic probation status is deemed to be making satisfactory academic progress and remains eligible for financial aid for up to two semesters.

Removal from Academic Probation

Criteria for Removal from Academic Probation

Students will be removed from academic probation when they have met the standards for academic progress.

Schedule for Removal from Academic Probation

After being placed on academic probation, students in term-based programs will have a maximum of two semesters to meet the standards for academic progress.

General Probation

The administration and faculty may request that the Student Professional Development Committee (SPDC) or Student Conduct Committee (SCC) review any student whose professional performance indicates deficiencies in performing the work required of students within their respective programs. The SPDC may refer students to the SCC with a recommendation of general probation and require remediation steps deemed appropriate. The student must agree to all reasonable conditions in order to remain enrolled.

Criteria for Removal from General Probation

The body that placed the student on general probation (the SPDC or SCC) will determine the conditions under which students placed on general probation shall be removed. The conditions must be clearly stated in writing and sent to the student.

Schedule for Removal from General Probation

The body that placed the student on general probation (the SPDC or SCC) will determine the schedule under which the student placed on general probation shall be removed, as well as make the determination as to the satisfaction of the terms of the probation.

DISMISSAL

Academic Dismissal

After the second and final semester of probation, students in term-based programs who have not met the standards for academic progress will be dismissed. If the student is readmitted after successfully appealing his/her dismissal, the student will re-enter on probation and be required to meet the standards for academic progress within two semesters or be dismissed. Students successfully appealing his/her dismissal will re-enter on probation and be required to meet the standards for academic progress within 12 attempted credit hours or be dismissed. Please note that students may be dismissed for academic reasons without previous academic action, including failure to complete all program requirements within the maximum allowable time frame.

Students who have been dismissed are prohibited from taking or continuing in coursework at any Argosy University campus or online, regardless of circumstance or pending appeal. Students must successfully appeal a dismissal in order to re-enter any Argosy University campus or program.

Other Reasons for Dismissal

Students may be dismissed from Argosy University for other reasons than those stated above if the institution determines that they cannot satisfactorily meet the academic, professional, or ethical expectations, the expectations detailed in the student responsibility policy, or other expectations of the program. Dismissal normally occurs when the Student Conduct Committee or campus president makes a decision for dismissal and communicates that decision to the student.

It is the responsibility of all students to be familiar with the Argosy University Ethical Code of Conduct, found in section 4, “Student Rights and Responsibilities.”

POLICY GOVERNING SATISFACTORY PROGRESS AND RECERTIFICATION OF BENEFITS FOR ELIGIBLE VETERANS

If a student receiving VA benefits does not meet the standards for academic progress requirements as defined earlier, and is placed on academic probation, a notation of this status is placed in the student’s file. If, following placement on academic probation, a VA student does not meet the requirements at the end of two consecutive evaluation periods, VA students cannot be recertified, benefits are terminated, and the VA will be notified. Students have the right to submit a statement of mitigating circumstances with the VA notification.

COMMENCEMENT AND PETITION TO GRADUATE

All students who wish to graduate, even those who do not intend to participate in the annual commencement ceremonies, must submit the appropriate graduation application form (called the Petition to Graduate Form at some campuses) and appropriate fees to the Student Services Department by the deadline date of their campus. This and all forms are available from the Student Services Department. Students who complete graduation requirements at other times during the year will be recognized as a graduated student and receive a letter of completion.

Student Life

ENROLLMENT VERIFICATION

Students may obtain a letter from the Student Services Department verifying their enrollment as documentation for student discounts, insurance, loan deferments, or other purposes. The request must be made in writing and must indicate the student's name, address, phone number, and student identification number, as well as the information to be released, the reason for the release, and the location to which the letter should be sent.

TRANSCRIPT REQUESTS

Requests for transcripts are made to the Student Services Department. Argosy University provides a Transcript Request Form. The Family Educational Rights and Privacy Act of 1974 requires all transcript requests to be submitted in writing and to be signed by the former or current student. Telephone requests for transcripts cannot be processed.

HOUSING

Argosy University does not offer or operate student housing. At some campuses, the Student Services Department maintains a list of housing options as well as a list of Argosy University students who wish to share housing. Contact the Student Services Department at your campus for more information.

SUPPORT SERVICES

Each campus of Argosy University offers students a wide range of personal and professional opportunities designed to support students' educational programs and learning needs that are not available through courses or practicum. Services vary by campus according to the needs of each student population. These support services range from a Student Government Association to lecture/workshop series, special-interest groups, and common hours. Students are encouraged to contact the campus Student Services Department for a full description of co-curricular activities.

COUNSELING SERVICES

Counseling services are available at some campuses. Argosy University is committed to assisting students in integrating the many aspects of their lives while supporting personal growth and development. Services include short-term counseling, consultation, and referral to community agencies. Local referral lists may also be available at campuses that do not provide counseling services.

TUTORING SERVICES

Argosy University is committed to supporting students' academic needs. To this end, tutoring services are available for many courses at many campuses. Interested students should contact their Student Services Department for assistance in obtaining tutoring services.

STUDENT GOVERNMENT

The primary purpose of the campus student government associations or student senates is to represent student concerns, facilitate communication, and assist the faculty and administration in promoting the welfare of the campus. Through participation on various campus committees, student government often influences policy making on the campuses. The student government is also responsible for organizing social gatherings and events promoting honor societies, providing confidential advice relating to Argosy University matters to students requesting such assistance, assisting with orientation, and selecting student representation for committees.

LECTURE, SYMPOSIA, AND WORKSHOP SERIES

Periodically campuses invite distinguished professionals from a variety of academic fields to present lectures and conduct workshops or symposia. Open to the community, these presentations provide an opportunity for students, alumni, and faculty to discuss issues of interest.

SPECIAL INTEREST GROUPS

Campuses coordinate special interest groups that discuss ideas related to a specific topic. Composed of faculty and students, these groups cover a variety of issues. Participation in these groups is available without charge to any interested student.

CAREER SERVICES

At some Argosy University campuses, Offices of Career Services are available to assist currently enrolled students in developing their career plans and reaching their employment or graduate school goals. Career services provided include, but are not limited to, one-on-one career counseling, special career related workshops and programs, coaching for résumé, Curriculum Vitae, and cover letter development, résumé referral to employers, mock interviews, local industry information and research, on-site employer recruiting events and career/job fairs. Students should contact their campus directly to determine the services available at their location.

ALUMNI ASSOCIATION

At some Argosy University campuses, alumni associations have been formed. Alumni are encouraged to become members and to get involved in all aspects of the organization.

PROFESSIONAL ASSOCIATIONS

Argosy University encourages students to join professional organizations that reflect each student's career path. For example, students in the Doctor of Business Administration (DBA) program are encouraged to become student members of the Academy of Management <http://www.aonline.org/>.

HONOR SOCIETIES

Several campuses include honor societies as an important component of the student activities programs. Students should consult with the Student Services Department for further information.

STUDENT FORUMS

Several campuses schedule periodic town hall meetings or student forums for the open discussion of issues of concern to the students.

BOOK PURCHASE

MBS Direct

At most campuses, textbooks and course packets are conveniently made available to Argosy University students through MBS Direct, a national textbook distributor. MBS Direct maintains a current list of Argosy courses and the required books/materials for those courses. Students can access MBS Direct in several ways:

- Order over the Internet at <http://www.mbsdirect.net>.
- Call MBS Direct at 800.325.3252 and give the school name, course name, and course number
- Fax the MBS Direct Order Form to 800.325.5152
- Mail the Order Form to:

MBS Direct
P.O. Box 597
Columbia MO 65205
[Express orders to MBS Direct, 2711 West Ash, Columbia, MO 65203]

Payment may be made by credit card (Visa, MasterCard, Discover, and American Express), check, or money order. Orders are shipped within 24 hours.

MBS operators are available to take your call as follows:

- Monday through Thursday, 8:00 a.m. to 10:00 p.m. EST/EDT
- Friday, 8:00 a.m. to 7:00 p.m. EST/EDT
- Saturday, 9:00 a.m. to 1:00 p.m. EST/EDT

The operators will inform inquirers of the availability of used books and optional materials.

Used Books

While students may purchase new books, the MBS textbook buyers make every effort to maximize the number of used books available, providing a 25 percent savings.

Delivery

Textbooks are delivered directly to the student using UPS tracking. There are three methods of shipping available: Ground (three to five days), Second Day Air, and Next Day Air.

The charges for the delivery are based on current UPS rates based on weight of the package and where the package is being shipped.

Textbook Buyback

Books may be sold back to MBS by calling the toll-free number to determine the current value of the book. For books with resale value, MBS will send a check directly to the seller.

Campus Bookstore

At some campuses, students may purchase their books at an on-site bookstore or nearby local bookstore.

DIVERSITY

The student bodies of the Argosy University campuses are noted for their diverse social, ethnic, economic, and educational characteristics. The academic programs and social life of the campuses foster the development of attitudes and skills essential to working with a wide range of individuals and populations. Some campuses feature a Minority Student Union or Diversity Committee that supports minority students, promotes diversity, increases cross-cultural sensitivity, organizes ethnic events, provides academic support and referral services, and facilitates communication.

NEWSLETTERS

Several campuses publish their own campus newsletter to promote campus events and student activities and enhance communication. These publications also enable students to practice their journalistic and leadership skills. Interested students should contact the Student Services Department to volunteer to serve on the publication staff at the campus.

LIBRARY RESOURCES

Argosy University's library collections contain a wealth of subject-specific research materials to support the University's programs of study. Accessible both on and off campus, Argosy University's online resources feature nearly 25,000 full-text journals and over 34,000 electronic books and other content, covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>. Librarians are available to provide research and reference assistance in scholarly pursuits and in support of lifelong learning.

College of Business

MISSION STATEMENT

Argosy University College of Business is dedicated to providing practical, evidence-based, high-quality, solutions-focused business programs at the undergraduate and graduate level, as well as continuing business education and specified certificate training to business practitioners and educators in public, private, and non-profit sectors across industries. All undergraduate and graduate programs of the College of Business are designed for the business practitioner and business educator, to instill excellence of execution in knowledge, skills, and ethical values relevant to today's global business environment. The inherent goal of these academic programs is to foster values of social responsibility in a supportive, learner-centered environment of mutual respect and professional excellence.

GRADUATE BUSINESS PROGRAMS

The key to success in today's complex business environment is finding solutions and implementing the solutions effectively. Argosy University's College of Business prepares students for this environment with curricula that focus on the interpersonal competencies and content knowledge necessary to contribute to organizational performance and personal development.

Faculty members combine relevant business experience and academic principles to mentor and advise students as they seek to attain their career aspirations. The programs are based on well applied business principles underscored by theoretical principles and delivered in flexible formats to accommodate working professionals.

MASTER OF BUSINESS ADMINISTRATION PROGRAM

Argosy University, Atlanta; Argosy University, Chicago; Argosy University, Dallas; Argosy University, Denver; Argosy University, Hawai'i; Argosy University, Inland Empire; Argosy University, Los Angeles; Argosy University, Nashville; Argosy University, Orange County; Argosy University, Phoenix; Argosy University, San Diego; Argosy University, San Francisco Bay Area; Argosy University, Salt Lake City; Argosy University, Sarasota; Argosy University, Schaumburg; Argosy University, Seattle; Argosy University, Tampa; Argosy University, Twin Cities; Argosy University, Washington DC

Argosy University's Master of Business Administration (MBA) program is designed to develop action-oriented managers and leaders who focus on leading themselves and others to solutions that serve their organizations. Students acquire skills to identify challenges and opportunities, draw on the latest technology and information, use advanced analytical and planning approaches, and execute plans for leading positive change. Competencies are developed through focusing on critical thinking, persuasive communications, technical knowledge, and a deep understanding of the human side of business. By focusing on competencies in this manner, the program builds upon the talents of students, independent of their undergraduate field of study. Students from diverse academic and professional backgrounds are welcomed and encouraged.

The MBA program consists of eight core courses (24 credit hours) and four concentration courses (12 credit hours) scheduled to permit busy professionals to balance the demands of career, family, and school.

In addition to completing the core course requirements, students develop expertise and

specific insights in one of the concentrations listed below:

- Corporate Compliance
- Finance
- Fraud Examination
- Healthcare Administration
- Information Systems Management¹
- International Business
- Management
- Marketing
- Public Administration
- Sustainable Management

In addition, with approval of the student's program chair, a student may select four courses (12 credit hours) to create a customized concentration that better fits their specific career goals.

For all students, the MBA program culminates in an applied Capstone Project in which they integrate the core business competencies with their concentration specialty.

¹ *Availability of the Information Systems Management concentration is limited. Program Chair approval is necessary to enter this concentration.*

Admission Requirements

- A bachelor's degree from a regionally accredited institution, a nationally accredited institution approved and documented by the dean of the College of Business, or an appropriately certified foreign institution.
- A 2.7 grade point average for the bachelor's degree used as the basis of admission, or a grade point average of at least 3.0 (on a scale of 4.0) for the last 60 hours of coursework (including graduate work).
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction.

All applications for admission must be submitted to the Admissions Department. An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.)
- If the basis of admission is an earned bachelor's degree with a 2.7 grade point average, an official transcript from the degree granting institution
- If the basis of admission is a cumulative GPA of 3.0 (on a scale of 4.0) for the last 60 hours of coursework, official transcripts from all post-secondary schools attended during the 60 hours of study

Exceptions to the Minimum Grade Point Average

Applicants with grade point averages lower than the stated program minimums may be considered for admission on an exception basis with significant evidence of academic and professional potential. This potential may be demonstrated by the career and/or personal accomplishments indicated in the statement of academic and professional goals, the career summary, and academic or professional letters of recommendation. Exceptions must be recommended by the Admissions Committee and approved by the campus dean or program chair. Exceptions must be justified, documented, signed, placed, and retained in the student's academic file. Students admitted on an exception basis will be assigned provisional status. See "Exceptions to Admission Requirements" in section 5 of this catalog under "Admission Policies."

Students who do not meet the minimum GPA requirement will also be required to submit the following:

- Personal/professional goal statement with a self-appraisal of qualifications for the profession
- Current résumé (or career summary)
- The names and contact information of three professional/and or academic references.

Graduation Requirements

- Satisfactory completion of all requirements in the program of study
- Satisfactory completion of foundation courses, if necessary
- A minimum grade point average of at least 3.0 (on a scale of 4.0) and a grade of “B-” or better in all courses
- Completion of these requirements within five years of matriculation into the program
- A completed Petition to Graduate submitted to campus administration

Program Requirements

Students in the MBA program must complete 36 semester credit hours distributed as follows: core course requirements, 24 credit hours; and concentration requirements, 12 credit hours.

Foundation Course Requirements

Students are required to complete the following four foundation courses at the undergraduate level or show successful completion of academically equivalent coursework. Students must either complete these courses or transfer in their equivalent prior to beginning the core requirements of the MBA program or concurrently with core courses and the permission of the program chair. The student will be notified during the admission process if one or more of these courses are needed.

Foundation Course Requirements—Students Are Required to Take the Following

EC0201	Macroeconomics (3)
–or–	
EC0202	Microeconomics (3)
ACC201	Principles of Accounting (3)
FIN401	Financial Management (3)
MGT340	Solutions Focused Decision Making (3)

Foundation Course Requirements—12 Credit Hours

Core Course Requirements

Students in the MBA program are required to take the following eight core courses:

Core Course Requirements—Students Are Required to Take the Following

B6021	Managerial Accounting (3)
B6022	Financial Management (3)
B6023	Strategic and Operational Planning (3)
B6024	Information Management (3)
B6025	Management Decision Models* (3)
B6026	Marketing Planning and Strategy (3)
B6027	Perspectives in Change Leadership† (3)
B6028	Solutions to Organizational Challenges [Capstone Course] (3)

Core Course Requirements — 24 Credit Hours

Note: Some students may begin the MBA program aware that they want to also pursue a Doctor of Business Administration (DBA) at Argosy University. With the permission of the program chair, such students may replace two MBA core courses (specified below) with the doctoral equivalents. In such cases, the students will not be required to take or replace these courses when they move into the DBA program.

* Students approved for matriculation in the DBA program may replace this course with *Solutions-Oriented Decision Models (B7783)*.

† Students approved for matriculation in the DBA program may replace this course with *Solutions Leadership (B7777)*.

Concentration Requirements

Students are required to take four courses (12 credit hours) in one of the designated concentration areas or receive permission to develop a customized concentration.

Corporate Compliance Concentration Requirements — Students Choose Four of the Following

B6003	Ethics in Business (3)
B6606	International Regulatory Compliance (3)
B6889	Fraud Examination: Theories and Methods (3)
B6902	Corporate Compliance (3)
B6904	Monitoring and Assessing Corporate Compliance (3)

Corporate Compliance Concentration Requirements — 12 Credit Hours

Finance Concentration Requirements — Students Are Required to Take the Following

B6201	Investment/Portfolio Theory (3)
B6206	Global Finance (3)
B6520	Financial Decision Making (3)
B6622	Capital Markets (3)

Finance Concentration Requirements — 12 Credit Hours

Fraud Examination Concentration Requirements — Students Are Required to Take the Following

B6889	Fraud Examination: Theories and Methods (3)
B6890	Fraud Auditing and Financial Analysis (3)
B6891	Legal Aspects of Fraud, Investigation, and Expert Testimony (3)
B6892	Internal Auditing and Control Management (3)

Fraud Examination Concentration Requirements — 12 Credit Hours

Healthcare Administration Concentration Requirements — Students Are Required to Take the Following

B6501	Finance and Accounting in Healthcare Organizations (3)
B6504	Managing and Measuring Quality in Healthcare Organizations (3)
B6507	Healthcare Organizations: Changing Dynamics and Emerging Trends (3)
B6508	Managing Programs and New Initiatives in Healthcare (3)

Healthcare Administration Concentration Requirements — 12 Credit Hours

Information Systems Management Concentration Requirements — Students Are Required to Take the Following

B6004	E-Business Applications (3)
B6107	Management of Information Resources (3)
B6701	Database and Information Management Systems (3)
B6750	Communications and Connectivity (3)

Information Systems Management Concentration Requirements — 12 Credit Hours

International Business Concentration Requirements — Students Are Required to Take the Following

B6206	Global Finance (3)
B6601	International Business Practice (3)
B6604	International Marketing (3)
B6608	International Standards, Regulations, and Compliance (3)

International Business Concentration Requirements — 12 Credit Hours

Management Concentration Requirements — Students Are Required to Take the Following

B6003	Ethics in Business (3)
B6110	Supply Chain Optimization and Outsourcing (3)
B6120	Communications Strategies for Managers (3)
B6125	Leadership and Organizational Behavior (3)

Management Concentration Requirements — 12 Credit Hours

Marketing Concentration Requirements — Students Are Required to Take the Following

B6303	Marketing Research for Decision Making (3)
B6311	Marketing Behavior and Decision Making (3)
B6320	Integrated Marketing Communication (3)
B6604	International Marketing (3)

Marketing Concentration Requirements — 12 Credit Hours

Public Administration Concentration Requirements — Students Are Required to Choose Four of the Following

B6732	Perspective in Ethics (3)
B6761	Leadership in Public and Nonprofit Organizations (3)
B6762	Organizational Theory and Management Behavior (3)
B6763	Public Policy Process (3)
B6764	Financial Aspects of Public and Nonprofit Organizations (3)

Public Administration Concentration Requirements — 12 Credit Hours

Sustainable Management Concentration Requirements — Students Are Required to Take the Following

B6420	Foundations of Sustainable Business (3)
B6421	Change Management and the Sustainable Enterprise (3)
B6422	Ethical and Economic Dimensions to Sustainable Business (3)
B6423	Sustainable Venture Plan Seminar (3)

Sustainable Management Concentration Requirements — 12 Credit Hours

Customized Professional Concentration Requirements

Students selecting this concentration work with a faculty advisor and the program chair to develop a learning contract tailored to individual needs. Students are required to take

four courses (12 credit hours) focused on a particular theme and pre-approved by the program chair to complete the Customized Professional Concentration. At least two of these courses must be taken from the 6000-level course listings. A maximum of two courses (6 credit hours) may be taken as directed independent study courses.

MASTER OF SCIENCE IN MANAGEMENT PROGRAM
Argosy University, Atlanta; Argosy University, Chicago; Argosy University, Denver; Argosy University, Los Angeles; Argosy University, Nashville; Argosy University, Orange County; Argosy University, San Diego; Argosy University, San Francisco Bay Area; Argosy University, Sarasota; Argosy University, Schaumburg; Argosy University, Seattle; Argosy University, Tampa; Argosy University, Twin Cities; Argosy University, Washington DC

The Master of Science in Management (MSM) program is designed to improve and extend the interpersonal and problem-solving skills necessary for successful leaders in the private, non-profit, and public sectors. The program focuses on situation diagnostics, opportunity and problem evaluation, and implementation of an action plan.

Admission Requirements

- A bachelor's degree from a regionally accredited institution, a nationally accredited institution approved and documented by the dean of the College of Business, or an appropriately certified foreign institution.
- A 2.7 grade point average for the bachelor's degree used as the basis of admission, or a grade point average of at least 3.0 (on a scale of 4.0) for the last 60 hours of coursework (including graduate work).
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction.

All applications for admission must be submitted to the Admissions Department. An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.)
- If the basis of admission is an earned bachelor's degree with a 2.7 grade point average, an official transcript from the degree granting institution
- If the basis of admission is a cumulative GPA of 3.0 (on a scale of 4.0) for the last 60 hours of coursework, official transcripts from all post-secondary schools attended during the 60 hours of study

Exceptions to the Minimum Grade Point Average

Applicants with grade point averages lower than the stated program minimums may be considered for admission on an exception basis with significant evidence of academic and professional potential. This potential may be demonstrated by the career and/or personal accomplishments indicated in the statement of academic and professional goals, the career summary, and academic or professional letters of recommendation. Exceptions must be recommended by the Admissions Committee and approved by the campus dean or program chair. Exceptions must be justified, documented, signed, placed, and retained in the student's academic file. Students admitted on an exception basis will be assigned provisional status. See "Exceptions to Admission Requirements" in section 5 of this catalog under "Admission Policies."

Students who do not meet the minimum GPA requirement will also be required to submit the following:

- Personal/professional goal statement with a self-appraisal of qualifications for the profession
- Current résumé (or career summary)
- The names and contact information of three professional/and or academic references.

Graduation Requirements

- Satisfactory completion of all requirements in the program of study
- Satisfactory completion of ten core courses and two elective courses for a total of 12 courses or 36 credit hours
- A minimum grade point average of at least 3.0 (on a scale of 4.0) and a grade of “B-” or better in all courses
- Completion of these requirements within five years of matriculation into the program
- A completed Petition to Graduate submitted to campus administration

Program Requirements

Students in the MSM program must complete 36 credit hours distributed as follows: core course requirements, 30 credit hours; elective requirements, 6 credit hours.

Core Course Requirements — Students Are Required to Take the Following

B6003	Business Ethics (3)
B6006	Business Principles (3)
B6007	Psychology Foundations for Leadership (3)
B6120	Communication Strategies for Managers (3)
B6023	Strategic and Operational Planning (3)
B6026	Marketing Planning and Strategy (3)
B6027	Perspectives in Change Leadership (3)
B6450	Financial Strategies for Managers: An Integrated Approach (3)
B6028	Solutions to Organizational Challenges (Capstone course) (3)

Students Choose One of the Following

B6110	Supply Chain Optimization and Outsourcing (3)
B6734	Organizational Systems and Change (3)

Core Course Requirements — 30 Credit Hours

Elective Requirements—Students Are Required to Take the Following

Elective (3)

Elective (3)

Elective Requirements—6 Credit Hours

Students choose two courses from among the 6000 level business courses offered. Directed independent studies may only be taken with the permission of the program chair.

DOCTOR OF BUSINESS ADMINISTRATION PROGRAM

Argosy University, Atlanta; Argosy University, Chicago; Argosy University, Denver; Argosy University, Hawaii; Argosy University, Inland Empire; Argosy University, Los Angeles; Argosy University, Nashville; Argosy University, Orange County; Argosy University, Phoenix; Argosy University, San Diego; Argosy University, San Francisco Bay Area; Argosy University, Sarasota; Argosy University, Schaumburg; Argosy University, Seattle; Argosy University, Tampa; Argosy University, Twin Cities; Argosy University, Washington DC

In the Doctor of Business Administration (DBA) program, industry and academic professionals build upon master’s-level competencies, skills, and knowledge, preparing themselves to perform more effectively in existing professional roles, to qualify for roles with increasing responsibility, and/or develop capabilities for a second career in teaching at the college level. The program requires students to develop applied research inquiry and analytical skills.

The DBA program is designed to help students develop competencies in understanding and performing applied research which can then be used to foster innovation and lead organizational change.

The following DBA concentrations are offered:

- Accounting
- Global Business Sustainability
- Information Systems¹
- International Business
- Management
- Marketing

In addition, with approval of the student's program chair, a student may select four courses (12 credit hours) to create a customized concentration that better fits their specific career goals.

The DBA program is scheduled to permit busy professionals to balance the demands of career, family, and school. Students meet the program's requirements by completing courses in-residence and online. As such, courses are offered in a variety of formats including condensed weekend formats, regular weekly sessions, or a combination of class settings and online activities. Check with your Argosy University campus for additional information on course formats available.

The DBA program consists of five research foundation courses, six core courses, four concentration courses, one elective course, and twelve credit hours in dissertation study. Students must also successfully complete the Comprehensive Written Examination. Students must also successfully complete the Comprehensive Written Examination. The Comprehensive Examination cannot be taken prior to a student's final semester of coursework, and must be successfully completed before a student can move into the dissertation process.

¹ *Availability of the Information Systems Management concentration is limited. Program Chair approval is necessary to enter this concentration.*

Admission Requirements

- A master's degree in business administration, management, public or non-profit management, engineering management, JD, LL.M., or other degree demonstrating exposure to managerial functions from a regionally accredited institution, nationally accredited institution approved and documented by the dean of the College of Business, or an appropriately certified foreign institution.
- At least three (3) graduate semester credits or six (6) undergraduate semester credits in

each of the following: accounting, finance, economics².

- To be eligible to select the concentrations in accounting or information systems, students must have twelve (12) graduate semester credits in that respective discipline³.
- A grade point average of at least 3.0 (on a scale of 4.0) in work leading to the master's degree, and in any subsequent graduate study.
- At least three (3) years and preferably five (5) years of full-time managerial or professional experience.
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction.

All applications for admission must be submitted to the Admissions Department. An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.)
- Documentation of applicant employment with or access to a professional organization

² *Students may be accepted into the DBA without these functional courses but must complete designated masters-level course work in these fields prior to beginning the DBA coursework*

³ *Students may enroll in the DBA without declaring the accounting or information systems concentration and concurrently complete the professional graduate business certificate in either one of these fields to meet the requirement of the DBA concentration, and then declare the concentration upon successful completion of the certificate program*

- Official transcripts from the institution that conferred the master’s degree and any institutions where graduate coursework was subsequently taken. Bachelor’s level transcripts are not required.*

* For Argosy University, Nashville, official transcripts are required from all postsecondary institutions attended.

Graduation Requirements

- Satisfactory completion of all requirements in the program of study developed in consultation with the program chair and the student’s dissertation committee
- Satisfactory completion of at least 60 semester credit hours distributed as follows: five research foundation courses, six core courses, four concentration courses, one elective course, and a dissertation
- A minimum grade point average of at least 3.0 (on a scale of 4.0) and a grade of “B-” or better in all courses
- Satisfactory performance on the Comprehensive Examination
- Successful completion of the dissertation
- Completion of these requirements within seven years of matriculation into the program
- A completed Petition to Graduate submitted to campus administration

Program Requirements

The DBA program requires the satisfactory completion of 60 semester credit hours distributed as follows: research foundation requirements, 15 credit hours; core course requirements, 18 credit hours; concentration requirements, 12 credit hours; elective requirements, 3 credit hours; and dissertation requirements, 12 credit hours.

Research Foundation Course Requirements

Students in the DBA program are required to take 15 credit hours of research foundation courses.

Research Foundation Requirements — Students Are Required to Take the Following

W7000	Advanced Academic Study and Writing (3)
R7001	Introduction to Research Methods (3)
R7031	Methods and Analysis of Quantitative Research (3)
R7035	Methods and Analysis of Qualitative Research (3)

Students Choose One of the Following

R7034	Advanced Statistical Methods (3)
R7037	Survey Techniques (3)
R7040	Advanced Qualitative Analysis (3)

Research Foundation Course Requirements — 15 Credit Hours

Core Course Requirements

Students in the DBA program are required to take 18 credit hours of core courses

Core Course Requirements — Students Choose Take the Following Courses

B7223	Strategic Planning and Implementation (3)
B7432	Corporate Social Responsibility (3)
B7521	Global Challenges (3)
B7628	Leading Innovation and Change (3)
B7777	Solutions Leadership (3)
B7783	Solutions-Oriented Decision Models (3)

Core Course Requirements — 18 Credit Hours

Concentration Requirements

Students are required to take four courses (12 credit hours) in one of the designated concentration areas or receive permission to develop a customized concentration. Many DBA students will seek full-time or part-time teaching opportunities in a variety of college-level organizations. The depth and breadth of graduate course work required by such institutions vary. Consequently, depending on the career interests of the student and the specific educational background, those DBA students should consider using elective credits in the academic discipline in which they hope to teach.

Accounting Concentration Requirements — Students Choose Four of the Following

B7630	Contemporary Accounting Theory (3)
B7640	Accounting in a Global Financial Community (3)
B7650	Accounting Control Systems (3)
B7660	The Evolution of Accounting Theory and Practice (3)
B7670	Financial Reporting Theory (3)
B7680	Accounting and Corporate Governance (3)

Accounting Concentration Requirements — 12 Credit Hours

Global Business Sustainability Concentration Requirements — Students Choose Four of the Following

B7409	Holistic Management for Sustainability (3)
B7420	Overview of Global Business Sustainability (3)
B7421	Sustainable Systems: The Science of Industrial Psychology (3)
B7422	Developing Sustainable Products and Services (3)
B7423	Designing Sustainable Environments (3)
B7424	Field Study or Research in Global and Business Sustainability (3)

Global Business Sustainability Concentration Requirements — 12 Credit Hours

Information Systems Concentration Requirements — Students Choose Four of the Following

B7701	Data Management Strategies and Technologies (3)
B7702	Management Information and Decision Support Systems (3)
B7704	Managing Information Systems Resources (3)
B7705	Global Enterprise Networking and Telecommunications (3)
B7706	Systems Design and Evaluation (3)
B7707	Themes in Information Systems (3)

Information Systems Concentration Requirements — 12 Credit Hours

International Business Concentration Requirements — Students Choose Four of the Following

B7252	International Accounting and Taxation (3)
B7315	Global and Multinational Marketing (3)
B7602	Global Management Models (3)
B7607	Comparative Economic Systems (3)
B7609	International Project I (3)
B7610	Leadership in Global Multicultural Organizations (3)
B7616	International Business Law and Practice (3)

International Business Concentration Requirements — 12 Credit Hours

Management Concentration Requirements — Students Choose Four of the Following

B7401	Organizational Behavior (3)
B7403	Management Science (3)
B7406	Ethics in Business and Management (3)
B7408	Organizational Development and Change Management (3)
B7413	Organizational Systems Theory (3)
B7610	Leadership in Global and Multicultural Organizations (3)

Management Concentration Requirements—12 Credit Hours

Marketing Concentration Requirements — Students Choose Four of the Following

B7312	Culturally Responsive Marketing (3)
B7315	Global and Multinational Marketing (3)
B7320	Marketing and Innovation (3)
B7325	Marketing Organization and Control (3)
B7330	Marketing Research and Design (3)
B7335	Theory and Research in Consumer Branding (3)

Marketing Concentration Requirements — 12 Credit Hours

Customized Professional Concentration Requirements

Students selecting this concentration work with a faculty advisor and the program chair to develop a learning contract tailored to individual needs. Students are required to take four courses (12 credit hours) focused on a particular theme and pre-approved by the program chair to complete the Customized Professional Concentration. A maximum of two courses (6 credit hours) may be taken as directed independent study courses.

Elective Requirements

In addition, students in the DBA program take 3 credit hours of electives. Students choose courses listed in any of the concentration courses, or from another Argosy University college, at the doctoral-level with permission of the program chair. Electives should be discussed with either the program chair or other faculty to provide the greatest opportunity for the student to meet their personal career goals.

Dissertation Requirements

Upon successful completion of required coursework and comprehensive examinations, students enroll in dissertation courses. To progress through each dissertation course, students must complete specified course objectives. If progress is made and all objectives met, students enroll in the next dissertation block. If progress is made and objectives are substantively but not fully met by the end of each course (as determined by the dissertation chair in discussion with the dissertation committee) students must enroll in a zero credit extension course (tuition based on a credit hour equivalent as defined in the Tuition and Fees Schedule in Appendix IV). If it is determined that no progress has been made, students will be required to retake the block in which no progress was made. Students are required to enroll in a Dissertation course or Dissertation Extension course every session from the beginning of the dissertation until passing the final defense earning 12 semester credit hours for dissertation. Published course objectives for each dissertation course apply unless the student and dissertation committee/ chair agree to and confirm in writing alternative specified objectives more appropriate for a particular dissertation topic.

Dissertation Requirements—Student Are Required to Choose One of the Following Tracks*

Track One

- D9001 Dissertation (3)
- D9002 Dissertation (3)
- D9003 Dissertation (3)
- D9004 Dissertation (3)

Track Two

- D9501 Dissertation (1.5)
 - D9502 Dissertation (3)
 - D9503 Dissertation (3)
 - D9504 Dissertation (3)
 - D9505 Dissertation (1.5)
-

Dissertation Requirements—12 Credit Hours

** Unless otherwise advised, students who begin dissertation Session I will follow Track One. Students who begin dissertation Session II will follow Track Two.*

DOCTOR OF EDUCATION IN ORGANIZATIONAL LEADERSHIP PROGRAM

Argosy University, Chicago; Argosy University, Denver; Argosy University, Hawai'i; Argosy University, Inland Empire; Argosy University, Los Angeles; Argosy University, Orange County; Argosy University, Phoenix; Argosy University, San Francisco Bay Area; Argosy University, Sarasota; Argosy University, Schaumburg; Argosy University, Tampa; Argosy University, Twin Cities; Argosy University, Washington DC

The Doctor of Education (EdD) in Organizational Leadership program is designed to meet the special requirements of working professionals who wish to develop their knowledge and skills to handle the changing needs of modern organizations. The program is designed to enable working professionals to pursue their personal and professional goals through the completion of a graduate program.

Based on the belief that success for an organization is directly and substantially linked to leaders within the organization, Argosy University offers the EdD in Organizational Leadership program, which provides practicing professionals with opportunities for personal and professional development. Argosy University is committed to providing students with a learning environment that informs, enhances, challenges, and supports the development of organizational leaders ready to successfully face the complex issues present in an ever-changing world.

The program focuses on the qualities of transformational leadership, not just managerial attributes. This approach prepares students to lead complex organizations faced with an abundance of strategic challenges, such as increasing globalization, changing economies, societal shifts, and individual-organizational relationships. Argosy University believes that leaders prepared in this manner can be visionaries and innovators, and lead organizations to successfully meet the challenges of the future.

Admission Requirements

- A graduate degree from a regionally accredited institution, a nationally accredited institution approved and documented by dean of the College of Business, or an appropriately certified foreign institution.
- A grade point average of at least 3.0 (on a scale of 4.0) in work leading to the master's degree and in any subsequent graduate study.
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction.

All applications for admission must be submitted to the Admissions Department of the individual campus to which application is being made. An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.)
- Documentation of applicant employment with or access to a professional or educational organization.
- Official transcripts from the institution that conferred the master's degree and any institutions where graduate coursework was subsequently taken. Bachelor's level transcripts are not required.

Graduation Requirements

- Satisfactory completion of 60 semester credit hours beyond the master's degree, including 48 credit hours of coursework and 12 credit hours of dissertation
- A grade point average of 3.0 or higher (on a scale of 4.0)
- Satisfactory performance on the Comprehensive Examination
- Successful completion and defense of the dissertation
- Completion of these requirements within seven years of matriculation into the program
- A completed Petition to Graduate submitted to campus administration

Academic Progress Requirements

Students who earn a grade below B- in any course are required to retake the course and raise the grade to at least a B-.

Dissertation

Upon successful completion of required coursework and comprehensive examinations, students enroll in dissertation courses. To progress through each dissertation course, students must complete specified course objectives. If progress is made and all objectives met, students enroll in the next dissertation block. If progress is made and objectives are substantively but not fully met by the end of each course (as determined by the dissertation chair in discussion with the dissertation committee) students must enroll in a zero credit extension course (tuition based on a credit hour equivalent as defined in the Tuition and Fees Schedule in Appendix IV). If it is determined that no progress has been made, students will be required to retake the block in which no progress was made. Students are required to enroll in a Dissertation course or Dissertation Extension course every session from the beginning of the dissertation until passing the final defense earning 12 semester credit hours for dissertation. Published course objectives for each dissertation course apply unless the student and dissertation committee/chair agree to and confirm in writing alternative specified objectives more appropriate for a particular dissertation topic.

Program Requirements

The EdD in Organizational Leadership program requires the satisfactory completion of 60 semester credit hours, distributed as follows: research core requirements, 15 credit hours; core requirements, 24 credit hours; elective requirements, 9 credit hours; and dissertation requirements, 12 credit hours.

Research Core Requirements — Students Are Required to Take the Following

R7001	Introduction to Research Methods (3)
R7031	Methods and Analysis of Quantitative Research (3)
R7035	Methods and Analysis of Qualitative Research (3)
W7000	Advanced Academic Study and Writing (3)
Research Elective — Students Choose One of the Following	
R7034	Advanced Statistical Methods (3)
R7036	Program Evaluation Methods (3)
R7038	Action Research (3)
R7037	Survey Techniques (3)

Research Core Requirements — 15 Credit Hours

Core Requirements — Students Are Required to Take the Following

L7101	Foundations of Leadership (3)
L7431	Theory and Development of Motivation (3)
L7432	Professional Development in Leadership (3)
L7438	Team Development and Leadership (3)
L7450	Interpersonal and Organizational Communication (3)
L7451	Leading Through and Beyond Change (3)
L7452	Leadership and Ethics (3)
L7900	Conflict Management (3)

Core Requirements — 24 Credit Hours

Elective Requirements — Students Choose Three from the Following*

L7131	Human Resource Management (3)
L7400	Special Topics: Human Services (3)
L7435	Financial Management in Human Services (3)
L7437	Special Topics in Organizational Leadership (3)
L7440	Organizational Consultation (3)
L7838	Directed Independent Study: Organizational Leadership (3)

Elective Requirements — 9 Credit Hours

* Electives not listed in the program of study may be accepted with approval of the campus dean or program chair.

Dissertation Requirements—Student Are Required to Choose One of the Following Tracks*

Track One

- D9001 Dissertation (3)
- D9002 Dissertation (3)
- D9003 Dissertation (3)
- D9004 Dissertation (3)

Track Two

- D9501 Dissertation (1.5)
- D9502 Dissertation (3)
- D9503 Dissertation (3)
- D9504 Dissertation (3)
- D9505 Dissertation (1.5)

Dissertation Requirements—12 Credit Hours

**Unless otherwise advised, students who begin dissertation Session I will follow Track One. Students who begin dissertation Session II will follow Track Two.*

CERTIFICATE PROGRAMS

Professional Graduate Business Certificate Program —Argosy University, Hawaii; Argosy University, Los Angeles;Argosy University, Orange County; Argosy University, Sarasota; Argosy University, Schaumburg; Argosy University, Seattle; Argosy University, Tampa; Argosy University, Washington DC

Since organizations increasingly require more specialization, working professionals may make themselves more valuable to their employers by earning the Professional Graduate Business Certificate in the following areas (availability varies by campus):

- Corporate Compliance
- Finance
- Fraud Examination
- Healthcare Administration
- Information Systems Management
- International Business
- Management
- Marketing
- Public Administration
- Sustainable Management

This certificate program is for professionals with either a bachelor's or a master's degree who desire additional knowledge in one specialty area.

Admission Requirements

- A bachelor's degree from a regionally accredited institution, a nationally accredited institution approved and documented by the dean of the College of Business, or an appropriately certified foreign institution.
- A 2.7 grade point average for the bachelor's degree used as the basis of admission, or a grade point average of at least 3.0 (on a scale of 4.0) for the last 60 hours of coursework (including graduate work).
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction.

All applications for admission must be submitted to the Admissions Department. An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.)
- Documentation of applicant employment with or access to a professional organization
- If the basis of admission is an earned bachelor's degree with a 2.7 grade point average, an official transcript from the degree granting institution
- If the basis of admission is a cumulative GPA of 3.0 (on a scale of 4.0) for the last 60 hours of coursework, official transcripts from all post-secondary schools attended during the 60 hours of study
- Prior to matriculation applicants will be

required to submit a personal/professional goal statement (the statement is used for advisement purposes and does not become part of the academic file).

Certificate Completion Requirements

The Professional Graduate Business Certificate requires the satisfactory completion of four courses for a total of 12 credit hours.

Customized Professional Certificate Completion Requirements

Students selecting this option work with a faculty advisor to develop a learning contract tailored to individual and specific needs. Students are required to take four courses (12 credit hours) to complete the Customized Professional Certificate requirements. Two or more of these courses must be taken from the 6000-level course listings found in the seven business areas within the concentrations. A maximum of two courses (6 credit hours) may be taken as directed independent study courses. The Customized Professional Certificate must be approved by the campus dean or program chair.

Professional Graduate Business Certificate in Corporate Compliance Requirements —Students Choose Four of the Following:

B6003	Ethics in Business (3)
B6606	International Regulatory Compliance (3)
B6889	Fraud Examination: Theories and Methods (3)
B6902	Corporate Compliance (3)
B6904	Monitoring and Assessing Corporate Compliance (3)

Certificate in Corporate Compliance Requirements — 12 Credit Hours

Professional Graduate Business Certificate in Finance Requirements —Students Are Required to Take the Following

B6201	Investment/Portfolio Management (3)
B6206	Global Finance (3)
B6520	Financial Decision-Making (3)
B6622	Capital Markets (3)

Certificate in Finance Requirements — 12 Credit Hours

Professional Graduate Business Certificate in Fraud Examination Requirements — Students Are Required to Take the Following

B6889	Fraud Examination: Theories and Methods (3)
B6890	Fraud Auditing and Financial Analysis (3)
B6891	Legal Aspects of Fraud, Investigation, and Expert Testimony (3)
B6892	Internal Auditing and Control Management (3)

Certificate in Fraud Examination Requirements — 12 Credit Hours

Professional Graduate Business Certificate in Healthcare Administration Requirements — Students Are Required to Take the Following

B6501	Finance and Accounting for Healthcare Managers (3)
B6504	Managing and Measuring Quality in Healthcare Organizations (3)
B6507	Healthcare Organizations: Changing Dynamics and Emerging Trends (3)
B6508	Managing Programs and New Initiatives in Healthcare (3)

Certificate in Healthcare Administration Requirements — 12 Credit Hours

Professional Graduate Business Certificate in Information Systems Management Requirements — Students Are Required to Take the Following

B6004	E-Business Applications (3)
B6107	Management of Information Resources (3)
B6701	Database and Information Management Systems (3)
B6750	Communications and Connectivity (3)

Certificate in Information Systems Management Requirements — 12 Credit Hours

Professional Graduate Business Certificate in International Business Requirements — Students Are Required to Take the Following

B6601	International Business Practice (3)
B6604	International Marketing (3)
B6206	Global Finance (3)
B6608	International Standards, Regulations, and Compliance (3)

Certificate in International Business Requirements — 12 Credit Hours

Professional Graduate Business Certificate in Management Requirements — Students Are Required to Take the Following

B6003	Ethics in Business (3)
B6110	Supply Chain Optimization and Outsourcing (3)
B6120	Communications Strategies for Managers (3)
B6125	Leadership and Organizational Behavior (3)

Certificate in Management Requirements — 12 Credit Hours

Professional Graduate Business Certificate in Marketing Requirements — Students Are Required to Take the Following

B6303	Marketing Research for Decision Making (3)
B6311	Marketing Behavior and Decision Making (3)
B6320	Integrated Marketing Communications (3)
B6604	International Marketing (3)

Certificate in Marketing Requirements — 12 Credit Hours

Professional Graduate Business Certificate in Public Administration Requirements — Students Choose Four of the Following

B6732	Perspective in Ethics (3)
B6761	Leadership in Public and Nonprofit Organizations (3)
B6762	Organizational Theory and Management Behavior (3)
B6763	Public Policy Process (3)
B6764	Financial Aspects of Public and Nonprofit Organizations (3)

Certificate in Public Administration Requirements — 12 Credit Hours

Professional Graduate Business Certificate in Sustainable Management Requirements — Students Are Required to Take the Following

B6420	Foundations of Sustainable Business (3)
B6421	Change Management and the Sustainable Enterprise (3)
B6422	Ethical and Economic Dimensions to Sustainable Business (3)
B6423	Sustainable Venture Plan Seminar (3)

Certificate in Sustainable Management Requirements — 12 Credit Hours

Advanced Professional Graduate Business Certificate Program —Argosy University, Los Angeles; Argosy University, Orange County; Argosy University, Sarasota; Argosy University, Schaumburg; Argosy University, Seattle

The Advanced Professional Graduate Business Certificate is available to professionals who want to be more competitive in their industries. The Advanced Graduate Business Certificate is offered in the six subject areas of the DBA program (availability varies by campus):

- Accounting
- Global Business Sustainability
- Information Systems
- International Business
- Management
- Marketing

This certificate program is for those professionals who desire additional doctoral-level knowledge, but do not need to complete a full doctorate degree program.

Admission Requirements

- A master's degree in business administration, management, public or non-profit management, engineering management, JD, LLM, or other degree demonstrating exposure to managerial functions from a regionally accredited institution, nationally accredited institution approved and documented by the dean of the College of Business, or an appropriately certified foreign institution.
- At least three (3) graduate semester credits or six (6) undergraduate semester credits in each of the following: accounting, finance, economics
- To be eligible to select the certificates in accounting or information systems, students must have twelve (12) graduate semester credits in that respective discipline
- At least three (3) years and preferably five (5) years of full-time managerial or professional experience
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction.

All applications for admission must be submitted to the Admissions Department. An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.)

- Documentation of applicant employment with or access to a professional organization
- Official transcripts from the institution that conferred the master's degree and any institutions where graduate coursework was subsequently taken. Bachelor's level transcripts are not required.
- Prior to matriculation applicants will be required to submit a personal/professional goal statement (the statement is used for advisement purposes and does not become part of the academic file).

Certificate Completion Requirements

The Advanced Professional Graduate Business Certificate requires the satisfactory completion of four courses for a total of 12 semester credit hours.

Advanced Professional Graduate Business Certificate in Accounting Requirements — Students Choose Four of the Following

B7630	Contemporary Accounting Theory (3)
B7640	Accounting in a Global Financial Community (3)
B7650	Accounting Control Systems (3)
B7660	The Evolution of Accounting Theory and Practice (3)
B7670	Financial Reporting Theory (3)
B7680	Accounting and Corporate Governance (3)

Certificate in Accounting Requirements — 12 Credit Hours

Advanced Professional Graduate Business Certificate in Global Business Sustainability Requirements — Students Choose Four of the Following

B7409	Holistic Management for Sustainability (3)
B7420	Overview of Global Business Sustainability (3)
B7421	Sustainable Systems: The Science of Industrial Psychology (3)
B7422	Developing Sustainable Products and Services (3)
B7423	Designing Sustainable Environments (3)
B7424	Field Study or Research in Global and Business Sustainability (3)

Certificate in Global Business Sustainability Requirements — 12 Credit Hours

Advanced Professional Graduate Business Certificate in Information Systems Requirements — Students Choose Four of the Following

B7701	Data Management Strategies and Technologies (3)
B7702	Management Information and Decision Support Systems (3)
B7704	Managing Information Systems Resources (3)
B7705	Global Enterprise Networking and Telecommunications (3)
B7706	Systems Design and Evaluation (3)
B7707	Themes in Information Systems (3)

Certificate in Information Systems Requirements — 12 Credit Hours

Advanced Professional Graduate Business Certificate in International Business Requirements — Students Choose Four of the Following

B7602	Global Management Models (3)
B7607	Comparative Economic Systems (3)
B7609	International Project I (3)
B7610	Leadership in Global and Multicultural Organizations (3)
B7616	International Business Law and Practice (3)
B7315	Global and Multinational Marketing (3)
B7252	International Accounting and Taxation (3)

Certificate in International Business Requirements — 12 Credit Hours

Advanced Professional Graduate Business Certificate in Management Requirements — Students Choose Four of the Following

B7401	Advanced Organizational Behavior (3)
B7403	Management Science (3)
B7406	Ethics in Business and Management (3)
B7408	Organizational Development (3)
B7413	Organizational Systems Theory (3)
B7610	Leadership in Global and Multicultural Organizations (3)

Certificate in Management Requirements — 12 Credit Hours

Advanced Professional Graduate Business Certificate in Marketing Requirements — Students Choose Four of the Following

B7312	Culturally Responsive Marketing (3)
B7315	Global and Multinational Marketing (3)
B7320	Marketing and Innovation (3)
B7325	Marketing Organization and Control (3)
B7330	Marketing Research and Design (3)
B7335	Theory and Research in Consumer Branding (3)

Certificate in Marketing Requirements — 12 Credit Hours

College of Health Sciences

MISSION STATEMENT

The Argosy University College of Health Sciences is committed to preparing students to provide quality health care, by instilling knowledge, skills, and ethical values of professional practice and to foster values of social responsibility with a commitment to lifelong learning.

Master of Science in Health Services Management Program — Argosy University, Twin Cities

The Master of Science (MS) in Health Services Management program provides a comprehensive course of graduate study to prepare health service providers and managers for the challenges of modern healthcare. The program recognizes the value of applied research in solving the problems of today's health systems, and encourages the acquisition of sustainable research methods and skills. The program curriculum is intended to provide students with an advanced understanding of contemporary business practices, modern healthcare systems and organization, policy development and planning techniques, management and leadership strategies, health behaviors, financial management, and analytical research methods. The program provides students with the knowledge and skills to fully utilize proven healthcare management methods, while developing new theories and applications relevant to modern healthcare management.

Admission Requirements

- A bachelor's degree from a regionally accredited institution, a nationally accredited institution approved and documented by the faculty and dean of the College of Health Sciences, or an appropriately certified foreign institution.
- A 2.7 grade point average for the bachelor's degree used as the basis of admission, or a grade point average of at least 3.0 (on a scale of 4.0) for the last 60 hours of coursework (including graduate work).
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction.

All applications for admission must be submitted to the Admissions Department. An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.)
- If the basis of admission is an earned bachelor's degree with a 2.7 grade point average, an official transcript from the degree granting institution
- If the basis of admission is a cumulative GPA of 3.0 (on a scale of 4.0) for the last 60 hours of coursework, official transcripts from all post-secondary schools attended during the 60 hours of study
- Prior to matriculation applicants will be required to submit a personal/professional goal statement (the statement is used for advisement purposes and does not become part of the academic file).

Students who do not meet the minimum GPA requirement will also be required to submit the following:

- Personal/professional goal statement with a self-appraisal of qualifications for the profession
- Current résumé (or career summary)
- The names and contact information of three professional/and or academic references.

Exceptions to the Minimum Grade Point Average

Applicants with grade point averages lower than the stated program minimums may be considered for admission on an exception basis with significant evidence of academic and professional potential. This potential may be demonstrated by the career and/or personal accomplishments indicated in the statement of academic and professional goals, the career summary, and academic or professional letters of recommendation. Exceptions must be recommended by the Admissions Committee and approved by the campus dean or program chair. Exceptions must be justified, documented, signed, placed, and retained in the student's academic file. Students admitted on an exception basis will be assigned provisional status. See "Exceptions to Admission Requirements" in section 5 of this catalog under "Admission Policies."

Graduation Requirements

- Successful completion of all academic requirements set forth by the school and the Health Services Management Department, with a minimum grade point average of 3.2 (on a 4.0 scale)
- Successful completion of 45 credit hours
- Petition to Graduate Form submitted to campus administration
- The program committee on academic progress is responsible for making final recommendations regarding award of the degree. Most students can complete the program in less than two years.

Program Requirements

The MS in Health Services Management program requires the satisfactory completion of 45 credit hours distributed as follows: core course requirements, 42 credit hours; and elective requirements, 3 credit hours.

Core Course Requirements — Students Are Required to Take the Following

HM6010	Seminar in Current Healthcare Trends and Issues (3)
HM6020	Accounting and Finance for Managers (3)
HM6030	Business Operations and Economic Principles (3)
HM6040	Healthcare Organizations and Administration (3)
HM6050	Healthcare Policy and Analysis (3)
HM6060	Health Law and Ethics (3)
HM6070	Health Outcomes and Behaviors (3)
HM6080	Health Planning and Marketing (3)
HM6100	Leadership in Organizations (3)
HM6110	Management and Organizational Behavior (3)
HM6120	Management Information Systems (3)
HM6130	Principles of Negotiation and Risk Management (3)
HM6140	Quantitative Methods (3)
HM6160	Health Service Management: A Summative Review (3)

Core Course Requirements — 42 Credit Hours

Elective Requirements — Students Are Required to Take the Following

Elective (3)

Elective Requirements — 3 Credit Hours

Graduate Course Listings

Not every course is offered at each Argosy University campus. Availability is based on curriculum, faculty interest, local clinical needs, and student interest. Registration Bulletins and other announcements provide detailed course availability and prerequisite information. The listing presented here was current at the time of publication. We recommend contacting the particular campus for current course availability.

Course prerequisites that are campus-specific are indicated by the following abbreviations:

ATL	Argosy University, Atlanta
CH	Argosy University, Chicago
DAL	Argosy University, Dallas
DEN	Argosy University, Denver
DC	Argosy University, Washington DC
HI	Argosy University, Hawai'i
IE	Argosy University, Inland Empire
LA	Argosy University, Los Angeles
NAS	Argosy University, Nashville
ORA	Argosy University, Orange County
PHX	Argosy University, Phoenix
SLC	Argosy University, Salt Lake City
SAR	Argosy University, Sarasota
SCH	Argosy University, Schaumburg
SEA	Argosy University, Seattle
SF	Argosy University, San Francisco Bay Area
SD	Argosy University, San Diego
TAM	Argosy University, Tampa
TC	Argosy University, Twin Cities

COURSE NUMBERING SYSTEM

While many courses cross lines between class levels, and therefore the numbering system is not always completely consistent, the following offers a general correlation between course numbers and grade levels:

Grade Level	Course Number Range
Master's	
First-Year	6000 – 6499
Second-Year	6500 – 6999
Doctorate	
First-Year	7000 – 7499
Second-Year	7500 – 7999
Third-Year	8000 – 8499
Fourth-Year	8500 – 8999

Argosy University awards semester credit hours as noted in each course description.

ADJUNCT ENROLLMENT (ADJ)

ADJCOMP Comprehensive Exam

0 credit hours

Students may enroll in Comprehensive Exam (ADJCOMP) when they complete all coursework required to take the Comprehensive Exam as defined by their program of study, and submit a Comprehensive Exam Petition to the Student Services Department. No credit hours are earned, but enrollment allows students to maintain a less than half-time active enrollment status for up to one semester while taking Comprehensive Exams. It also creates a transcript record, reflecting enrollment for the Comprehensive Examination and the ultimate outcome of all attempts with a final grade of "Credit" or "No Credit."

ADJ900 Adjunct Enrollment

0 credit hours

No credit is earned for adjunct enrollment, but it allows students to maintain their status in the degree program. Adjunct enrollment serves both students who have finished their coursework, but have not yet met all degree requirements, and those who choose not to enroll in regular classes for a given semester.

BUSINESS (B)

B6002 Financial Accounting for Managers

3 credit hours

This course introduces students to published financial statements of public companies, which are usually incorporated into the annual reports issued to shareholders, creditors, financial analysts, and others interested in the company's financial position and results of its operations. The course examines management's analysis of the financial statements, generally accepted accounting principles, the financial statements, and the related footnotes.

B6003 Ethics in Business

3 credit hours

This course addresses the ethical dimensions of management with a special focus on the processes managers may use to raise and resolve ethical dilemmas and conflicts in organizational settings. Policies pertaining to treatment of those raising ethical issues will be considered. The legal and regulatory requirements of ethical conduct will be examined. Policies and codes of conduct established by various organizations and industry groups will be critically examined. The course will feature case studies involving alleged breaches of ethical conduct among publicly held corporations.

B6004 E-Business Applications

3 credit hours

This course is designed to introduce students to the dynamic world of Internet-based business/E-Business. Topics focus on the conceptual framework of Internet-based commerce for Business-to-Consumer (B2C) and Business-to-Business (B2B) computer systems, and how they integrate with organizational objectives. Students explore the implications of key information technologies used within and across businesses to conduct e-business, including customer relationship management, enterprise resource planning, online ordering and inventory management, supply chain management, e-procurement systems, data warehousing, data mining, intra-extranets, and knowledge management. Applied work provides hands-on application of programming and software development skills.

B6005 International Business for Managers

3 credit hours

The student gains knowledge of the current international business environment, including trade agreements, interacting with employees, issues in expatriate assignments (selecting them, training them, bringing them back home, etc.), an overview

of tax concerns in international environments, and the difficulties/advantages of doing business across borders.

B6006 Business Principles

3 credit hours

This course discusses general business terminology, and briefly introduces accounting, economics, management, marketing, and finance. Emphasis is on understanding and applying concepts associated with current business practices.

B6007 Psychology Foundations for Leadership

3 credit hours

This course reviews the basic concepts, theories, and research regarding psychological issues related to organizational behavior and leadership. It examines the nature of leadership, leadership behavior, and specific psychological traits of ordinary individuals in leadership roles. Individuals will be helped to identify their leadership style.

B6010 Practicum in Business

1 – 3 credit hours

This course provides an opportunity for students with little or no practical work experience in a relevant business setting to meet Argosy University's requirement for such experience through as much as 12 months of part-time or full-time employment with an approved employer. A faculty mentor guides the student's integration of work experience and academic curriculum. At the completion of this course, the student prepares a final paper describing the application of his or her studies in the work setting.

B6021 Managerial Accounting

3 credit hours

Managerial accounting helps direct the financial activities of managers within the organization and has a strong emphasis on the future direction of the organization. This course examines the role of managerial accounting as it impacts organizational decision-making. It also reviews the analytical methodologies and performance measurements that are an integral part of the system of financial control within a business. Emphasis is placed on the critical thinking and decision-making ability of corporate managers.

B6022 Financial Management

3 credit hours

This course studies the conceptual framework for analyzing financial decisions based on contemporary principles of financial theory. The focus is on the development of corporate financial

policy with emphasis on capital structure, cost of capital, and dividend policy. Students will examine discounting cash flow techniques, capital budgeting, and managing risk in investment decisions.

B6023 Strategic and Operational Planning

3 credit hours

Students learn how to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Typically this requires the firm to achieve, at a minimum cost, quality and economic parity, responsiveness and adaptability to customer needs and desires, rapid time to market, process technology, and sufficient and responsive capacity. Topics encompass all elements of coherent operation systems, process analysis, cross-functional and cross firm integration, product development, and technology and operations strategy.

B6024 Information Management

3 credit hours

This course addresses managing information resources and providing support services for users from a general management perspective. Information resources include internally and externally developed information (past, present and future), local and global communications networks and associated hardware and software technology; personnel and users; and operational and management systems. Support services include training and support for users and operational practices and security for electronic commerce. Best practices for the entire information technology management team are examined.

B6025 Management Decision Models

3 credit hours

This course offers students the opportunity to learn and apply specific methods, techniques and topics related to statistics and quantitative analyses. Students design analyses around professional problems in their organizations or an organization in which they choose to enhance efficiency or effectiveness. Successful managers and decision makers are able to understand and effectively use the tremendous amount of information available to them. This course provides practical applications and a critical thinking perspective for business managers.

B6026 Marketing Planning and Strategy

3 credit hours

Organizations do not always have a clear understanding of marketing, the components of developing a marketing strategy, and the elements of planning and implementing a marketing plan. This course emphasizes the identification, analysis, and selection of target markets; development and management of product/service lines; pricing; demand analysis and forecasting; distribution systems; and advertising and promotions. Major forces impacting marketing strategy, such as electronic marketing, one-to-one marketing, consumer trends, competition, and regulating forces, are examined. Students diagnose marketing problems, identify opportunities at operational and strategic levels, and develop a marketing plan for their organization or an organization they choose to enhance.

B6027 Perspectives in Change Leadership

3 credit hours

This course focuses on the essence of leadership and management, including the behaviors, attitudes, and perspectives that distinguish leaders. Effective strategies for developing managers and leaders in the context of modern organizations are emphasized. Leadership dilemmas and issues are analyzed. A multidisciplinary approach will be used to explore new demands and relevant strategies for effective leadership. Individuals will be helped to identify their leadership style.

B6028 Solutions to Organizational Challenges

3 credit hours

This is a Capstone Course that "puts it all together" through a program application project. Students must complete a minimum of 30 semester credit hours before taking this course. The course is intended to help students frame unstructured business problems. Students must identify the central issues and determine the most appropriate tools and concepts from the core curriculum to apply in order to gain insight into these issues. This approach helps develop a cross-functional approach to business issues. Students are engaged in a project with an outside organization of their own choosing and receive extensive feedback as they carry out the project. Their project is presented to a faculty panel acting as decision makers for the organization.

B6101 Legal Environment of Business

3 credit hours

This course provides an introductory environmental approach to understanding liability in the business environment, involving both personal and real property. Types of labor, business, and stock structures are examined with an eye toward maximizing control and minimizing liability for participants. Emphasis includes practical application of the Uniform Commercial Code.

B6102 Economic Analysis

3 credit hours

This course offers a practical examination of the principles of microeconomics and macroeconomics as they relate to economic change, fiscal and monetary policies, regulatory action, and competition. Applications of economic principles and consideration of economic history include international as well as domestic issues.

B6105 Managerial Finance

3 credit hours

The contemporary fundamentals of the theory of finance through the identification of tools such as net present value analysis are presented. The course applies financial theory and tools to capital budgeting and asset management. It includes the management of the asset structure and the liability structure of the firm. Both certain and risky situations in the contemporary business environment and possible management alternatives are considered.

B6106 Managerial Accounting

3 credit hours

This course studies contemporary topics relating to the collection and use of internal accounting data for management decision making. Topics covered include activity-based costing, flexible manufacturing systems, the cost of quality, and ethical issues. These topics, where appropriate, are applied to not-for-profit, service, retail, and wholesale organizations in addition to manufacturing organizations.

B6107 Management of Information Resources

3 credit hours

This course explores the strategic and management issues associated with the effective organizational use of information technology. Topics include role of the chief information officer; strategic planning, impacts and alliances; information technology assimilation; information technology architectures, functional organization, and operational control; information systems project management.

B6110 Supply Chain Optimization and Outsourcing

3 credit hours

Supply Chain Management encompasses development of integrated strategies in managing over-all costs, attaining profit goals, and satisfying customers. Building on the implementation of enterprise software and new applications, leaders are better able to plan sales revenue, schedule production, set optimal inventory levels, plan distribution/warehousing and global logistics, source goods and services strategically, and finance operations through better working capital management. Recognition is also given to important interrelationships among sales management, logistics, production, marketing, and financial management. This course also focuses on outsourcing as a corporate strategy to reduce costs, improve cycle time, customer service and improve the overall performance of the supply chain. The human resource implications and challenges inherent in implementing outsourcing will be addressed and the pros and cons of this strategy debated in class. Requirements of the course will include case analyses.

B6120 Communications Strategies for Managers

3 credit hours

This course focuses on the development of effective communication strategies and their applications in various organizational contexts and with different stakeholder groups. Topics covered include defining the organizational communications culture and styles, audience assessment, overcoming communications barriers, communications etiquette, and ethical dimensions of communications. Techniques covered include preparation of memos and business reports, business correspondence using email and hard copy formats, preparing and delivering oral reports, and facilitating discussions.

B6125 Leadership and Organizational Behavior

3 credit hours

This course includes an exploration of the diverse determinants and organizational consequences of both individual and group behavior within formal organizations. Emphasis is on theories, concepts, and empirical findings from behavioral theory that will help leaders understand and motivate members and teams of an organization. Featured in this course are case studies of actual business situations.

B6190 Independent Study in Accounting

3 credit hours

This course is completed on a one-on-one basis with a faculty mentor. The Directed Independent Study (DIS) provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts in business; or evaluation of new strategies used in business. It can involve the resolution of an isolated business problem, the collection and interpretation of accumulated data, or a field experience. Note: Students are generally limited to one Directed Independent Studies course per program of study.

B6201 Investments/Portfolio Theory

3 credit hours

This course explores theory and techniques that are basic for the control of investment risks and optimization of investment returns. This course analyzes contemporary theories such as the Random Walk, Market Efficiency, Portfolio Theory, Security Analysis and techniques of security selection and availability to the institutional portfolio manager. Topics include analysis of securities and security market operations, theories of market behavior, and application in selection of personal and corporate investment strategies. Students focus on the role of the modern portfolio manager in achieving diversification along with reviewing and evaluating client investment goals.

B6202 Corporate Taxation

3 credit hours

This course provides a practical review of the federal corporate income tax structure. At the same time, the evolution of specific statutory provisions through the interaction of case law, political compromise, and economic considerations are discussed to give the student a broad base for understanding and applying the tax law.

B6203 Money and Banking

3 credit hours

This course includes a contemporary and historical assessment of the functions, concerns, and problems of money and the Federal Reserve System, and their roles in economic efficiency and stability. Topics include financial markets and instruments; fundamentals of bank operations, regulation, and structure; the money supply process; the functions of a central bank; the strategy of monetary policy; the federal budget and the economy; and the causes and effects of inflation.

B6204 Advanced Finance

3 credit hours

This course focuses on the capital structure of a corporation, including dividend policy. Also discussed are options, warrants, initial public offerings, and mergers and acquisitions.

B6205 Advanced Accounting

3 credit hours

This course covers traditional advanced accounting topics such as consolidations and reporting for the combinations, accounting for partnerships, not-for-profit accounting, and other areas of interest.

B6206 Global Finance

3 credit hours

This course explores managing international business and global competition with an understanding of international financial instruments, markets and institutions. Topics include foreign exchange risk, determination of exchange rates and interest rates, management of foreign exchange risk with forwards, options, and swaps; exchange rate forecasting; the review of currency speculative attacks; and dynamics of the balance of payments with focus on understanding international capital flows, country debt and exchange rate fluctuations.

B6208 Case Studies in Finance

3 credit hours

This course uses the case-study method to explore short- and long-term financing options, capital costs, investment decisions, and mergers and acquisitions as financial solutions for a wide range of organizations. Using the cases, students study and analyze the current financial situation, then consider possible alternatives and, finally, select and justify the best financial solution for the case.

B6210 Special Topics in Finance

3 credit hours

This seminar provides advanced graduate students an opportunity to explore selected topics, issues, and problems in finance with the guidance of a senior faculty member.

B6252 Accounting Theory and Practice

3 credit hours

This course focuses on accounting theory and policy concepts, and is designed to enhance understanding and analysis by students. Accounting theory is examined, as well as its implications and relations to problems in accounting.

B6253 Auditing*3 credit hours*

This course covers theory and issues relevant to internal and operational auditing. The focus is on relevant auditing concepts and their applications to current auditing problems, including electronic audits.

B6254 Accounting Information Systems*3 credit hours*

This course explores and analyzes the topics and methods in accounting information systems. The focus is on management of the accounting information system. Both practical and theoretical issues are considered.

B6290 Independent Study in Finance*3 credit hours*

This course is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts in business; or evaluation of new strategies used in business. It can involve the resolution of an isolated business problem, collection and interpretation of accumulated data, or a field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B6301 Promotion Management*3 credit hours*

Promotional strategy is analyzed through its major components: personal selling, advertising, sales promotion, and public relations. Marketing communications and sales methods are examined through a task-objective method.

B6302 Consumer Behavior*3 credit hours*

Theories and research findings from the behavioral sciences are examined from the point of view of their applicability to marketing management. Conclusions are drawn from psychology, sociology, anthropology, economics, and marketing research.

B6303 Marketing Research for Decision-Making*3 credit hours*

This course focuses on the importance of marketing research for making sound marketing strategy decisions. The course details the stages of the marketing research process including: the purpose of the research, designing the plan for the research, performing the research, and preparing the research report. The course identifies marketing information systems and highlights the marketing decision support system.

B6304 Advanced Marketing Management*3 credit hours*

This course provides an in-depth examination of the role of marketing in helping to define the objectives of businesses and not-for-profit organizations, and in achieving these objectives. Aspects of marketing decision making, such as strategic planning, the marketing management process, promotion, distribution, and pricing strategies, are covered. Cases and current problems are utilized in applying theory to the real world.

B6309 Special Topics in Marketing*3 credit hours*

This course provides advanced graduate students an opportunity to explore selected topics, issues, and problems in marketing, with the guidance of a senior faculty member.

B6311 Marketing Behavior and Decision-Making*3 credit hours*

This course focuses on the consumer and business-to-business decision making processes of which can be extensive, limited, or routine. Consumers proceed through multiple stages to reach a purchasing decision, usually personal and often impulsive, when they purchase from businesses. Topics include need recognition, alternative search, alternative evaluation, purchase decision, post-purchase evaluation. The course highlights how the process is influenced by social, marketing, and situational factors. In parallel, business-to-business (B2B) marketing behaviors and decisions are different in their purchasing issues: purchasing decisions, providing a problem-solving solution, long-term profitable relationships; product development, branding, communications channels, promotions, pricing/discounts/quantities.

B6320 Integrated Marketing Communications

3 credit hours

This course focuses on the marketing communications tools, techniques and media used in the business world. Creating the right customer focus requires a coordination and integration of multiple elements: promotion, advertising, sales promotion, personal selling, public relations, licensing, sponsorships, and customer services. The goal of the course is to present an integrated marketing strategy through the unification of all communications tools providing a comprehensive message to targeted customers.

B6390 Independent Study in Marketing

3 credit hours

This course is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts in business; or evaluation of new strategies used in business. It can involve the resolution of an isolated business problem, collection and interpretation of accumulated data, or a field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B6401 HRM/Personnel Administration

3 credit hours

This study of contemporary views on the complex decision-making process regarding the management of human resources within an organizational system is geared to meeting both individual needs and organizational objectives. New acquisition, development, rewarding, and maintenance of human resources are researched, analyzed, and discussed.

B6402 Personnel Law and Regulations

3 credit hours

This course introduces students to labor relations by examining the scope of statutes that govern self-organization, as well as employer actions that affect the right to self-organize. Emphasis is placed on the legal aspects of needs planning, employee relations, and policy administration. Negotiating and administering collective bargaining agreements, as well as remedies for illegal strikes, boycotts, and picketing are stressed. Other selected topics include communications, compensation, appraisal/development, employer/union discrimination, and collective bargaining.

B6403 Labor and Management Relations

3 credit hours

An objective evaluation of the demand for, and supply of, labor in its relation to management's needs provides a solid foundation for managers and human resources professionals. The theory and application of collective bargaining and employee benefit programs are also emphasized. The impact of labor contracts on global competition and corporate flexibility in a changing world are examined.

B6404 Compensation Management

3 credit hours

This course includes a practical exploration of the concepts, theories, principles, and applications of job analysis, job evaluation, position design and descriptions, job classification, compensation systems, salary and wage surveys, incentive pay, profit sharing, and fringe benefits. Current practices are examined and projected; changes and trends are discussed.

B6405 Training and Human Resources Development

3 credit hours

This course explores the roles of training and organizational development in the growth, development, and success of organizations. Organizational development is examined in terms of its history, underlying assumptions, characteristics, components, and different types of interventions. Components of effective training are identified and addressed, including needs assessment, program development, instructional design and delivery, and evaluation.

B6409 Special Topics in Human Resources

3 credit hours

This course provides advanced graduate students with an opportunity to explore selected topics, issues, and problems in human resources, with the guidance of a senior faculty member.

B6420 Foundations of Sustainable Business

3 credit hours

This course provides an overview and comparative understanding of sustainable business practices along with frameworks of sustainable business practice and economic principles provide the foundations for helping managers achieve competitive advantage. This course also presents current theory and practice of systems thinking to understanding global, environmental, and social change. This holistic and dynamic understanding helps bridge the social sciences with the natural sciences to understand the complexities involved

in developing and implementing sustainable business practice. Issues of sustainable business practices are explored in order to provide tools and methods to help students understand, make decisions, implement and evaluate emerging global issues surrounding sustainable business practice.

B6421 Change Management and the Sustainable Enterprise

3 credit hours

The course introduces Six Sigma is a change management framework that has evolved from a focus on process improvement using statistical tools to a comprehensive framework for managing a sustainable business. The course also surveys the analytic tools and techniques which are useful in the design and operation of sustainable systems from supply networks to distribution channels. The material is taught from a managerial perspective, with an emphasis on where and how specific tools can be used to improve the overall performance, reduce the total cost, while increasing the sustainability of the firm's value chain.

B6422 Ethical and Economic Dimensions of Sustainable Business

3 credit hours

This dynamic graduate course provides an analysis of ethical theories that address topics of global and business sustainability. Also included are relevant economic theories that inform sustainability decisions in business and organizations. Theories and readings in natural capitalism, managing and accounting for the triple bottom line, finding and developing market solutions, and determining and reducing externalities are included. Additionally, measuring and reporting firm performance and reviewing social responsibility standards, policies and risks are included.

B6423 Sustainable Venture Plan Seminar

3 credit hours

This course is project-based and is intended to help students to learn how to frame sustainable systems problems. The course uses project management tools to plan and implement a sustainability study. Students are asked to identify an existing organization and conduct a full sustainability analysis. Students are asked to identify the sustainability issues of the organization and choose the most appropriate analysis to use among such tools as systems modeling, six sigma, sustainable value chain analysis, etc. The course focuses on gaining practical insight from the sustainability analysis process.

B6450 Financial Strategies for Managers: An Integrated Approach

3 credit hours

This course is designed for managers who need a background in accounting and finance. The course integrates, from a management perspective, relevant principles and concepts drawn from both accounting and finance. The course introduces students to such financial concepts as the relationship of cash flow to the time value of money; cash management, receivables management, and capital budgeting techniques. Completion of this course will prepare students to assess and analyze the quality of accounting information as presented in financial statements, and utilize the data for both strategic and operational management decisions.

B6490 Independent Study in Human Resources

3 credit hours

This course is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) option provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts in business; or evaluation of new strategies used in business. It can involve the resolution of an isolated business problem, collection and interpretation of accumulated data, or a field experience to meet licensing requirements. Note: Students are generally limited to one Directed Independent Studies course per program of study.

B6501 Accounting and Finance for Healthcare Managers

3 credit hours

This course provides accounting methods and traditional financial management concepts of risk, value, return, cost of capital and cash flow for both for-profit and non-profit organizations. Topics include: analysis of cost reports, payment capitation, corporate structure and taxation implications, governmental requirements, utilization management, case mix/payer mix, severity of illness assignment, basic tools of capital budgeting, risk analysis tactical alternative and forecasting, and an examination of how ethics in healthcare finance has affected the healthcare marketplace. Challenges include balancing cost effectiveness with patient care.

B6502 Legal Perspectives in Healthcare Organizations

3 credit hours

This course provides an in-depth study of legal issues unique to healthcare organizations. Topics include malpractice exposure, living wills, confidentiality, licensure, governance, labor law, and other relevant issues. The impacts and interactions of regional, state, and federal regulations are reviewed.

B6503 Risk Management

3 credit hours

This course offers a comprehensive study of methods available for risk and limiting financial exposure. Topics include insurance, underwriting, self-insurance, loss control, insurance fraud, workers' compensation, government regulation, and current issues in the insurance industry.

B6504 Managing and Measuring Quality in Healthcare Organizations

3 credit hours

Increasingly healthcare organizations are challenged to improve patient outcomes, redesign business processes and execute quality and risk management initiatives. This course begins by introducing the student to the field of quality management and how these principles have been adopted by healthcare organizations to improve patient outcomes and program quality. Case studies will be used to illustrate how patient outcomes have been improved and business processes redesigned to achieve improvements in quality, risk reduction and other key business results/outcomes.

B6505 Government Regulation in the Healthcare Industry

3 credit hours

This course is structured to provide an understanding of the varying concerns of government regulators of the healthcare industry. Health licensure, professional provider misconduct, promotion of social policy, and the dynamic application of licensure requirements are reviewed. Regulation of healthcare markets, rationing of health services, and effects of third-party providers are examined.

B6507 Healthcare Organizations: Changing Dynamics and Emerging Trends

3 credit hours

This course maps the dynamic environment in healthcare focusing on the interplay among organizations, the impact of the changes and trends on business models within healthcare, and the implications of changes in healthcare policy on

the future of the healthcare delivery system in the U.S. The course will touch on healthcare economics, effective business models and emerging organizational challenges facing healthcare organizations today.

B6508 Managing Programs and New Initiatives in Healthcare

3 credit hours

Managing programs in healthcare is essential to assure quality outcomes and well managed programs. Also, implementing new strategic initiatives to improve performance are part of effective leadership. This course takes the focus of improving day to day operations and also analyzing, implementing and measuring new initiatives. Change management will also be emphasized to help plan successful implementation of programs and initiatives.

B6509 Special Topics in Healthcare Administration

3 credit hours

This course provides advanced graduate students with an opportunity to explore selected topics, issues, and problems in healthcare administration, with the guidance of a senior faculty member.

B6520 Financial Decision-Making

3 credit hours

Financial decision making is explored with focus on special topics through case studies such as lease versus buy, Venture Capital and other private equity investing, real estate finance, matching corporate strategy with organizational financing, and tax planning.

B6590 Independent Study in Healthcare Administration

3 credit hours

This course is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts in business; or evaluation of new strategies used in business. It can involve the resolution of an isolated business problem, collection and interpretation of accumulated data, or a field experience. Students may not earn credit for any course more than once, including Directed Independent Studies.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B6601 International Business Practice*3 credit hours*

This graduate course examines the nature and complexities of international business; the factors that determine the international environment [economic, accounting, ethical, physical, socio-cultural, political, legal, labor, competitive, and distributive]; most important international organizations; and the methods that can be used by business to effectively and ethically deal with these forces. The course provides an in-depth review and analysis of the latest theories and research on leadership and collaboration research and literature as it related to international business practices will be examined. Communication projects will focus on critical thinking, problem solving, and decision making based on relevant research, information literacy, applied technology, integration, ethical and diversity concerns.

B6602 International Economics*3 credit hours*

This course focuses on applications of economic theory, including the impact of international trade, the World Trade Organization (WTO), the General Agreement on Trade and Tariffs (GATT), regional economic integration such as the European Union (EU) and the North American Free Trade Agreement (NAFTA), and international trade policy.

B6604 International Marketing*3 credit hours*

This course focuses on the opportunities, problems, and challenges involved in international marketing. The course examines the methods companies use to organize their international versus domestic markets, international market research tasks, methods of entry strategies in the international markets, and potential marketing strategies for a multinational firm. Knowledge of local cultural environments is high-lighted as a prerequisite for success.

B6606 International Regulatory Compliance*3 credit hours*

This course will examine the impact of regulatory and compliance issues within a global marketplace. This course will focus on the evolution of international organizations such as the World Trade Organization, United Nations, the European Union, and North American Free Trade Agreement, Foreign Corrupt Practices Act, and their attempts to regulate international business transactions.

B6608 International Standards, Regulation, and Compliance*3 credit hours*

This graduate course provides the advanced graduate student with an opportunity to explore the standards, standard setting practices, regulations, and compliance issues with the most important international organizations and agreements. The course provides an in-depth review and analysis of the latest theories and research on international standards, regulation, and compliance. Research is done to discover the processes, regulations, compliance standards that impact international business. Attention is given to issues of violation, defense, conflict resolution options, and resolution. Special attention is given to how international corporations are organized and function internally and as part of the globalization process. The topic must be researched from a multidisciplinary, theoretical, research study, and practical implemental perspective. Communication projects will focus on critical thinking, problem-solving, and decision-making based on relevant research, information literacy, applied technology, integration, ethical and diversity concerns.

B6609 Special Topics in International Business*3 credit hours*

This course provides advanced graduate students with an opportunity to explore selected topics, issues, and problems of International Trade with the guidance of a faculty member.

B6610 International Project*3 credit hours*

This course provides the participant with a general overview of international management, including the concepts of corporate culture, integration, implementation, and globalization. The course enables students to study in another country with the guidance and supervision of a qualified faculty member, accompanied by other graduate students. Business practices, culture customs, and trade practices unique to that country or that region will be the focus of discussion. Learning will be enhanced with business facility tours, and meeting with university professors, industry executives, and government leaders. The country is selected on the basis of prevailing student and faculty interests.

B6622 Capital Markets*3 credit hours*

This course teaches students how to finance an organization by focusing on financial aspects in terms of original and growth capital. Topics include pro-forma development and review, business valuation modes, financing startups, going public,

selling out, cash flow analysis and raising capital from private investors, venture capitalists, vendors, insurance companies and banks.

B6690 Independent Study in International Trade
3 credit hours

This course is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course, an analysis of new ideas, theories or concepts in business, or evaluation of new strategies used in business. It can involve the resolution of an isolated business problem, collection and interpretation of accumulated data, or a field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B6731 Understanding and Managing Human Differences

3 credit hours

This course offers insights and approaches for understanding cultural/social/gender differences, dealing with difficult people, and assessing conflict styles. Students identify, analyze, and plan for those elements within the cultural, economic, and political environments that require specialized understanding and strategy for successful management.

B6732 Perspective in Ethics

3 credit hours

This course addresses the ethical and moral dimension of business. It stresses the application of moral concepts to practical case situations involving ethical dilemmas. Practical questions are addressed regarding the responsibilities and values involved in managing a firm's relationship with individual employees, the marketplace, and society. Students analyze and understand the implications alternative resolutions of moral dilemmas have on organizational performance.

B6733 Team Strategies

3 credit hours

In this course, students join forces to apply the disciplines, frameworks, tools, and techniques required for team- and small-group performance. The course builds on basic team skills, such as contracting, giving and receiving feedback, and meeting management goals. Topics include task clarification, development of shared values, project

management, goal attainment, measuring success, team facilitation and leadership, team learning and coaching. Students work in teams to identify a project in an organization and design a team activity to take place during the course.

B6734 Organizational Systems Leadership and Change

3 credit hours

Managerial leaders are frequently called upon to act as internal consultants and change agents. This course explores these roles, as well as change theory and the skills that are required to bring about change in individuals, groups and organizations. Change is explored from a systems perspective.

B6735 Power, Culture, and Leadership

3 credit hours

This course focuses on helping individuals understand, and come to terms with, a number of important questions concerning the exercise of leadership. First, while the development of power and influence is essential for effective management, what role do these play in the exercise of leadership? Second, how is leadership impacted, and how does it in turn impact organizational culture? Third, how can the leader engage in creative destruction and renewal of organizations? Fourth, what is the value of corporate pathfinding and vision? Finally, what impacts do individual and collective leadership in organizations have on each other?

B6750 Communications and Connectivity

3 credit hours

This course explores critical issues of communications and connectivity among global and internet-based information systems, from strategic, organizational, and technical perspectives. Topics of focus are strategic, physical, logical, and organizational connectivity.

B6761 Leadership in Public and Nonprofit Organizations

3 credit hours

This course provides an opportunity to investigate issues and trends shaping the nonprofit and public sectors and the challenges they present for leaders. "Best practices" and benchmarking public and nonprofit sectors are examined. Topics include trends in philanthropy and public giving; mergers, strategic alliances and joint ventures within and across sectors; new models for governance and boards; and the type of leadership that is required to create and maintain high levels of excellence in organizations.

B6762 Organizational Theory and Management Behavior

3 credit hours

Behavior within the public organization framework and the new dynamics required in management are considered. Focus is on such issues as perception, attitude formation, motivation, leadership, systems theory, communication and information flow, conflict theory, and decision theory.

B6763 Public Policy Process

3 credit hours

This course studies processes of making public policy, including detection of public issues, consideration of alternatives, and adoption and implementation of solutions. This course highlights the major contributors in the policy process, as well as the environment within which they work.

B6764 Financial Aspects of Public and Nonprofit Organizations

3 credit hours

This course studies fundamental normative debates in the public and nonprofit financial management arena with a focus on resulting implementation principles and techniques in governmental accounting, financial reporting, budget and revenue decisions, debt management, cash and investment management, pensions and employee benefits, and risk management.

B6801 Forensic Auditing

3 credit hours

This course concentrates on the taxonomy that is the essence of a fraud audit. This course provides new tools and techniques available to professionals who perform audits designed to uncover instances of fraudulent activity. This course covers topics such as: the recognition of characteristics or organizations likely to become victimized by fraud; how to detect and deter accounting fraud; how to conduct an efficient, systematic fraud investigation; and the most current techniques available to document fraud and prepare and save evidence related to fraudulent activities.

B6802 Forensic Accounting

3 credit hours

This course focuses on fraud detection and control from the perspective of public, internal and private accountants. This course covers such areas as principles and standards for fraud-specific examination; fraud-specific internal control systems; proactive and reactive investigative techniques. Case studies and student presentations will be used extensively in exploring the many facets of forensic accounting.

B6803 Legal Aspects of Fraud

3 credit hours

This course covers the laws that are violated by those who commit fraud or who are involved with fraudulent activity. A part of this course will be dedicated to the topic of Expert Witnessing in forensic accounting.

B6804 Forensic Investigative Techniques

3 credit hours

This course is designed as the Capstone Course. The course covers the nature of fraud and the characteristic of those who commit fraud.

B6812 Management, NAFTA, and Business in the U.S.A.

3 credit hours

The course introduces the principles of NAFTA, management values in North America, management values in the United States, American business environment, and American social and political systems as they affect management.

B6814 World Business

3 credit hours

This course examines principles and issues in international business, world economics, and international organizations.

B6889 Fraud Examination: Theories and Methods

3 credit hours

Fraud examination will cover the principles and methodology of fraud detection and deterrence; an integral component to effective corporate compliance. The course includes such topics as: fraud theories, skimming, cash larceny, check tampering, register disbursement schemes, billing schemes, payroll and expense reimbursement schemes, non-cash misappropriations, corruption, accounting principles and fraud, fraudulent financial statements, and interviewing witnesses.

B6890 Fraud Auditing and Financial Analysis

3 credit hours

This course focuses on uncovering financial statement fraud. Focus will be on financial statement fraud, ratio and variance analysis, financial shenanigans, analyzing and interpreting financial anomalies, and use of computer assisted audit techniques (CAAT) software in uncovering financial fraud.

B6891 Legal Aspects of Fraud, Investigation, and Expert Testimony

3 credit hours

This course focuses on various elements of modern internal auditing as they relate to providing reasonable assurances against fraud detection and prevention. Financial, operational and compliance control best practices at basic, intermediate and advanced levels are introduced and discussed to help the professional fraud prevention expert develop an effective system of accounting and operational controls within an organizational setting.

B6892 Internal Auditing and Control Management

3 credit hours

This course focuses on civil and criminal procedures, gathering admissible evidence, CV writing, forming and expressing opinions, report writing and testifying skills for the professional fraud examiner. In addition, interviewing and interrogation techniques, and proper techniques to secure a court-admissible confession are also introduced and discussed.

B6899 History of Regulatory Legislation

3 credit hours

This course will focus on a review of the history of the establishment of the Federal and State Agencies and attendant legislation whose goal was, and continues to be, the development, implementation, and monitoring of limits imposed on the business practices of the United States industrial complex. Students will also examine the more significant regulatory legislation of the 19th and 20th century, as well as the cultural events that defined the need for, and the intent of, landmark legislation. Those authors whose writings chronicled both the political agenda and public opinion relative to the value of the growth in the regulatory environment will be studied.

B6900 Thesis

6 credit hours

This course involves the research for, and the writing of, a thesis on an accounting topic.

B6902 Corporate Compliance

3 credit hours

This course will examine corporate compliance as a response to the Sarbanes-Oxley legislation, which is intended to dramatically alter business practices, relative to honesty, integrity, compliance, and ethical behavior in corporate America. Students will review the elements of the Act with particular emphasis on the areas of the Public Company Accounting Oversight Board

(PCAOB); auditor independence; corporate responsibility; enhanced financial disclosure; corporate fraud and accountability all designed to promote greater financial security and address corporate malfeasance. Additionally, students will, through discussion and research, consider the catalytic effect of such scandals such as Enron, Tyco, WorldCom, Arthur Andersen, et al on legislative action. As a part of developing a contextual framework this course will, also, analyze current and proposed changes in corporate governance that is attended to assure corporate compliance with the Act.

B6904 Monitoring and Assessing Corporate Compliance

3 credit hours

The central theme of this course will be to monitor and assess corporate responses to compliance. This course is designed to study in depth those options available to manage compliance. An additional focus of this course will be an examination of the elements necessary to implement an effective risk management program. The elements will include senior management commitment, relevant policy, compliance validation programs, adequate risk measurement, and the role of internal auditors. Students will review options available to corporations for aligning corporate structure and standards more closely with compliance risk measurements. Special focus will be on organizational changes designed to reduce compliance risk related to independent decision making, conflict of interest, and ethical behavior.

B6910 Customized Course I

3 credit hours

This course provides an opportunity for MBA students to have a customized learning experience whereby they work with a faculty member to create a Customized Course in an area of their choice. The Customized Course may arise from a situation pertaining to professional employment; an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or an applied problem or opportunity that needs identification; analysis; implementation/execution and recommendation or evaluation.

B6920 Customized Course II

3 credit hours

This course provides an opportunity for MBA students to have a customized learning experience whereby they work with a faculty member to

create a Customized Course in an area of their choice. The Customized Course may arise from a situation pertaining to professional employment; an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or an applied problem or opportunity that needs identification; analysis; implementation/execution and recommendation or evaluation.

B7202 Advanced Corporate Taxation

3 credit hours

This course is an introduction to current topics in accounting information systems. Topics include accounting and systems concepts, the role of accounting information systems, and their applications in computer environments such as e-commerce, developing accounting systems, internal controls, flowcharting, disaster recovery, and EDP/IT auditing.

B7205 Advanced Accounting

3 credit hours

This course explores advanced issues in accounting for consolidations, branch operations, segment and interim reporting, partnerships, and corporations in financial difficulty.

B7223 Strategic Planning and Implementation

3 credit hours

Drawing upon a wide range of disciplines this course explores theory, research, and practice in corporate and business strategy focusing on the determinants of firm performance and results. Building on the focus of the doctoral program, doctoral students will gain an in-depth understanding of how to create, execute, and measure strategy effectiveness and business results. The course will develop critical and conceptual thinking skills by understanding the interplay of industry structure, competitive environments, organizational resources, competitive advantage, leadership, corporate structure, globalization, talent development, and uncertainty. By applying concepts to case studies, analytical problem-solving, business judgment, financial analysis, and synthesis will be refined.

B7251 Research Methodology in Accounting

3 credit hours

This course provides a broad overview of academic literature in accounting. Study focuses on topics of interest, tools and techniques for research, and methodological issues in the various areas of accounting. Exploration and discussion of issues related to developing a personal research agenda in accounting are covered.

B7252 International Accounting and Taxation

3 credit hours

This advanced course explores an in-depth review and analysis of the latest theories and research on accounting and taxation issues from an international perspective. Study includes how and why accounting and taxation topics differ from country to country, the impact of these issues on the international organization, problems related to the differences and the organizations that have developed to resolve ethical and operational problems. Written projects will focus on critical thinking, problem solving, decision making and information literacy. The class includes independent research into the development, implementation and regulation issues for global organizations.

B7253 Advanced Seminar in Managerial Accounting

3 credit hours

This course explores the current and historical academic literature in managerial accounting. Previous and current research concepts, findings and methodologies, along with their implications for applied research and practice, are explored. The concepts are studied from the perspective of how they might be developed and tested.

B7254 Advanced Seminar in Financial Accounting

3 credit hours

This course explores the current and historical academic literature in financial accounting. Previous and current research, findings, and methodologies along with their implications for applied research and practice are explored. The concepts are studied from the perspective of application in contexts outside the firm.

B7255 Development of Accounting History and Theory

3 credit hours

This course focuses on accounting history and the development of theory and organizations in accounting, enabling the student to understand the how and why of current concepts and practices in accounting.

B7258 Selected Accounting Topics

3 credit hours

This course allows advanced doctoral-level work in management, financial accounting, educational, and other topics based upon student demand and availability of faculty members.

B7259 Independent Study in Accounting

3 credit hours

This course focuses on doctoral-level analysis of selected accounting topics and is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) option provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or evaluation of new strategies. It can involve the resolution of an isolated educational problem, collection, and interpretation of accumulated data, or an approved field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B7260 Expert Accounting Systems

3 credit hours

This course offers doctoral-level exposure to expert information systems in accounting systems that can track goods and resources through manufacturing/work processes, select customers/suppliers automatically, assist in just-in-time approaches to work, and help in automated decision making. The course is designed to explore theoretical, as well as practical, advantages/problems associated with expert accounting systems.

B7261 Advanced Seminar in Auditing

3 credit hours

This course involves the study of the academic literature related to internal and independent auditing issues. Current research findings and their application and impact on the field of auditing are analyzed and critiqued within a seminar format.

B7301 Marketing Decision Models

3 credit hours

This course is a study of basic marketing and consumer behavior models, with particular attention to the use of classical and contemporary literature sources. Applications include insights into conceptual modeling for cognitive perceptual mapping, multi-attribute preference and choice models, and sales forecasting.

B7302 Marketing Management Seminar

3 credit hours

This course examines the latest corporate and marketing strategy theories. It provides an in-depth review and analysis of the latest theories and research in product/service development, pricing promotion, and distribution.

B7303 Advanced Consumer Information Processing

3 credit hours

This course allows an advanced study of the classical and contemporary research underlying individual and group behavior of consumers. Theories from the behavioral sciences will be applied to consumer behavior, from descriptive, predictive, and normative perspectives.

B7304 Advanced Marketing Research

3 credit hours

This is an advanced study of the total process of generating and transforming data relevant for the marketing decision maker. Emphasis is placed on types of designs, measurement and scaling methodologies, sampling theories, and techniques of data analysis. The student develops an empirical article for submission to a peer-reviewed journal or conference.

B7305 Advanced Marketing Seminar

3 credit hours

This course examines the development of marketing theory. Topics are selected from original sources and from the various literature bases that support marketing as a discipline. The course provides an in-depth review and analysis of the foundations of marketing and their impact on modern marketing practice.

B7306 Advanced Promotion Management

3 credit hours

This course analyzes promotional strategy through its major components: personal selling, advertising, sales promotion, public relations, publicity, and online marketing. Marketing communications and sales methods are examined through a task-objective method. Students are required to complete wide reading in the area and develop an empirical article for submission to a peer-reviewed journal or conference.

B7307 Advanced Consumer Behavior

3 credit hours

This course examines theories and research findings from the behavioral sciences from the point of view of their applicability to marketing management. Conclusions are drawn from psychology, sociology, anthropology, economics, and marketing research. Students are required to complete wide reading in the area and develop an empirical study examining a topic in consumer research at an advanced level.

B7308 Advanced Marketing Research

3 credit hours

A thorough examination of the scope and role of research in making marketing decisions is essential for students selecting a career in marketing. This course analyzes current techniques and strategies and provides opportunities for developing skills in conducting actual research. It examines contemporary research findings; students develop a marketing research study that reflects an advanced level of thinking and analysis of a marketing area.

B7310 Selected Marketing Topics

3 credit hours

This course offers advanced, doctoral-level work in marketing topics, based upon student demand and availability of faculty.

B7311 Independent Study in Marketing

3 credit hours

This course offers doctoral-level analysis of selected marketing subjects including information systems topics, and is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) option provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or evaluation of new strategies. It can involve the resolution of an isolated educational problem, collection, and interpretation of accumulated data, or an approved field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B7312 Culturally Responsive Marketing

3 credit hours

This course examines the cultural, subculture, generational, class, life course, and group influences of consumer behavior based upon

domestic and global marketing environments.

Major issues to be discussed and experienced through case studies are: positive and normative managerial interventions; multiple interpretations of consumer creativity; and the probing of consumer behaviors. Integration of macro- and micro-level global forces shaping regional and global markets will be investigated through practical business experiences, current literature, research studies, case studies and current marketing practices.

B7315 Global and Multinational Marketing

3 credit hours

Marketing and selling products into the global environment presents many demanding decisions that need to be updated on a consistent timeframe with hard-to-retrieve knowledge, information and data. Challenging decisions must be made in international marketing objectives/strategies/policies, regional and country market selection, products that fit regions-countries, multiple distribution channels, communications to fit each global region, management models and organizations per region/country, knowledge/information/data management, exploration of cultural issues, competition, economies, and customers.

B7320 Marketing and Innovation

3 credit hours

This course focuses on the processes involved in marketing innovative products to current and new markets. Taking a product from idea to development to actual launch, including: identifying potential/new markets, appreciation for the innovative product planning phase; understanding the customer's potential needs/wants/behaviors pre-product introduction through diffusion; writing the potential/new market strategic plan; management processes and resources required for marketing innovative products; and the management processes necessary for the re-innovation or sustaining the marketability of the innovative product.

B7325 Marketing Organization and Control

3 credit hours

This course examines the challenges of aligning and/or transforming a product-centric organization into a customer-centric organization. Major company and marketing issues discussed are: reassessment of the company and marketing vision-strategy-operations; utilization of company and marketing resources; direct and indirect effects on in-house and customer driven

technology/communications/networks/ information management; organizational behaviors/changes necessary to convert employees to a new line of thinking; changes in revenues/ profits/earnings; and, customer services. The goal of the course is to provide a structure on how to align and/or transform company and marketing operations to maximize customer value.

B7330 Marketing Research and Design

3 credit hours

This course is uniquely designed to introduce students to the conceptual and technical issues of marketing research and design based upon behavior research methodologies. Major topics are: behavioral research designs; variances in domestic and global market research data gathering techniques; filling the domestic and/or global product-market knowledge gap based upon company strategies; and analytical techniques applied to marketing data.

B7335 Theory and Research in Consumer Branding

3 credit hours

Consumer branding is the focal point of all businesses, domestic and global. Challenges in developing effective consumer brands must be integrated with the company's short- and long-term strategic and operational plans. One of the major goals is to identify branding issues in depth, experienced by marketing firms. Multiple venues are involved in this course — feature presentations by distinguished marketers in the region, corporate marketing professionals, combined with global marketing experts. Topics included are challenges and changes in marketing branding strategies that worked yesterday but likely will not fit tomorrow's customer, managing the distribution channel to build brand equity, developing effective communication strategies in a digital environment, establishing effective global brands by region, issues/attributes/challenges in building domestic and global customer relationships.

B7352 Advanced Studies in Accounting Theory and Practice

3 credit hours

This course focuses on the current development of accounting theory and policy concepts. In this changing world of computer systems, internationalization, larger size firms, environmental concerns, and other developments, it is designed to enable students to study and write on the developing edge of accounting theory. Accounting theory is examined as well as its implications and relations to current business developments.

B7353 Advanced Auditing

3 credit hours

This advanced course reviews, and provides research opportunities on, issues of financial auditing. While covering theory and issues relevant to internal and operational auditing. The focus is on relevant auditing concepts and their applications to current auditing problems, including electronic audits.

B7354 Advanced Accounting Information Systems

3 credit hours

This course is an introduction to current topics in accounting information systems. Areas include accounting and systems concepts, the role of accounting information systems, and their applications in the variety of computer environments such as e-commerce, developing accounting systems, internal controls, flowcharting, disaster recovery, and EDP/IT auditing.

B7401 Organizational Behavior

3 credit hours

The focus of this course is the theoretical and practical implications of organizational behavior, as addressed from a social science perspective. It stresses how being a consumer of organizational research can help the manager with everyday problems, and help the researcher to answer organizational behavior questions. Upon completion of the course, the student will have mastered the concepts of the field, such as diversity in the workplace, perception and attribution processes, motivation and individual differences in organizations, group dynamics and decision making, team work, leadership, and quality improvement programs.

B7402 Advanced Human Resource Management

3 credit hours

This course provides advanced exploration in employee selection, performance appraisal, compensation, training and development, human resource policy and strategy, and other areas of human resource management.

B7403 Management Science

3 credit hours

This course provides an in-depth presentation of the tools and techniques of management science as applied to real-world problems. The subject matter includes linear programming, sensitivity analysis, distribution models, decision analysis, forecasting, PERT/CPM, financial models as certainty models, and simulation models.

B7404 Stress Management Control

3 credit hours

This course examines the organizational factors that cause stress and identifies the costs of stress to the organization. Emphasis is placed on the principles and methods of preventive stress management from an organizational perspective, including the improvement of individual-organizational relationships, the shaping of organizational policies and procedures, and the design of effective stress management training, employee assistance, and personal wellness programs.

B7405 Business Policy Seminar

3 credit hours

This course provides the participant with a general overview of the planning, strategy formulation, strategic thinking, strategy implementation, and evaluation processes. Managerial styles and personal strategies are also discussed. The course takes an international view of business policy in a world without borders. Research areas in business strategy are also analyzed.

B7406 Ethics in Business and Management

3 credit hours

This course considers ethics in business and management from a research perspective. Topics of study include foundations, ethical codes, ethics education, ethics research, student perspectives of ethics, ethics by business application, and cross-cultural ethics research.

B7407 International Human Resource Management

3 credit hours

This course explores the human resource management issues that exist in the international business environment, sensitizes students to the differences in human resource systems, and broadens their perspective on the appropriate management of human resources in a multinational context.

B7408 Organizational Development and Change Management

3 credit hours

This course addresses planned change efforts in organizations, covering organizational design, structure, principles of organizations, human resources training, intra- and inter-departmental communications, coordination activities, and leadership growth and development.

B7409 Holistic Management

3 credit hours

This course provides advanced exploration of the fusion of Organization Learning and Strategic Management in the development of the concept of Holistic Management for sustainability. Through discussion of sustainability literature, written papers, and case analysis, students will review and analyze strategies that require an integration of the functional activities in operations, marketing, R&D, finance, and Human Resources, into a balanced model for strategic decision-making to attain organizational objectives. Doctoral students will demonstrate knowledge and application of global and business sustainability by submitting a term paper that is capable of being published in a refereed and non-refereed journal to show knowledge and application of the subject matter.

B7410 Selected Management Topics

3 credit hours

This course offers advanced, doctoral-level work in management topics, based upon student demand and availability of faculty members.

B7411 Independent Study in Management

1-3 credit hours

This course offers doctoral-level analysis of selected management topics, and is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) option provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or evaluation of new strategies used in research. It can involve the resolution of an isolated educational problem, collection, and interpretation of accumulated data, or an approved field experience. Note: Students are generally limited to one Directed Independent Studies course per program of study.

B7412 Advanced HRM/Personnel Administration

3 credit hours

This course provides advanced exploration of employee selection, performance appraisal, compensation, training and development, human resource policy and strategy, and other areas of human resource management. Doctoral students demonstrate knowledge and application by submitting a term paper that is capable of being published in a refereed and non-refereed journal to show knowledge and application of the subject.

B7413 Organizational Systems Theory*3 credit hours*

This course focuses on theories, research and practice at the organization level of analysis. Beginning with a brief overview of the history of organization theory, the course focuses on contemporary perspectives including resource dependence theory, structural contingency theory, social network analysis, organizational ecology and the impact of technology on work. The emphasis will be on the applicability of theory in organizational life. Readings will ground the DBA student in the literature and a project derived from the DBA students' interests and professional experience will form the basis application of the theories and research findings to business. The course will also focus on what theory is, and what theory is not and also on how to apply theory effectively to develop robust solutions and achieve organizational results.

B7414 Advanced Personnel Law and Regulations*3 credit hours*

This course provides advanced exploration in labor relations by examining the scope of statutes and case law governing self-organization, as well as employer action. Doctoral students demonstrate knowledge and application by submitting a term paper that is capable of being published in a refereed and non-refereed journal to show knowledge and application of the subject. Emphasis is placed on the legal aspects of needs planning, employee relations and policy administration. Negotiating and administering collective bargaining agreements as well as remedies for strikes, boycotts and picketing, are covered.

B7415 Advanced Compensation Management*3 credit hours*

This course provides advanced exploration of the principles of internal/external pay equity through review and creation of salary surveys, job descriptions, job classifications, and comparisons of compensation strategies. Doctoral students demonstrate knowledge and application by submitting a term paper that is capable of being published in a refereed and non-refereed journal.

B7416 Advanced Training and HR Development*3 credit hours*

This course provides advanced exploration of the roles of training and organizational development in the growth, development, and success of organizations. Organizational development is examined in terms of its history, underlying

assumptions, characteristics, components, and different types of interventions. Components of effective training are identified and addressed, including needs assessment, program development, instructional design and delivery, and evaluation.

Doctoral students demonstrate knowledge and application by submitting a term paper that is capable of being published in a refereed and non-refereed journal.

B7417 Advanced Management Consulting*3 credit hours*

This course emphasizes knowledge and application of the latest theories and research in consulting. Through discussion of literature, written papers, and case analysis, students will review and analyze the theoretical foundations of organizational and management consulting and apply them to business problems and strategies. The course provides an overview of the consulting profession with a subsequent emphasis on developing proficiencies in a range of skills required to practice consulting.

B7418 Management Decision-Making Models*3 credit hours*

This course provides students with a fundamental understanding of management science models. Students research, discuss, and analyze the utility of management decision models in business today, using real-world case studies. The goal of the case study analysis is to examine the deliberation process that produces the optimum course of action. The primary focus of this course will be to understand from a managerial point of view the concept of decision-making models as well as the interpretation and application of these concepts to contemporary business problems.

B7419 Application of Leadership Skills*3 credit hours*

This course is designed to expose students to comprehensive leadership skills. Individual measurement approaches will assess strengths and weaknesses — in order to help the student develop well-rounded leadership competencies. The student will also demonstrate comprehensive leadership skills in an applied leadership project — one calling for the demonstration of multiple leadership capabilities.

B7420 Overview of Global Business Sustainability*3 credit hours*

What is sustainability? Why at this point in the 21st century is the focus of policy-makers, Politicians,

business executives and concerned citizens on this topic? This course develops a business case for sustainability, presents alternative viewpoints, discusses in depth natural capitalism, challenges the paradigm that growth is always good and challenges the learner to rethink consumerism and its impact on the planet and its inhabitants.

B7421 Sustainable Systems: The Science of Industrial Ecology

3 credit hours

This course introduces the science of Industrial Ecology (IE). IE is presented as a framework for studying the interactions of modern technological society with the environment. The course helps students to understand the potential for environmental improvement in industry using an analogy of industrial systems to natural ecological systems. Industries, organizations and manufacturing processes are seen as interacting systems rather than isolated components in a system of linear flows. Students will learn to diagnose and solve complex system-level problems by applying the IE framework.

B7422 Developing Sustainable Products and Services

3 credit hours

This integrative course investigates the organization's supply chain from the development, packaging and marketing of new products and services through the implementation of sustainable manufacturing/ operations and logistics that reduce waste through reducing the firm's carbon footprint. This course features the opportunity for DBAs across a range of functional disciplines to demonstrate the return on investment of sustainable products, services and/or supply chain.

B7423 Designing Sustainable Environments

3 credit hours

"Going green" is becoming a goal of cities, regions and organizations. This course focuses on the latest theories and practice of urban design and planning, looking broadly at public policy, urban design and planning and business models designed to develop market and build green environments. Students examine the "green" perspective through frameworks, practices, and tools that construct economic and environmental success.

B7424 Field Study or Research in Global and Business Sustainability

3 credit hours

This course is a project-based course that

explores the research and analytic tools organizations use to assess their sustainability issues. The course presents the research and analytic tools used in an environment sustainability study. In small groups, students learn systems modeling and sustainability consulting skills by working on a semester-long project with real-life organizations and managers. The course focuses on gaining practical insights from the sustainability/systems analysis process.

B7432 Corporate Social Responsibility

3 credit hours

This graduate course provides an in-depth review and analysis of the latest theories and research on corporate social responsibility. The course focuses on understanding governmental and quasi-governmental regulatory institutions and related corporate social responsibility business impacts; an understanding of the process of developing corporate social responsibility standards and policies, how to interpret them, and how to determine relative weight; and an understanding of how to assess, deal with and prevent corporate social responsibility risks. Emphasis includes working with and being a team leader and in collaboration. Communication projects will focus on critical thinking, problem solving, and decision making based on relevant research, information literacy, applied technology, integration, ethical and diversity concerns. Attention is focused on utilizing leadership and collaboration practices in corporate social responsibility within an organization, an industry, country, region, and world.

B7501 Healthcare Industry Trends and Analysis

3 credit hours

This course presents an overview of the United States health services system from an historical and contemporary perspective. Course content will examine patterns and utilization of health services, an examination of health service providers, non-financial and financial resources for health services, assessment and regulation of health services performance, and an overview of national health policy.

B7511 Independent Study in Healthcare Administration

3 credit hours

This course offers doctoral-level analysis of selected topics in healthcare administration, focusing on doctoral-level analysis of selected Information systems topics, and is completed on a one-to-one basis with a faculty mentor. The

Directed Independent Study (DIS) option provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or evaluation of new strategies. It can involve the resolution of an isolated educational problem, collection, and interpretation of accumulated data, or an approved field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B7521 Global Challenges

3 credit hours

This graduate course provides an in-depth review and analysis of the latest theories and research to provide the advanced graduate student with an understanding of a range of global challenges. The issues include management of global businesses, management of businesses that are impacted by globalization, and management of businesses that use the Internet. Cultural, ethical, standards of practice, political, and legal differences are examined. Communication projects will focus on critical thinking, problem solving, and decision making based on relevant research, information literacy, applied technology, and integration concerns. Attention is focused on utilizing leadership and collaboration practices in dealing with global challenges.

B7601 Multinational Marketing Strategy

3 credit hours

This course provides an overview of international business. Emphasis is given to the comprehensive international environment (cultural and political environment, legal system, etc.) and similarities and differences of doing business abroad. The course examines international product positioning, promotional strategies, pricing issues, and distribution strategies on the international market. This course also provides practical and theoretical knowledge and skills for entrepreneurs and managers interested in doing business abroad.

B7602 Global Management Models

3 credit hours

This advanced course an in-depth review and analysis of the latest theories and research on global management models. The course reviews and provides research opportunities on chain management issues focused on ethical international management, including the integration of corporate culture, integration,

implementation, and globalization. Specific applications to research areas in business strategies are explored. Written projects will focus on critical thinking, problem-solving, decision-making and information literacy.

B7603 International Financial Management

3 credit hours

This course provides a background on the international environment, and focuses on the managerial aspects from a corporate perspective. It examines international financial environment, exchange rate behavior, exchange rate risk management, and the role and functioning of international banking. This course also provides students with theoretical and practical knowledge in international financial management. The student will be able to use this knowledge in academia and in business.

B7604 Seminar in International Business

3 credit hours

This course presents a survey of the most important activities in international business and offers a framework of thinking about them from the perspective of the company manager. Students examine international trade and foreign direct investment patterns and theories, international financial markets and how firms dealing in those markets operate, trade and investment barriers, and functioning of economic integration, challenges and opportunities of multinational operations, and the means by which MNEs develop and sustain a competitive presence. The seminar interchangeably provides in-depth coverage of the most important world markets: Europe, Asia, South America, etc.

B7605 International Trade Law

3 credit hours

This course provides an overview of international trade law for managers. Emphasis is placed on legal aspects managers might encounter when engaged in international trade. Topics include contracts, intellectual property rights, product liability, and trade practice legislation.

B7606 International Monetary Economics

3 credit hours

This course provides an in-depth analysis of historical and contemporary issues in international monetary economics. Topics include balance of payments, different exchange rate regimes (fixed, floating, pegged, managed floating), the reform and evolution of international monetary arrangements, the gold standard, the Bretton Woods system, target zones, optimum currency areas, the

European monetary system, and the European monetary union.

B7607 Comparative Economic Systems

3 credit hours

This course provides students an understanding of the organization, operation and performance of economic systems, both in theory and in practice. It examines alternative methods of determining the bill of goods to be produced, the allocation of resources to produce it, and the distribution of the resulting income. The course explores various alternative answers by analyzing and comparing different economic systems.

B7608 Advanced International Organizations

3 credit hours

This advanced course reviews, and provides research opportunities on, issues of international trade from a multidisciplinary, strategic, and meta-analysis perspective. Students examine the nature and complexities of international business and international trade policy from the perspective of senior management, consultant, and policy maker. Theory, research, and literature from a political, economic, sociocultural, social psychology, legal, and historic perspective are explored in depth.

B7609 International Project I

3 credit hours

This course provides the participant with a general overview of international management, including the concepts of corporate culture, integration, implementation, and globalization. The course enables students to study in another country with the guidance and supervision of a qualified faculty member, accompanied by other graduate students. Business practices, culture, customs, and trade practices unique to that country or that region will be the focus of discussion. Learning will be enhanced with business facility tours, and meeting with university professors, industry executives, and government leaders. The country is selected on the basis of prevailing student and faculty interests.

B7610 Leadership in Global and Multicultural Organizations

3 credit hours

This advanced course reviews and provides research opportunities on leadership issues in global, international, and multicultural organizations. Culturally sensitive leadership skills, styles, practices, models, trends, theories, and concepts are examined. Attention is given to international ethical, diversity, and conflict management research and practices. The course

includes theoretical orientation and theory-to-practice experiences using case studies, demonstrations, and simulations. The course provides an in-depth review and analysis of the latest theories and research on leadership in global and multicultural organizations. Written projects will focus on critical thinking, problem solving, decision making and information literacy. Attention is given to team leadership, team collaboration skills within a culturally diverse world.

B7611 Independent Study in International Business

3 credit hours

This course offers doctoral-level analysis of selected international business topics, including selected information systems topics, and is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) option provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or evaluation of new strategies. It can involve the resolution of an isolated educational problem, collection, and interpretation of accumulated data, or an approved field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B7612 Advanced International Economics

3 credit hours

This advanced course reviews and provides research opportunities on issues of international economics. This course focuses on applications of economic theory, including the impact of international trade, the World Trade Organization (WTO), the General Agreement on Trade and Tariffs (GATT), regional economic integration such as the European Union (EU) and the North American Free Trade Agreement (NAFTA), and international trade policy.

B7613 International Project II

3 credit hours

This course provides the participant with a general overview of international management, including the concepts of corporate culture, integration, implementation, and globalization. The course enables students to study in another country with the guidance and supervision of a qualified faculty member, accompanied by other graduate students. Business practices, culture, customs, and trade

practices unique to that country or that region will be the focus of discussion. Learning will be enhanced with business facility tours, and meeting with university professors, industry executives, and government leaders. The country is selected on the basis of prevailing student and faculty interests. The country selected must be different from that chosen in International Project I (B7609).

Prerequisite(s): B7609

B7616 International Business Law and Practices

3 credit hours

This advanced course provides an in-depth review and analysis of the latest theories, research, and information on international trade law for managers. Emphasis is placed on legal aspects managers might encounter when engaged in international trade. The course reviews and provides research opportunities on issues of international trade from a multidisciplinary, strategic, and meta analysis perspective. The course examines the nature and complexities of international business and international trade policies. Theory, research, ethics, and literature from a political, economic, social cultural, social psychology, legal, and historic perspective will be explored in depth. Written projects will focus on critical thinking, problem solving, decision making and information literacy.

B7628 Leading Innovation and Change

3 credit hours

This course will examine the challenges of leading and managing innovative change and creative processes. The conditions in which the innovative change process is synthesized within organizations will be evaluated and the following items will be reviewed: literature on the innovative process; the contribution of individuals; cross functionality; geographic dispersion; technical communication; inter- and intra-organizational networks; organizational characteristics; organizational learning; and market changes. The primary goal of the course is to provide a holistic view of the process of innovation, through exploration of literature. This course will provide exposure to a variety of perspectives on innovation and will promote integrative thinking about the conditions under which innovation is supported.

B7630 Contemporary Accounting Theory

3 credit hours

This course will involve an intensive study of recent developments, research and literature in accounting theory promulgated by the various professional accounting associations and

regulatory agencies. This course will focus on an in-depth examination of contemporary issues in financial and managerial accounting within the context of pronouncements of the financial accounting standards board and their subsequent inclusion in Generally Accepted Accounting Principles.

B7640 Accounting in a Global Financial Community

3 credit hours

This course compares the theoretical basis of accounting standards from an international perspective. The impact of diverse cultures, the pronouncements of the IASB, and governments on the harmonization of accounting standards will be examined. Additionally this course will examine the reliability of internationally prepared financial statements from the perspective of SEC, investors and creditors.

B7650 Accounting Control Systems

3 credit hours

This course will study the development and use of financial control systems. The primary emphasis of this course will be on the effect of legislation and the assurance services required by regulators and associations in the development, implementation and, monitoring of control systems. A secondary focus will be on issues faced by controllers and other financial managers in administering accounting control systems.

B7660 The Evolution of Accounting Theory and Practice

3 credit hours

This course chronicles the development of accounting theory as a response to changes in culture. The goal of this course is to analyze the relations of accounting and the social world, in a historical context, to better understand why accounting and auditing standards have achieved their present state of evolution.

B7670 Financial Reporting Theory

3 credit hours

This course will study the utility of financial statement interpretation in the strategic process of management. An intensive study and critical examination of accounting and financial reporting theories, concepts and standards; evaluations of the pronouncements of accounting standard-setters and financial reporting regulators will be an integral part of this course.

B7680 Accounting and Corporate Governance

3 credit hours

Corporate governance is the process, used by

management, to administer the resources entrusted to it by its stockholders. The accounting process measures and reports management's financial representations within the context of generally accepted accounting principles, thus, adding credibility to management's financial assertions. This course will study this complex relationship between corporate management and accounting.

B7701 Data Management Strategies and Technologies

3 credit hours

This course explores data management and its enabling technologies as key components for improving mission effectiveness through the development of open, enterprise-wide, and state-of-the-art data architecture. In addition, the course considers key data management strategies, their enabling information technologies including data bases, data warehousing, electronic archiving, data mining, the web "database" search engines, and other knowledge discovery methodologies. The goal of the course is to enable students to identify and implement data management strategies and data-related technologies that enhance the objectives, strategies and resources of their organizations.

B7702 Management Information and Decision Support Systems

3 credit hours

This course provides doctoral students a perspective on how information technologies impacts decision-making. While disciplines such as computer science analyze the design of information technology, i.e. the manner in which information exchange is affected, this course takes a techno-economic approach. The first theme will examine the infrastructure of doing online business and the coordination between online business and traditional way of doing business. The second theme will be information and knowledge management examining the human aspects of knowledge management such as the role of communities of practice, types of organizational values and leadership competencies needed to support information sharing and collaboration; and examine ways to measure the contribution of knowledge in meeting organizational objectives and strategies.

B7703 Artificial Intelligence

3 credit hours

This course provides an examination of the managerial and business use of artificial intelligence, with more attention to expert systems.

The course is mainly a review of literature, with the broad objective of informing the student about the state-of-the-art in this field. As such, there is initially an examination of the basic technology and the processes for acquiring, representing, and implementing knowledge. In addition, substantial exploration of current application areas is included. The purpose is to bring the student up to speed in this emerging technology. Finally, the question of future possibilities and potential is considered.

B7704 Managing Information Systems Resources

3 credit hours

The course examines challenges and risks associated with enterprise-wide initiatives including oversight, technology, integration, culture, policy realities, and project management. The course provides a management overview of the current state-of-the-art trends in information systems technology: software development technologies; data management; computer systems hardware; human-computer interfaces; voice recognition; natural language understanding; collaborative technologies; telecommunications technologies; and electronic commerce technologies. Topics include organization and process changes resulting from enterprise application implementation.

B7705 Global Enterprise Networking and Telecommunication

3 credit hours

This course focuses on the management and technological aspects of network and telecommunications technology in a global networked enterprise, examining their costs, benefits, security implications, implementation impacts, various net-centric applications, and wide area networks and associated Internet technologies. The course includes an overview of global communications protocols, network and distributed database management systems, network security, storage and multimedia delivery issues, shared virtual reality technologies, and the significance of shifts in regulatory and industry structure.

B7706 Systems Design and Evaluation

3 credit hours

This course examines the information systems process, including methodologies of systems analysis and design. Issues include project management; interface design; organizational requirements; constraints; documentation; implementation; control; performance evaluation;

leadership challenges of initiation, collaboration, design, implementation; and portfolio project management of process-centric improvements. The course explores best practices and strategies for building elements of a successful business case, including analysis of alternatives, risk assessments, information assurance strategy, acquisition strategy, and performance-based management systems. For the final project, students will develop a business case for an IT project, which will demonstrate mastery of the course objectives.

B7707 Themes in Information Systems

3 credit hours

This course explores key management, organizational, behavioral issues and challenges in Information Systems (IS). The course covers problem areas such as corporate strategy and information technology (IT), IT-related innovation, business value of IT, IT adoption, managing the systems development process, harnessing knowledge and learning via systems, and understanding IT and organizational change. Both classics and recent IS/IT research articles will be used. The course requires individual reading of papers, class discussions and work on short and long research papers. The course will give students a broad understanding of the themes and research questions that identify the core identity of the information systems research field.

B7708 Selected Information Systems Topics

3 credit hours

This course offers exposure to current special topics in the information systems area: the latest Internet concepts, web-based approaches to business, etc. The course allows advanced doctoral-level work in management/business information systems areas, based upon student demand and availability of faculty members.

B7709 Research in Information Systems

3 credit hours

This course examines the scope and role of research in computer information systems. Since research programs derive from theory foundations, an exploration of the theoretical grounds underlies the course. Fundamentally, information systems support the making and communication of decisions; therefore decision theory is an important theoretical element. Further, since the decision process is an intensely human activity, a wide range of human theory is relevant, including psychology, sociology, communication, learning, and education. The course seeks to develop understanding of the rather unique

interdisciplinary nature of information systems research, as well as the more pragmatic aspects of conceptualizing and implementing a research program.

B7710 Advanced Information Systems Seminar

3 credit hours

This course provides an in-depth view of information systems and business strategy in terms of organizational structure, control systems, and information systems technologies. It also provides an understanding of business process engineering and future trends in information systems. The student will develop an empirical article for submission to a peer-reviewed journal or conference.

B7711 Independent Study in Information Systems

3 credit hours

This course focuses on doctoral-level analysis of selected information systems topics, and is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) option provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories, or concepts; or evaluation of new strategies. It can involve the resolution of an isolated educational problem, collection, and interpretation of accumulated data, or an approved field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

B7777 Solutions Leadership

3 credit hours

Getting things done in complex organizations is difficult and the best leaders are those who know how to mobilize ideas, support, people and resources to address tough problems. Doctoral students in this class will develop in-depth understanding of the research and theory on leading strategic change/initiatives focusing on understanding the role of organizational history and corporate culture, the climate for change, organizational politics, resources and rewards, people and teams and communication play in solutions leadership. Students will also focus on challenges and solutions in their respective fields and work with colleagues to understand the interdependencies and impact on the business of implementing solutions.

B7783 Solution-Oriented Decisions Models

3 credit hours

This graduate course provides an in-depth review and analysis of the latest theories and research to provide the advanced graduate student with an understanding of various models of decision making and how to select the best combination for appropriate solutions. The methods cover quantitative, qualitative, game theory, group dynamics, expert systems, ethical, and logical theories, research, and methods. Focus includes developing and instituting decision making audits to evaluate decision[s] that are to be or have been made. The use of information systems technology for decision support systems is analyzed.

Communication projects will focus on critical thinking, problem solving, and decision making based on relevant research, information literacy, applied technology, integration, ethical and diversity concerns. Focused attention is on utilizing leadership and collaboration practices in solutions oriented decision-making.

B7910 Customized Course I

3 credit hours

This course provides an opportunity for DBA students to have a customized learning experience whereby they work with a faculty member to create a Customized Course in an area of their choice. The Customized Course may arise from a situation pertaining to professional employment; an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or an applied problem or opportunity that needs identification; analysis; implementation/execution and recommendation or evaluation.

B7920 Customized Course II

3 credit hours

This course provides an opportunity for DBA students to have a customized learning experience whereby they work with a faculty member to create a Customized Course in an area of their choice. The Customized Course may arise from a situation pertaining to professional employment; an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or an applied problem or opportunity that needs identification; analysis; implementation/execution and recommendation or evaluation.

B7930 Advanced Seminar in Research Methods

3 credit hours

This 15-week seminar focuses on preparation for the Comprehensive Examination and the development of the dissertation prospectus. The focus is on learning how to review massive amounts of theory, data, and research and learning to synthesize it into useful knowledge. The focus also includes advanced understanding of the research project development and management. Students may enroll in the latter part of the doctoral program as defined by their program of study as an elective.

DISSERTATION (D)**D9001 Dissertation**

3 credit hours

This course guides students in the preparation of completing an original dissertation/research project. Students will define a topic for a dissertation/research project, develop a prospectus and submit it for approval, form a dissertation/research project committee, and develop a proposal. Students will also research the background of the selected topic area, critically evaluate prior research, conduct a review of literature and information sources related to the proposed research, compile a reference list related to the proposed research, and complete a working draft of an introduction to the dissertation/research project. Objectives may vary as per an approved alternative timeline.

D9002 Dissertation

3 credit hours

This course guides students in the preparation of completing an original dissertation/research project. Students will complete a working draft of a literature/information source review, describe the design of the dissertation/research project, complete a working draft of a methodology or approach to organizational improvement and problem resolution, and revise and refine the proposal. Students will also prepare for the proposal defense, successfully defend the proposal, complete and submit an IRB application, and prepare to conduct research. Objectives may vary as per an approved alternative timeline.

Prerequisite(s): D9001

D9003 Dissertation

3 credit hours

This course guides students in the preparation of completing an original dissertation/research project. Students will conduct research after receiving IRB approval. Students will also analyze and interpret data, draw conclusions based on results, and write results. Objectives may vary as per an approved alternative timeline.

Prerequisite(s): D9001, D9002

D9004 Dissertation

3 credit hours

This course guides students in the preparation of completing an original dissertation/research project. Students will write discussion, conclusions, implications and recommendations, complete the final dissertation/research project document, submit it to *Turnitin*®, prepare for the oral defense, and successfully defend the dissertation/research project. Students will also revise the dissertation/research project document, per the committee's recommendations, submit the document for the final editing process, submit the final version for approval, and secure all necessary signatures and approvals. Objectives may vary as per an approved alternative timeline.

Prerequisite(s): D9001, D9002, D9003

D9001E Dissertation Extension

0 credit hours

This course is an extension of D9001 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

Prerequisite(s): D9001

D9002E Dissertation Extension

0 credit hours

This course is an extension of D9002 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

Prerequisite(s): D9002

D9003E Dissertation Extension

0 credit hours

This course is an extension of D9003 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

Prerequisite(s): D9003

D9004E Dissertation Extension

0 credit hours

This course is an extension of D9004 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

Prerequisite(s): D9004

D9501 Dissertation

1.5 credit hours

This course guides students in the preparation of completing an original dissertation/research project. Students will define a topic for a dissertation/research project, develop a prospectus and submit it for approval, form a dissertation/research project committee, and develop a proposal. Objectives may vary as per an approved alternative timeline.

D9502 Dissertation

3 credit hours

This course guides students in the preparation of completing an original dissertation/research project. Students will research the background of the selected topic area, critically evaluate prior research, conduct a review of literature and information sources related to the proposed research, compile a reference list related to the proposed research, and complete a working draft of an introduction to the dissertation/research project. Students will also complete a working draft of a literature/information source review, describe the design of the dissertation/research project, complete a working draft of a methodology or approach to organizational improvement and problem resolution, and revise and refine the proposal. Objectives may vary as per an approved alternative timeline.

Prerequisite(s): D9501

D9503 Dissertation

3 credit hours

This course guides students in the preparation of completing an original dissertation/research project. Students will prepare for the proposal defense, successfully defend the proposal, complete and submit an IRB application, and prepare to conduct research. Students will also conduct the research after receiving IRB approval. Objectives may vary as per an approved alternative timeline.

Prerequisite(s): D9501, D9502

D9504 Dissertation

3 credit hours

This course guides students in the preparation of completing an original dissertation/research project. Students will analyze and interpret data, draw conclusions based on results, and write results. Students will also write discussion, conclusions, implications and recommendations, complete the final dissertation/research project document, submit it to *Turnitin*®, prepare for the oral defense, and successfully defend the dissertation/research project. Objectives may vary as per an approved alternative timeline.

Prerequisite(s): D9501, D9502, D9503

D9505 Dissertation*1.5 credit hours*

This course guides students in the preparation of completing an original dissertation/research project. Students will revise the dissertation/research project document, per the committee's recommendations, submit the document for the final editing process, submit the final version for approval, and secure all necessary signatures and approvals. Objectives may vary as per an approved alternative timeline.

*Prerequisite(s): D9501, D9502, D9503, D9504***D9501E Dissertation Extension***0 credit hours*

This course is an extension of D9501 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

*Prerequisite(s): D9501***D9502E Dissertation Extension***0 credit hours*

This course is an extension of D9502 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

*Prerequisite(s): D9502***D9503E Dissertation Extension***0 credit hours*

This course is an extension of D9503 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

*Prerequisite(s): D9503***D9504E Dissertation Extension***0 credit hours*

This course is an extension of D9504 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

*Prerequisite(s): D9504***D9505E Dissertation Extension***0 credit hours*

This course is an extension of D9505 and is taken in the event that a student requires additional time in order to satisfy the specific course deliverables.

*Prerequisite(s): D9505***HEALTH SERVICES MANAGEMENT (HM)****HM6010 Seminar in Current Healthcare Trends and Issues***3 credit hours*

This course maps the dynamic environment in healthcare focusing on the interplay among organizations, the impact of the changes and trends from across the health industry, and the implications of changes in healthcare policy on the future of the healthcare delivery system in the US.

The course will touch on healthcare economics, effective business models and emerging organizational challenges facing healthcare organizations today.

HM6020 Accounting and Finance for Managers*3 credit hours*

This course provides accounting methods and traditional financial management concepts of risk, value, return, cost of capital and cash flow for both for-profit and non-profit organizations. Topics include: analysis of cost reports, payment capitation, corporate structure and taxation implications, governmental requirements, utilization management, case mix/payer mix, severity of illness assignment, basic tools of capital budgeting, risk analysis, tactical alternative analysis and forecasting, and an examination of how ethics in healthcare finance has affected the healthcare marketplace. Challenges include balancing cost effectiveness with patient care.

HM6030 Business Operations and Economic Principles*3 credit hours*

This course covers an introduction to the business enterprise, current business practices applied to managed care, review of economic systems and basic economic principles, evolution of health- and managed care markets, cost/effectiveness analysis, medical care markets, economics of contract formation, economics of corporate decision making, merger analysis, and insurance costs.

HM6040 Healthcare Organizations and Administration*3 credit hours*

This course provides an understanding of the organization and delivery of health services, drawing on theory from the social science and business disciplines. Topics include organization of healthcare delivery, organizational theory, integration/continuum of care perspectives, organizational models, adoption of innovations, provider relationships and network structures, and impact on efficacy.

HM6050 Healthcare Policy and Analysis*3 credit hours*

This course provides understanding and skills in the development of policy analysis, recent legislative developments, federal health reform, state health plans, the regulatory processes, political forces in health policy, methods for influencing policy, and PAC.

HM6060 Health Law and Ethics

3 credit hours

This course offers a review of recent developments in healthcare liability, negligence theory, formation of contracts, law of agency, labor law, documentation procedures, evaluation of evidence in litigation, theory of the case, settlement of claims, values clarification, and current ethical issues in the practice of healthcare administration.

HM6070 Health Outcomes and Behaviors

3 credit hours

This course considers outcomes, healthcare assessment in integrated delivery systems, risk adjustment methods, performance analysis design, development of health status indicators, evaluation techniques, results reporting, medical decision making, professional practice patterns and behaviors, professional behaviors, organizational structure analysis, and medical culture issues.

HM6080 Health Planning and Marketing

3 credit hours

This course focuses on multi-range planning strategies in the integrated healthcare industry. Topics covered include historical perspectives of planning, market demographic analysis, strategic decision making, and comparative analysis of planning models. These principles are applied to the specialized theories and methods of marketing and promoting in healthcare. Topics covered include strategic planning and marketing, market research, marketing of health programs, competitor analysis, healthcare advertising, provider referrals, and consumer behaviors.

HM6100 Leadership in Organizations

3 credit hours

This course offering focuses on elements and qualities of proactive leadership, including effective behaviors, communication strategies, time management, problem and dispute resolution, employee empowerment, leadership professional development, and leadership for continuous improvement initiatives.

HM6110 Management and Organizational Behavior

3 credit hours

This course focuses on the understanding and development of management skills for continued effectiveness. Topics include applied organization theory, organization design, applications of management theory, conceptual models, inter-organizational networks/coalitions, quality management strategies, change management and innovation, human resource policies, training management and communication skills, conflict

management, dispute resolution techniques, and a review of behavioral science research that relates to organizational behavior.

HM6120 Management Information Systems

3 credit hours

This course presents information systems design, management and maintenance applied to various healthcare settings, system architecture analysis and design, software evaluation and testing, system life cycle, replacement planning and electronic data interchange and reviews current software application.

HM6130 Principles of Negotiation and Risk Management

3 credit hours

This course covers the principles, practices, and strategies of negotiation and risk management within the context of contemporary healthcare administration, including facilities, services, personnel, real estate, and materials acquisitions, legal implications, labor management and collective bargaining, and insurance principles and practices.

HM6140 Quantitative Methods

3 credit hours

This course provides a review of empirical research methods useful in healthcare management. Topics covered include survey and experimental design and implementation, statistical analysis through multivariate regression, data management, data quality assessment, and customary business analysis tools. Use of a standard statistical software package is required.

HM6160 Health Service Management: A Summative Review

3 credit hours

This course requires the writing of a capstone project that integrates research related to concepts, methodologies, policies, and regulations as it applies to the role of a health services manager.

ORGANIZATIONAL LEADERSHIP (L)**L7101 Foundations of Leadership**

3 credit hours

This course examines the process of leadership, delineating the leader's responsibility within that process. This course examines the development of leadership theories and approaches and their role in organizations today. This course examines the differences between management and leadership and why those differences are important to the health of organizations.

L7131 Human Resource Management

3 credit hours

This course is designed to assist future administrators in maximizing the productive use of personnel. There is a focus on selection, motivation, evaluation and negotiation. The course includes such categories as job descriptions, development, and performance evaluation instruments, and highlights case study and problem-resolution strategies.

L7400 Special Topics: Human Services

3 credit hours

This seminar presents special topics related to human services administration. Full-time and visiting faculty members, including recognized leaders in the field, provide a special seminar offering in their particular area of interest or expertise. The focus of this seminar is on expanding and extending the core curriculum in human services administration in responsive and creative ways. Contemporary issues, current trends, notable innovations, new research findings, and unique methodologies are covered. The expected student outcome is mastery of specialized knowledge that complements and supplements the core curriculum. By permission of advisor.

L7431 Theory and Development of Motivation

3 credit hours

This course covers the theory and development of motivation. Major interest is placed on motivation, models, and strategies for enhancing motivation in individuals and groups, variables affecting (and affected by) motivation and environmental influences on motivation.

L7432 Professional Development in Leadership

3 credit hours

Students identify their own leadership styles, their strengths and weaknesses. Further, they evaluate a wide range of leadership styles against different organizational contexts and create a plan to develop their own leadership competencies as well as leadership competencies of their employees.

L7435 Financial Management in Human Services

3 credit hours

This course familiarizes the student with financial terms, concepts, and procedures used in the financial management of human services and other not-for-profit entities. Legal forms of organization and different entity tax statuses are identified. The student is exposed to evolving accounting theory as it relates to all not-for-profit entities. Financial planning, including various approaches to

budgeting, asset management, and financial decision making, are also presented.

L7437 Special Topics in Organizational Leadership

3 credit hours

This seminar presents special topics related to organizational leadership. Full-time and visiting faculty members, including recognized leaders in the field, provide a special seminar offering in their particular areas of interest or expertise. The focus of this seminar is on expanding and extending the core curriculum in organizational leadership in responsive and creative ways. Contemporary issues, current trends, notable innovations, new research findings, and unique methodologies are covered in this seminar. The expected student outcome is mastery of specialized knowledge that complements and supplements the core curriculum. By permission of advisor.

L7438 Team Development and Leadership

3 credit hours

This course utilizes an experiential format to focus on a variety of concepts and practices associated with developing and managing an effective team. Different approaches to management, motivation, and performance are addressed, along with some barriers to effective team efforts. Case studies and problem resolution are the focus of this experience. Expected student outcomes include mastering the basic concepts, theories, and fundamental techniques of team management, identifying current challenges and issues confronting managers in human services organizations, and identifying positive team management strategies and their application to human services.

L7440 Organizational Consultation

3 credit hours

This course emphasizes knowledge and application of the latest theories and research in consulting provides advanced exploration of the latest theories and research in Organization Development. Students will review and analyze the theoretical foundations of Business Consulting, and the practical applications of Management Consulting organizational and management consulting and apply them to business problems and strategies. The course provides an overview of the consulting profession with a subsequent emphasis on developing proficiencies in a range of skills required to practice consulting.

L7450 Interpersonal and Organizational Communication

3 credit hours

This course focuses on a variety of issues embedded in both interpersonal and organizational communication. These issues include trust, organizational climate, perception, motivation, and the communication process. The course also elaborates on patterns of miscommunication as these patterns affect organizational communication.

L7451 Leading Through and Beyond Change

3 credit hours

This course focuses on expanding and extending the core curriculum in organizational leadership to include the process of change and how that process affects organizations and those who lead them. It explores resistance to change, change models, leadership challenges in facilitating change, the role of both the leader and the follower in the change process, and how to identify future trends.

L7452 Leadership and Ethics

3 credit hours

This course focuses on theories and models of leadership with special attention to the demonstration of an understanding, familiarity, awareness, and competency of the principles of ethics and how they apply to decision making, leadership, leadership development, and value-based leadership.

L7838 Directed Independent Study: Organizational Leadership

1 – 3 credit hours

This course is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) option provides an opportunity for students to carry out a creative research project in an area of their choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts in behavioral sciences; or evaluation of new strategies used in organizational leadership. It can involve the resolution of an isolated educational problem, collection, and interpretation of accumulated data, or a field experience to meet licensing requirements. Note: Students are generally limited to one Directed Independent Studies course per program of study.

L7900 Conflict Management

3 credit hours

This course provides participants with the theory and best practices for understanding and managing conflict and appropriate resolution. Students examine different contexts of interpersonal and inter-group conflicts and use methods for diagnosing the extent and severity of the differences (in terms of positions, values and needs) between individuals and groups. An examination of the effects of overt and covert conflicts in terms of communication and trust breaking is included, as is the impact of differential personal styles and values on conflict management. Trade-offs and risk analysis are considered in the mediation/resolution process. The course includes theoretical orientations and theory-to-practice experiences using case studies, demonstrations and simulations.

RESEARCH (R)**R6034 Introduction to SPSS**

3 credit hours

This course is designed to familiarize the student with the foundations of data analysis using the SPSS software. Students are expected to become capable of data entry and retrieval processes, as well as elementary analysis including, but not limited to, descriptive statistics, chi-squares, and one-way analysis of variance.

R7001 Introduction to Research Methods

3 credit hours

This course must be taken before all other research courses. The course offers a brief introduction to the philosophical underpinnings of research inquiry. It offers an overview of quantitative, qualitative, and mixed-method research methodologies used across the disciplines of business, education, and behavioral sciences. Emphasis will be placed on the establishment of appropriate connections between research questions and methodologies.

Prerequisite(s): W7000

R7031 Methods and Analysis of Quantitative Research

3 credit hours

This is an introductory course that focuses on descriptive and inferential statistical methods across the disciplines of business, education, and behavioral sciences. The material presented will include conceptual understanding and practical application of data entry, analysis, and interpretation. The student will learn to critique and interpret quantitative research articles. Computer applications, logistical issues of data collection,

and ethical considerations are examined. Upon completion of this course, students will be able to produce a final project that will include application, analysis, and interpretation of a data set. It is recommended that students have a minimum working knowledge of basic Excel or SPSS functions prior to taking this course.

Prerequisite(s): R7001

R7034 Advanced Statistical Methods

3 credit hours

This course provides an overview of advanced statistical techniques including detailed application using SPSS. The goal is to select and apply an appropriate multivariate statistical methodology, to a selected research question. Approaches include multiple regression, factorial analysis including MANOVA, factor analysis, multiple discriminant analysis, logistic regression, and structural equation modeling. The final product is a completed prospectus reflective of a quantitative design. It is strongly recommended that students take this course only in their final semester.

Prerequisite(s): R7001, R7031, R7035

R7035 Methods and Analysis of Qualitative Research

3 credit hours

This course provides the theoretical foundations necessary to understand qualitative inquiry used across the disciplines of business, education, and behavioral sciences. The goal is to understand human behavior in a natural setting and the meanings people give to their experiences. Approaches include exploratory, explanatory, descriptive, and emancipatory inquiries.

Prerequisite(s): R7001

R7036 Program Evaluation Methods

3 credit hours

This mixed-methods course focuses on program evaluation methodology used across the disciplines of business, education, and behavioral sciences. The goal is for students to appropriately apply qualitative and quantitative analyses in the evaluation of programs. Evaluation approaches are studied to guide informed decision making about program effectiveness and viability. The final product for this course is a completed prospectus reflective of the program evaluation design. It is strongly recommended that students take this course only in their final semester.

Prerequisite(s): R7001, R7031, R7035

R7037 Survey Techniques

3 credit hours

This quantitative course provides students with skills necessary for the survey research process used across the disciplines of business, education, and the behavioral sciences. The goal is to familiarize students with survey design and analysis. Approaches include item construction, sampling, reliability, validity, and data analysis and interpretation using SPSS. The final product is a completed prospectus reflective of the survey design. It is strongly recommended that students take this course only in their final semester.

Prerequisite(s): R7001, R7031, R7035

R7038 Action Research

3 credit hours

This mixed-methods course provides the theoretical foundations necessary to understand action research used across the disciplines of business, education, and behavioral sciences. The goal is to engage participants and apply qualitative and quantitative analyses resulting in practical outcomes. This type of applied research involves an iterative process that initiates, provokes, and reflects on the consequences of change within a range of settings. The final product is a completed prospectus reflective of the action research methodology. It is strongly recommended that students take this course only in their final semester.

Prerequisites: R7001, R7031, R7035

R7039 Directed Independent Study in Research

1 – 3 credit hours

This course is completed on a one-to-one basis with a faculty mentor. The Directed Independent Study (DIS) option provides an opportunity for the student to carry out a creative research project in an area of his or her choice that differs from that of the dissertation. The DIS may arise from an in-depth study of some aspect of a recently completed graduate course; an analysis of new ideas, theories or concepts; or evaluation of new strategies used in research. It can involve the resolution of an isolated educational problem, collection, and interpretation of accumulated data, or an approved field experience.

Note: Students are generally limited to one Directed Independent Studies course per program of study.

R7040 Advanced Qualitative Analysis**3 credit hours**

This advanced qualitative course builds on R7035, Methods and Analysis of Qualitative Research, and focuses on application of one selected approach. The goal is for students to immerse themselves in their selected approach, and to apply the design in shaping their dissertation prospectus. Students practice the collection and analysis of qualitative data using computer and manual applications. The final product is a completed prospectus reflective of their selected qualitative approach. It is strongly recommended that students take this course in their final semester.

Prerequisite(s): R7001, R7031, R7035

WRITING (W)**W5098 ESL Writing Skills****3 credit hours**

This course is designed to assist students for whom English is a second language to achieve proficiency at a graduate level for academic writing, vocabulary, grammar, punctuation, spelling and proof reading as well as to become adequately proficient in APA. Credits earned in this course do not count to the degree or general education requirements. Results of the Criterion writing placement test will determine whether or not a student will be required to take this course.

W5099 Graduate Academic Writing**3 credit hours**

This writing intensive course is designed to help students develop their critical reading, thinking and academic writing skills and to prepare them to successfully write across a range of writing tasks, from shorter writing prompts to scholarly research papers. Major topics include a review of the basic parts of speech, grammar, and punctuation, and progress to mastering the different components of a research paper. Credits earned in this course do not apply to the degree requirements.

W7000 Advanced Academic Study and Writing**3 credit hours**

This foundational doctoral course provides advanced academic study and writing processes for analyzing and evaluating current research articles, literature reviews, and dissertations. Emphasis will be placed on APA style guidelines and university publication requirements. Students will develop a perspective as scholarly practitioners, focusing within their specific discipline and program. Providing students the information and skills to navigate and successfully complete their doctoral programs and dissertations is the primary goal of this course.

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Argosy University Academic Calendar 2009 – 2010

Students should refer to their *Argosy University Student Handbook* for holiday and vacation schedules specific to their campus. In addition, the dates of priority registration and late registration vary by campus. For information on priority and late registration dates, students should contact the Student Services department at their campus of record.

2009

September	8	<i>Fall 2009 Semester Begins; Fall 2009 Semester Session I Begins</i>
October	28	<i>Fall 2009 Semester Session I Ends</i>
	29	<i>Fall 2009 Semester Session II Begins</i>
November	1	<i>Priority application deadline for financial aid for Spring 2010 Semester</i>
December	19	<i>Fall 2009 Semester Ends; Fall 2009 Semester Session II Ends</i>

2010

January	11	<i>Spring 2010 Semester Begins; Spring 2010 Semester Session I Begins</i>
February		
March	1	<i>Priority application deadline for financial aid for Summer 2010 Semester</i>
	3	<i>Spring 2010 Semester Session I Ends</i>
	4	<i>Spring 2010 Semester Session II Begins</i>
April	24	<i>Spring 2010 Semester Ends; Spring 2010 Semester Session II Ends</i>
May	10	<i>Summer 2010 Semester Begins; Summer 2010 Semester Session I begins</i>
June	30	<i>Summer 2010 Semester Session I Ends</i>
July	1	<i>Summer 2010 Semester Session II begins; Priority application deadline for financial aid for Fall 2010 Semester</i>
August	21	<i>Summer 2010 Semester Ends; Summer 2010 Semester Session II Ends</i>

Academic Programs at Argosy University Campuses

DBA <i>Doctor of Business Administration</i> EdD <i>Doctor of Education</i> MBA <i>Master of Business Administration</i> MS <i>Master of Science</i> MSM <i>Master of Science in Management</i>	CAMPUSES																			
	<i>Argosy University, Atlanta</i>	<i>Argosy University, Chicago</i>	<i>Argosy University, Online*</i>	<i>Argosy University, Dallas</i>	<i>Argosy University, Denver</i>	<i>Argosy University, Hawai'i</i>	<i>Argosy University, Inland Empire</i>	<i>Argosy University, Los Angeles</i>	<i>Argosy University, Nashville</i>	<i>Argosy University, Orange County</i>	<i>Argosy University, Phoenix</i>	<i>Argosy University, Salt Lake City</i>	<i>Argosy University, San Diego</i>	<i>Argosy University, San Francisco Bay Area</i>	<i>Argosy University, Sarasota</i>	<i>Argosy University, Schaumburg</i>	<i>Argosy University, Seattle</i>	<i>Argosy University, Tampa</i>	<i>Argosy University, Twin Cities</i>	<i>Argosy University, Washington DC</i>
COLLEGE OF BUSINESS																				
(MBA) Master in Business Administration	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
(MSM) Master of Science in Management	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
(DBA) Doctor of Business Administration	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
EdD in Organizational Leadership		•	•		•	•	•	•					•	•	•			•	•	•
COLLEGE OF HEALTH SCIENCES																				
MS in Health Services Management			•																•	

* Online programs are offered in 100 percent online format through Argosy University, Phoenix. Doctoral programs are offered in 80 percent online format.

Schedule of Tuition and Fees

Effective Date: September 1, 2009 - August 31, 2010

The following Schedule of Tuition and Fees will become effective as of the date shown above. The University reserves the right to add or change any of the fees or charges listed below at any time without prior written notice.

TUITION

Undergraduate Programs and Certificates-Associate's (AAS, AS), Bachelor's (BA, BS)

All Campuses, except Argosy University, Hawai'i; Argosy University, Nashville

Course Level	Cost Per Credit Hour
000 Level	\$510.00
100 Level	\$510.00
200 Level	\$510.00
300 Level	\$510.00
400 Level	\$510.00

Argosy University, Hawai'i

Course Level	Cost Per Credit Hour
000 Level	\$525.00
100 Level	\$525.00
200 Level	\$525.00
300 Level	\$525.00
400 Level	\$525.00

Argosy University, Nashville

Course Level	Cost Per Credit Hour
000 Level	\$504.00
100 Level	\$504.00
200 Level	\$504.00
300 Level	\$504.00
400 Level	\$504.00

Graduate Programs and Certificates-Master's (MA, MBA, and MS)

All Campuses, except Argosy University, Hawai'i; Argosy University, Nashville; and Argosy University Online

Course Level	Cost Per Credit Hour
6000 Level	\$650.00
7000 Level	\$870.00
8000 Level	\$870.00

Argosy University, Hawai'i

Course Level	Cost Per Credit Hour
6000 Level	\$670.00
7000 Level	\$896.00
8000 Level	\$896.00

Argosy University, Nashville

Course Level	Cost Per Credit Hour
6000 Level	\$625.00
7000 Level	\$866.00
8000 Level	\$866.00

Argosy University Online	
Course Level	Cost Per Credit Hour
6000 Level	\$.625.00
7000 Level	\$.625.00
8000 Level	\$.625.00

Graduate Programs and Certificates-Master's (MAEd)

All Campuses, except Argosy University, Hawai'i; Argosy University, Nashville; and Argosy University Online

Course Level	Cost Per Credit Hour
6000 Level	\$.600.00
7000 Level	\$.870.00
8000 Level	\$.870.00

Argosy University, Hawai'i

Course Level	Cost Per Credit Hour
6000 Level	\$.618.00
7000 Level	\$.896.00
8000 Level	\$.896.00

Argosy University, Nashville

Course Level	Cost Per Credit Hour
6000 Level	\$.600.00
7000 Level	\$.866.00
8000 Level	\$.866.00

Argosy University Online

Course Level	Cost Per Credit Hour
6000 Level	\$.595.00
7000 Level	\$.595.00
8000 Level	\$.595.00

Graduate Programs and Certificates—Doctoral (EdD, EdS, DBA, DMFT)

All campuses, except Argosy University, Hawai'i and Argosy University, Nashville

Course Level	Cost Per Credit Hour
7000 Level	\$.870.00
8000 Level	\$.870.00
9000 Level	\$.870.00

Argosy University, Hawai'i

Course Level	Cost Per Credit Hour
7000 Level	\$.896.00
8000 Level	\$.896.00
9000 Level	\$.896.00

Argosy University, Nashville

Course Level	Cost Per Credit Hour
7000 Level	\$.866.00
8000 Level	\$.866.00
9000 Level	\$.866.00

Graduate Programs and Certificates—Clinical Psychology (MA, and PsyD)

Includes MA in Clinical Psychology*, MA in School Psychology, and MA in Sport-Exercise Psychology, PsyD in Clinical Psychology and Post-doctoral Respecialization programs.

All campuses, except Argosy University, Hawai'i

Course Level	Cost Per Credit Hour
6000 Level	\$.998.00
7000 Level	\$.998.00
8000 Level	\$.998.00
9000 Level	\$.998.00

* Please note that the MA in Clinical Psychology terminal master's degree program offered at Argosy University, Twin Cities is charged at the Master's rates. See Graduate Programs and Certificates-Master's (MA, MBA, and MS) above.

Argosy University, Hawai'i

Course Level	Cost Per Credit Hour
6000 Level	\$1028.00
7000 Level	\$1028.00
8000 Level	\$1028.00
9000 Level	\$1028.00

FEES

Training Related	Cost
Zero Credit Courses	Equivalent of 1 Credit Hour
Dissertation Extension	Equivalent of 3 Credit Hours
W5098 ESL Writing Skills	\$.500.00
W5099 Graduate Academic Writing	\$.500.00
Professional Liability Insurance (added to all practicum, internships and field experiences)	\$.20.00

Program Relater Fees

Professionalization Group	Equivalent of 1 Credit Hour
Marriage & Family Therapy, Sport-Exercise Psychology, Counselor Education, MA Counseling Psychology	
Testing Kit Fee – Clinical & School Psychology (Added to First Testing Course)	\$.100.00
Comprehensive Exam Workshop (when offered, the workshop is charged with registration for ADJCOMP)	\$.300.00
Digital Materials/eBook Fee (applies to select bachelor's courses; fee varies by course)	\$.50.00 - \$300.00
Doctoral Residency Session Fees (Argosy University Online Programs)	\$1100.00
Residency 1	\$1100.00
Residency 2	\$1100.00
Cancellation 4 weeks or more prior to Residency Session Start Date	No Fee Assessed
Cancellation 2-4 weeks prior to Residency Session Start Date	10% Fee Assessed
Cancellation within the 2 weeks prior to Residency Start Date	50% Fee Assessed

Other Student Charges	Cost
Admission Application Fee ²	\$50.00
Technology Fee (per credit hour)	\$10.00
Student Activity Fee ³ — All Graduate Programs (annual)	\$25.00
Student Activity Fee ³ — All Undergraduate Programs (annual)	\$12.00
Graduation/End of Program Processing Fee ⁴	\$175.00
Add/Drop Fee ⁵	\$50.00
Installment Plan Fee (per semester)	\$35.00
Late Registration Fee	\$50.00
Late Payment Fee	\$25.00
Returned Check Fee	\$35.00
ID/Security Card Replacement Fee	\$10.00
Transcript Fee	No Charge
Express Transcript ⁶	\$20.00

CAMPUS-SPECIFIC FEES

Chicago Campus Only	Cost Per Semester
Individual Consultation Fee (per hour)	\$65.00
Housing Fee for Clinical Psychology Retreat	\$350
San Francisco Bay Area Campus Only	
Child Abuse Reporting Class	\$425.00
Tampa Campus Only	
Parking Fee (per semester)	\$25.00
Twin Cities Campus Only	
Laboratory Fee — DH, HT, MA, MLT, RTH, and VT (per lab credit)	\$50.00
Clinic Fee — Dental Hygiene Program (per semester)	\$625.00
Laboratory Fee — Diagnostic Medical Sonography (per lab)	\$150.00
Laboratory Fee — Radiologic Technology (per lab)	\$90.00
Business & Education Dissertation Editing Fee (charged with final dissertation block)	\$300.00

¹ Unless otherwise specified within this schedule of tuition and fees.

² Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.

³ Students enrolled in no greater than one credit each term are exempt from the Student Activity Fee.

⁴ Graduation/End of Program Processing Fee is assessed to all degree seeking students upon completion of their program of study and prior to the receipt of a diploma.

⁵ Students who elect to change their schedule after registration may do so by completing a Course Add/Drop Request Form. The Course Add/Drop Fee is assessed for each request form submitted to the Student Services Office once the term has started. Multiple changes may be submitted on one form.

⁶ An Express Transcript Fee is charged for transcripts requested to be sent via an overnight carrier.



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