

OI 361 3 credits
Innovation, Design, and Creativity for a Competitive Advantage

This course will provide students with a solid foundation in innovation, design, and creativity. Additionally, students will be prepared to apply relevant principles, tools, and techniques to promote and sustain organizational innovation for competitive advantage.

ETH 355 3 credits

Understanding Ethics

This is an advanced course in moral philosophy, or ethics. Through a critical survey of theory and application, these courses examine the frameworks of moral judgment (e.g. cultural relativism, subjectivism); historically important theoretical approaches to ethics; and consider a wide variety of important moral issues such as war, animal rights, abortion, and euthanasia. (Honors Credit Only).

OI 370 3 credits

Innovation for the 21st Century

This course covers the impact of innovation on organizations. In this course students will apply innovation strategies, processes, and theories to help propel an organization into the 21st century. Topics will include managing innovation process, organizational culture for innovation, and leadership of innovation.

PHL 410 3 credits

Classical Logic

This is a systematic course in the use of argument and logic in formal constructs. As logic is applied in various aspects of human reasoning including from deductive inference to mathematical proofs, this course will demonstrate the skills of deduction, validity, and symbols to determine the strengths and soundness of argument and conclusions.

Course Descriptions for the Marketing Concentration

MKT 435 3 credits

Consumer Behavior

This is an introductory course in analyzing consumer and purchasing behaviors as basic considerations in the development of a marketing mix. Economic, social, psychological, and cultural factors are considered as they relate to the development of marketing programs.

MKT 498 3 credits

Integrated Marketing Strategies

This course provides students with an in-depth study of Integrated Marketing Communications (IMC). Emphasis will be placed on the strategic roles and integration of marketing communication elements including advertising, public relations, sales promotion, event management, media selection, and sales management.

COM 340 3 credits

Mass Communication

This course delves into the processes and technology of communication on societal and global levels accomplished through the print and electronic media. Content of communication studied ranges from journalism, entertainment, commerce, and advocacy to personal communication on the Internet. The dynamic changes that have taken place and are evolving today in mass media and mass communication will be considered along with predictions about the role of mass communication.

COM 400 3 credits
Media and Society

The development and evolution of contemporary society have become inextricably intertwined with the development and use of electronic media within the past 100 years. This course explores the complex interactions involving society, information, communication, and the electronic media. Controversial topics that media have brought to the fore, and in some cases caused, will be highlighted.

MKT 438 3 credits

Public Relations

This course provides an introduction to the field of public relations. Areas covered are media relations; promotion; tools used in developing public relations and publicity, and improving customer satisfaction; relationship-building strategies; and ethics and public relations.

Course Descriptions for the Project Management

Concentration

CPMGT 300 3 credits

Project Management

This course examines project management roles and environments, the project life cycle, and various techniques of work planning, and control and evaluation to achieve project objectives. The tools currently available to project managers are illustrated in this course through the use of Microsoft® Project® software.

CPMGT 301 3 credits

Strategic Portfolio and Project Management

This course provides students with insight into the management of an organization's strategic project portfolio. Students will learn the value of aligning a project's goals and objectives with the organization's strategies and stakeholders' interests. In addition, this course will illustrate how project teams are used to accomplish continuous improvement and to facilitate change within the organization. Students will also examine the characteristics of global and virtual project management.

CPMGT 302 3 credits

Procurement and Risk Management

This course explores the procurement planning process, contracting methods and phases, outsourcing, contract administration, and the external environment of the procurement management processes. The course also addresses risk management applied to both project and procurement management processes.

CPMGT 303 3 credits

Project Estimating and Control Techniques

To be successful, project managers must analyze alternative project decisions by relying heavily on project estimating and control tools and techniques. This course provides students with the skills required to plan, baseline, monitor, analyze, and evaluate project performance. Students work in groups to analyze program parameters and work situations.

CPMT 305.....3 credits
Project Management Capstone

This course is the capstone of the Professional Certificate in Project Management. Students will demonstrate project management skills learned via the preparation of a project plan and presentation of that plan to the executive board in a role-play environment. Key project management concepts and processes studied in the prior five courses will be integrated and applied to the class project.

Course Descriptions for the Public Sector Concentration

BPA 303 3 credits

Public Programs: Implementation and Evaluation in a Dynamic Environment

This course focuses on the implementation of public policy decisions through the identification and development of specific methods for servicing the public good. It incorporates an emphasis on intergovernmental relations and the increasing use of private resources in the service delivery system. A strong emphasis is placed on evaluating both the delivery processes and service outcomes as a means to continuously improve service delivery effectiveness.

BPA 406 3 credits

The Public Leader: Integration and Application

This course is intended to synthesize the concepts and theories covered in previous public administration courses and deepens the student's understanding of the challenges and complexities facing and public leader. Student will explore the leadership styles of successful national, state, and local leaders to integrate and apply the principles and practices of public administration in a real world setting.

BPA 301 3 credits

Foundations of Public Administration

This course serves as an introduction to the study of public administration. During this course, the student will review the political and social theories of public administration. Students will review leadership, human resources, finance, and ethics within a public policy-making environment. Students will become familiar with the complex issues facing local, state, and federal public administrators today.

HRM 3303 credits

Human Resources and Labor Relations in Public Service

This course explores the changing civil service system within the rich, varied and pluralistic public service of today. Course topics will include recruiting, staffing, employee retention, performance management, compensation, benefits, and promotion. Labor relations, with and without a collective bargaining agreement will be studied. Students will study the resolution of disagreements using alternative dispute resolution systems designed to advance the public purpose.

FIN 3803 credits

Financial Management of Non-Profit Organizations

Financial Management of Non-Profit Organizations This course emphasizes the utilization of key financial concepts to effectively obtain desired goals and objectives by non-profit organizations in the private, public, and the international arenas. While profit oriented entities focus on maximizing shareholder's wealth, non-profit organizations are concerned with deriving maximum benefit for each dollar expended on a charitable endeavor. The centrality of finance to achieve such goal will be thoroughly explored.

ACC 4603 credits
Government and Non-Profit Accounting

This course covers fund accounting, budget and control issues, revenue and expense recognition and issues of reporting for both government and non-profit entities.

MKT 4383 credits

Public Relations

This course provides an introduction to the field of public relations. Areas covered are media relations; promotion; tools used in developing public relations and publicity, and improving customer satisfaction; relationship-building strategies; and ethics and public relations.

Course Descriptions for the Small Business Management & Entrepreneurship Concentration

MGT 4013 credits

The Small Business: Structure, Planning and Funding

This course provides an overview of the small business from concept through funding. Emphasis is placed on designing a competitive business model, crafting the business plan, forms of ownership and exploring funding options.

MGT 4183 credits

Evaluating New Business Opportunities

This course focuses on evaluating the benefits and risks associated with new business opportunities. This includes reviewing the projected return on investment, the role of risk, investor considerations, strategic planning, and modeling techniques to analyze possible business ventures.

FIN 375 3 credits

Financial Management in the Small Business

This course focuses on the role that financial management plays in the development and sustainability of a small business. This course provides a detailed review of forecasting, budgeting, daily cash flow management techniques and monitoring financial performance in small business operations. Specifically, students will address funding, venture capital, and debt management, cash-flow management, financial planning, and capital budgeting.

MKT 4313 credits

Small Business Marketing

Knowing your customer, growing your customer base and creating a consumer driven culture are key drivers of sustainability in the small business. This course focuses on the functions of evaluating opportunities, creating value, and developing effective pricing and advertising strategies.

MGT 4653 credits

Small Business and Entrepreneurial Planning

This course focuses on the development of a strategic business plan applicable for the needs of a small business or entrepreneurial venture. This will include the strategic and integrative application of financial planning, capital management, marketing, people management, and leadership. Special emphasis is placed on adapting business planning requirements to the realistic needs of small business owners and entrepreneurs.

Course Descriptions for the Service Sector Concentration

OI 365 3 credits

Knowledge Management and Intellectual Capital

In this course, students are provided the knowledge and skills necessary for effective knowledge management present in today's increasingly innovative and global business environment. Students will be asked to consider a variety of topics critical to an organization's long-term success including, but not limited to innovation, intellectual capital, goodwill, brand recognition, organizational partnerships, and organizational culture.

OI 466 3 credits

Organizational Innovation Integrated Project

This project-based course integrates knowledge and skills from previous organizational innovation coursework and requires business students to demonstrate their innovative, creative, and inspirational capacity to solve a real life business problem or opportunity. Using design principles, practices, and theory, students will be asked to create innovative solutions to problems or opportunities in the areas of strategy, process, product, and service.

BRM 353 3 credits

Product Brand Management

This course presents an analysis of the goods and services lifecycle from conception to purchase. Special emphasis is placed on design and implementation of successful product development and brand management strategies that deliver value to consumers.

MGT 356 3credits

Retail Personnel Management

This course focuses on the personnel management aspects of retail management. Students will be prepared to utilize recruiting and staffing, motivating, training, and ethics concepts to effectively lead retail personnel.

HM 322..... 3 credits

Gaming Management

This course provides an overview of the business practices and principles unique to the gaming industry. This includes an overview of the history and evolution of gaming, different venues, and the business implications of the economic and social impact of the industry. Special emphasis is placed on legal, ethical, and social issues related to gaming entertainment as a business entity.

HM 370..... 3 credits

Hospitality Management

This course provides an overview of the fundamental concepts that make up the hospitality industry. Students will gain a current perspective and understanding of the impact of travel and tourism while examining hospitality issues, trends, e-business implications, and operational structures.

HM 486..... 3 credits

Trends and Emerging Issues in Hospitality

This course applies a strategic perspective to assessing new trends and emerging issues in hospitality management. Special emphasis is placed on applying a global perspective to new and emerging markets in the hospitality industry. This includes consideration of changing social and economic groups as well as shifting demand for existing and new products and services.

ISCOM 354 3 credits

Retail Operations: Supply Management

This course encompasses an examination of the supply side of the retail value chain including logistics, channel management, vendor relationships, and purchasing. Students will be prepared to develop strategic alliances and optimize the supply chain in a retail setting.

MGT 371 3 credits

Lodging Management

This course provides students with the opportunity to examine various lodging options within the hospitality industry from a managerial perspective. Special emphasis will be placed on guest services and on room division management.

MGT 372 3 credits

Food and Beverage Management

This course focuses on operating and strategic challenges facing managers in the food and beverage industry. Topics include cost control, forecasting, food safety, service standards, and staffing. Students will learn to utilize managerial tools to make sound business decisions in a food and beverage organization.

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COLLEGE OF INFORMATION SYSTEMS AND TECHNOLOGY

Bachelor of Science in Information Technology

The following Bachelor of Science in Information Technology (BSIT) program may be offered at these University of Phoenix campus locations: Des Moines. The availability of programs and concentrations depend on student demand and other factors. Not all programs may be available to all residents of all states. Students may want to consider completing certain courses in the Online classroom at Online rates if the program is available via the Online modality in their state. Please contact your enrollment advisor for more information.

The Bachelor of Science in Information Technology (BSIT) program is focused on the acquisition of theory and application of technical competencies associated with the information technology profession. The courses prepare students with fundamental knowledge in core technologies, such as systems analysis and design, programming, database design, network architecture and administration, Web technologies and application development, implementation and maintenance.

Courses requiring prerequisites are identified by a ~ symbol following the course number.

A Track Required Introductory Course

GEN 200 3 credits
Foundations for General Education and Professional Success

B Track Required Introductory Course

GEN 195 3 credits
Foundations of University Studies

BSIT Required Course of Study - A Track and B Track

CIS 207 ~ 3 credits
Information Systems Fundamentals

PRG 211 ~ 3 credits
Algorithms and Logic for Computer Programming

WEB 240 ~ 3 credits
Web Design Fundamentals

POS 355 ~ 3 credits
Introduction to Operating Systems

ENG 221 ~ 3 credits
Technical Writing Fundamentals

BSA 310 ~ 3 credits
Business Systems

BSA 375 ~ 3 credits
Fundamentals of Business Systems Development

CMGT 410 ~ 3 credits
Project Planning & Implementation

DBM 380 ~ 3 credits
Database Concepts

CMGT 400 ~ 3 credits
Intro to Information Assurance & Security

NTC 362 ~ 3 credits
Fundamentals of Networking

PRG 420 ~ 3 credits
Java Programming I

MTH 221 ~ 3 credits
Discrete Math for IT

CMGT 445 ~ 3 credits
Application Implementation

Concentration in Advanced Networking

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/bsit-an>.

NTC 405 ~ 3 credits
Telecommunications and Networking I

NTC 406 ~ 3 credits
Telecommunications and Networking II

NTC 409 ~ 3 credits
Global Network Architecture and Design

NTC 411 ~ 3 credits
Global Network Management, Support and Security

NTC 415 ~ 3 credits
Network Integration Project

Concentration in Business Systems Analysis

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/bsit-bsa>.

BSA 400 ~ 3 credits
Business Systems Development II

BSA 411 ~ 3 credits
Systems Analysis Methodologies

BSA 412 ~ 3 credits
Systems Analysis Tools

CMGT 411 ~ 3 credits
Project Planning Management

CMGT 413 ~ 3 credits
Application Acquisition & Sourcing

Concentration in Information Management

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/bsit-im>.

IM 300 ~ 3 credits
Data Organization Architecture

IM 305 ~ 3 credits
Data Modeling

POS 410 ~ 3 credits
SQL for Business

DBM 384 ~ 3 credits
Special Purpose Databases

DBM 460 ~ 3 credits
Enterprise Database Management Systems

Concentration in Information Systems Security

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/bsit-iss>.

POS 420 ~	3 credits
Introduction to UNIX	
POS 421 ~	3 credits
Windows Server Networking	
CMGT 441 ~	3 credits
Introduction to Information Systems Security Management	
CMGT 442 ~	3 credits
Information Systems Risk Management	
CMGT 430 ~	3 credits
Enterprise Security	

Concentration in Multimedia & Visual Communication

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/bsit-mvc>.

VCT 300 ~	3 credits
Image Editing	
VCT 320 ~	3 credits
Electronic Publishing	
VCT 410 ~	3 credits
Instructional Design	
VCT 420 ~	3 credits
Multimedia Development	
WEB 431 ~	3 credits
XML	

Concentration in Software Engineering

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/bsit-se>.

PRG 421 ~	3 credits
Java Programming II	
BSA 385 ~	3 credits
Intro to Software Engineering	
CSS 422 ~	3 credits
Software Architecture	
POS 408 ~	3 credits
.NET I	
POS 409 ~	3 credits
.NET II	

Concentration in Web Development

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/bsit-wd>.

VCT 300 ~	3 credits
Image Editing	
WEB 401 ~	3 credits
Web Development	
WEB 407 ~	3 credits
Advanced Web Development	
WEB 434 ~	3 credits
Website Commercialization I	
WEB 435 ~	3 credits
Website Commercialization II	

The University reserves the right to modify the required course of study.

Additional Admission Requirements for the BSIT

All applicants are expected to meet the following admissions requirements:

- High school graduation from an institution that holds state approval to confer high school diplomas or are accredited or a candidate for accreditation at the time the student attended by an acceptable accrediting body, GED certificate or CHSPE (California High School Proficiency Examination) certificate.
- Applicants must be currently employed or have access to a work environment.

Degree Requirements for the BSIT

- Completion of a minimum of 120 credits that include the following distribution:
 - A minimum of 42 upper division credits.
 - A minimum of 54 credits of the 120 credits must be in the general education areas approved by the University.
- A minimum grade point average (GPA) of 2.0.
- All students must complete the minimum number of credits required by their degree program.
- All undergraduate students are required to complete the minimum general education credits required by their program version.
- Students will declare a concentration at the time of enrollment.
- The diploma awarded for this program will read as: Bachelor of Science in Information Technology and will not reflect the concentration. Concentrations are reflected on the transcript only.

General Education Requirements for the BSIT

A minimum of 54 of the 120 credits must be in the general education areas approved by the University.

Communication Arts Requirement 6 credits

(A Track must include COMM 215, equivalent, or higher and COMM 218)

(B Track must include: COM 170 and COM 172)

Mathematics Requirement 6 credits

(Must include MTH 220, equivalent, or higher)

Science & Technology Requirement 6 credits

(B Track must include: SCI 163)

Must include at least three (3) credits in the physical or biological sciences

Humanities Requirement 6 credits

(B Track must include: HUM 114)

Social Science Requirement 6 credits

(B Track must include: PSY 211)

Additional Liberal Arts Requirement 6 credits

(B Track must include COMM 218)

Interdisciplinary Requirement 18 credits

(B Track must include: FP 120)

Academic Progression Requirements for the BSIT

- All students entering undergraduate degree programs who list less than 24 previous college credits as recognized by the university on the admissions application will be enrolled in the B Track and are required to complete the First-Year Sequence.
- First-Year Sequence students must satisfy all seven (7) courses from the First-Year Sequence prior to enrolling in any other General Education, elective, or concentration courses.
- GEN 195 will be required as the first course in the First-Year Sequence.
- HUM 114 will be required as the last course in the First-Year Sequence. All other FYS requirements must be satisfied prior to enrolling in any other program applicable course.
- With the exception of GEN 195, FP 120, and HUM 114, course requirements may be satisfied by any of the following means:
 - University of Phoenix coursework,
 - Regionally or nationally accredited coursework (C- or higher grade),
 - University of Phoenix Prior Learning Assessment, (30 credit limit on experiential learning; 30 credit limit on professional training),
 - National Testing Programs, and
 - ACE evaluated Military credits.
- The course used to satisfy a First-Year Sequence course must be comparable in content to the university course. It is replacing, must be at least a 2.67 credit course, and must be an equivalent level or higher level course.
- Concurrent enrollment is prohibited during any of the courses in the First-Year Sequence.
- Students who list 24 or more previous college credits, as recognized by the university on the admissions application, must take GEN 200 Foundations for General Education and Professional Success as the first course with University of Phoenix and are not required to enroll in the First-Year Sequence (A Track).
- Students who list 24 or more previous college credits, as recognized by the University on the admissions application, and who do not enroll in the First-Year Sequence, may not enroll in any course from the First Year Sequence to satisfy programmatic prerequisites, general education or elective requirements.

- Students who previously completed GEN 101, GEN 200, or GEN 300 and choose to transition to the First-Year Sequence are not required to take GEN 195.
- Students may not complete any of the First-Year Sequence courses via Directed Study.
- Many courses in the Required Course of Study build on or reinforce each other. To ensure that students have the requisite skills for specific coursework certain program areas must be satisfied before students can progress to others.
- All undergraduate students must satisfy math and English prerequisites prior to enrolling in any course that requires math or English as a prerequisite.

Residency Requirements and Course Waivers for the BSIT

Students must meet the established University residency requirement for degree conferral. The University requires that the majority of coursework, 30 credits from a combination of the Required Course of Study, General Education, and Electives must be completed at University of Phoenix.

Students in this program may waive a maximum of 30 credits from their required course of study on the basis of regionally or approved nationally accredited transferable coursework.

In order to be granted a waiver for a course in the required course of study, the student must have completed a previous course which meets the following criteria:

- The course must have been completed at a regionally or approved nationally accredited, or candidate for accreditation, college or university.
- The course must have been completed within the past five (5) years (ten years for MTH 221) of application to the University with a grade of "C" (2.0) or better.
- The course must be comparable in content and credits to the University course it is replacing and must be an equivalent level or higher level course (i.e. graduate level coursework may be used to waive graduate or undergraduate coursework). Course descriptions must be included with the course waiver form in order for the Office of Admissions and Evaluation to review the course waiver request.

Through an approved articulation agreement, students who have successfully completed equivalent courses may waive, without credits, up to thirty (30) credits of the required course of study. Students must substitute other upper division coursework to satisfy the upper division credit requirement of their degree program.

This policy also applies to upper division courses which are used to fulfill Associate of Arts degree requirements. In order to be granted a waiver, without credit, for a course in the required course of study, a student must have completed a previous course which meets the following criteria:

- The course must have been completed and transcribed from a regionally or nationally accredited institution with which the University of Phoenix has an approved articulation agreement.
- The course must have been completed with a grade of "C" (2.0) or better during the effective dates of the approved articulation agreement.
- The course must be approved through the articulation agreement and must be comparable in content and credits to the University course it is replacing.

The following courses in the Required Course of Study may not be waived: GEN 195, GEN 200

Students may waive, with or without credit, courses in the Required Course of Study, but must substitute with any upper division coursework to satisfy the required course of study (national testing program credit, prior learning credit, and military credit, or General Education coursework, may not be used to replace coursework waived, with or without credit).

Course Descriptions for the BSIT

GEN 2003 credits

Foundations for General Education and Professional Success

This general education course is designed to introduce the intentional learner to communication, collaboration, information utilization, critical thinking, problem solving and professional competence and values. The course uses an interdisciplinary approach for the learner to develop personal, academic strategies in order to reach desired goals and achieve academic success.

GEN 1953 credits

Foundations of University Studies

The essential information, skills, tools, and techniques necessary for academic success and personal effectiveness at the University of Phoenix are introduced in this course. The course develops and applies practical knowledge and skills immediately relevant to first-year university students. Course topics include goal setting and working with personal motivation, understanding and using University resources, developing efficient study habits, making the most of personal learning styles, and how best to manage time and reduce personal stress levels.

CIS 2073 credits

Information Systems Fundamentals

This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet.

PRG 2113 credits

Algorithms and Logic for Computer Programming

This course provides students with a basic understanding of programming development practices. Concepts covered include the application of algorithms and logic to the design and development of procedural and object oriented computer programs to address the problem solving requirements associated with business information systems. This course will cover procedural programming concepts including data types, controls structures, functional decomposition, arrays, and files, classes and objects.

WEB 2403 credits

Web Design Fundamentals

This course introduces development tools and techniques used to publish web pages on the World Wide Web. Students use basic hypertext markup language, scripting, and presentational technologies to create websites with the aid of a software authoring application. Topics include XHTML, CSS, JavaScript®, server hosting, site publication, site maintenance, and search engine optimization.

POS 355.....3 credits

Introduction to Operating Systems

This course provides an introduction to operating systems. Topics covered include operating system concepts, program execution, and operating system internals such as memory, processor, device, and file management. A variety of operating systems are compared and contrasted.

ENG 2213 credits

Technical Writing Fundamentals

This course covers the fundamentals and best practices of using written communication in business and in the information technologies. Topics include strategies, techniques, and nuances for producing emails, memos, reports, proposals, project specifications, and user manuals, as well as other technical documents.

BSA 3103 credits

Business Systems

This course reviews common business systems and their interrelationships. Business systems covered include finance, accounting, sales, marketing, human resources, legal, and operations. Emphasis is placed upon the inputs and outputs of information systems, the potential for integration of the systems, and information systems security.

BSA 3753 credits

Fundamentals of Business Systems Development

This course introduces the fundamental, logical, and design considerations addressed during system and application software development. It provides a solid background in information systems analysis and design techniques through a combination of theory and application. The Systems Development Life Cycle will be fundamental to the course.

CMGT 4103 credits

Project Planning and Implementation

This course provides the foundation for successful project planning, organization, and implementation within the realm of information technology. The course uses real-world examples and identifies common mistakes and pitfalls in project management. Topics covered include project scoping, estimating, budgeting, scheduling and staffing, tracking and controlling, and software tools for project management.

DBM 380.....3 credits

Database Concepts

This course covers database concepts. Topics include data analysis, the principal data models with emphasis on the relational model, entity-relationship diagrams, database design, normalization, and database administration.

CMGT 4003credits

Intro to Information Assurance & Security

This course is an introduction to information assurance and security in computing technology. Topics include risk management; protecting information in the enterprise; business continuity and disaster recovery planning; threats and remediation; legal, ethical, and professional issues; and considerations within systems development processes.

NTC 362.....3 credits

Fundamentals of Networking

This course provides a foundation in the basic telecommunications and networking technologies fundamental to the industry and to the broad field of telecommunications. Analog, digital, and radio frequency technologies are covered. Also covered in this course is an introduction to the OSI protocol model, network-switching systems, basics of wireless communications, and network security.

PRG 4203 credits

Java Programming I

This course introduces object-oriented programming in the content of business applications development. The basics of the Java programming language are covered.

MTH 221 3 credits

Discrete Math for Information Technology

Discrete (as opposed to continuous) mathematics is of direct importance to the fields of Computer Science and Information Technology. This branch of mathematics includes studying areas such as set theory, logic, relations, graph theory, and analysis of algorithms. This course is intended to provide students with an understanding of these areas and their use in the field of Information Technology.

CMGT 445 3 credits

Application Implementation

This course will cover the process and issues associated with the implementation of a computer application information system. Topics will include the processes associated with sponsor and stakeholder approvals, end user training, technical staff training, conversion from existing application(s) and integration into the information system production environment. This course will also examine the use of development and testing environments and the testing procedures related to the implementation of a computer application information system.

COMM 215 3 credits

Essentials of College Writing

This course covers the essential writing skills required for college-level coursework. Students will learn to distinguish between interpretive and analytical writing while using the writing process and specific rhetorical strategies to develop position and persuasion essays and a case study analysis, and learning teams will prepare an applied research paper. The course offers exercises for review of the elements of grammar, mechanics, style, citation, and proper documentation.

MTH 220 3 credits

College Algebra

This course presents traditional concepts in college algebra. Topics include linear, polynomial, rational, radical, exponential and logarithmic functions, systems of equations, sequences, series, and probability.

MTH 221 3 credits

Discrete Math for Information Technology

Discrete (as opposed to continuous) mathematics is of direct importance to the fields of Computer Science and Information Technology. This branch of mathematics includes studying areas such as set theory, logic, relations, graph theory, and analysis of algorithms. This course is intended to provide students with an understanding of these areas and their use in the field of Information Technology.

GEN 101 3 credits

Skills for Lifelong Learning

This course is designed to provide core competencies for adult learners. The course examines learning theory and the application of adult learning principles to communication skills, group processes, and personal management. Adult learners will develop strategies for achieving University of Phoenix Learning Goals in school, work, and personal settings. They will also be introduced to the University Library and learn how to access resources successfully.

GEN 300 3 credits

Skills for Professional Development

This course examines the skills necessary for successful critical thinking, teamwork, research, and communication. The course is designed to aid adult learners in acquiring and improving the core competencies that are necessary at the University of Phoenix. Students will examine their reasons for returning to school, and develop strategies for achieving educational goals in school, work, and personal settings. Students will also be introduced to the University library and learn how to access its resources successfully.

Course Descriptions for the Concentration in Advanced Networking

NTC 405 3 credits

Telecommunications and Networking I

This course is designed to provide the fundamentals of basic telecommunications including an introduction to standards, organizations, and governing bodies, and concepts such as TCP/IP, modulation or demodulation, and terminology for telecommunications and computer networks. The basics of analog and digital circuits are analyzed. Complex digital equipment, such as multiplexers, is introduced. The course is completed with an overview and analysis of various network topologies and network operating systems explaining how the electronic concepts assist in network troubleshooting.

NTC 406 3 credits

Telecommunications and Networking II

NTC 406 provides analysis of the seven levels of the OSI model as the basis for analysis and discussion of network protocols. Each level of the OSI model is analyzed in detail with the related theory being applied to specific applications in the industry.

NTC 409 3 credits

Global Network Architecture and Design

This course addresses the fundamentals of network design and analysis with an emphasis on network traffic. The network design techniques necessary for LAN and WAN implementations are covered. The concept of service levels, the provisioning of and importance of service levels are analyzed.

NTC 411 3 credits

Global Network Management, Support and Security

NTC 411 broadens network design and analysis to include global considerations for an enterprise network configuration. This course introduces the topic of overall end-to-end network management, the concepts and the available tools to the network designer. The development and management of the relationships between the enterprise and the WAN providers is discussed. Network security, Disaster Recovery, and Business Continuity planner is also addressed in this course.

NTC 415 3 credits

Network Integration Project

The focus of this course is the application of network design and performance concepts. The design considerations for a global network, including LANs and WANs with both wired and wireless functionality will be applied. End-to-end performance criteria and service levels guarantees will be examined as a part of network design project. Network capabilities to handle varying types of traffic from low speed data to large image files and streaming video and digital voice will be explored.

Course Descriptions for the Concentration in Business Systems Analysis

BSA 400.....3 credits

Business Systems Development II

This course continues the subject matter of BSA/375, Fundamentals of Business Systems Development. It completes an examination of methodologies, tools, and standards used in business systems development. An emphasis is placed on examining enterprise-level business systems.

BSA 411.....3 credits

Systems Analysis Methodologies

This course provides the student with an understanding of several methodologies available to identify business problems and the possible information system solutions for addressing problems.

BSA 412.....3 credits

Systems Analysis Tools

This course builds upon the methodologies examined in Systems Analysis Methodologies by providing an emphasis on analysis tools – computer and non-computer supported. Emphasis is placed on when and how Microsoft Visio may be used for analysis.

CMGT 4113 credits

Project Planning Management

This course provides the foundation for understanding the broad concepts of successful planning, organization, and implementation within the realm of information technology. This course uses real-world examples and identifies common mistakes and pitfalls in project management. Topics covered include project scoping, estimating, budgeting, scheduling, tracking, and controlling.

CMGT 4133 credits

Application Acquisition and Sourcing

This course examines a number of alternatives to be considered when delivery of an information technology application is needed. The evaluation of alternatives such as build versus buy and insourcing or outsourcing are covered along with the considerations for testing and evaluation of information technology decisions. The primary components of a Request for Proposal (RFP) and a Statement of Work (SOW) are examined in this course.

Course Descriptions for the Concentration in Information Management

IM 300.....3 credits

Data Organization Architecture

This course provides an introduction to how data is architected and organized. It discusses the different data models used to store data, outlines several schemas that drive how data is structured, and provides other database concepts relating to the design and architecture of data.

IM 305.....3 credits

Data Modeling

This course provides an in-depth look at several intermediate design and architecture concepts. The course covers the design method used in the creation of a relational database, the required steps to reengineer a database, and several tools and techniques used through the database design process.

POS 410.....3 credits

SQL For Business

This course covers Structured Query Language (SQL) that provides a unified language that lets you query, manipulate, or control data in a business applications environment.

DBM 3843 credits

Special Purpose Databases

This course examines the use of database technology in a variety of information technology applications. The use of text, multimedia, temporal, spatial, and mobile databases will be covered in this course.

DBM 4603 credits

Enterprise Database Management Systems

This course covers distributed computing, middleware and industry standards as relating to the enterprise data repository. Data warehousing, data mining, and data marts are covered from an enterprise perspective.

Course Descriptions for the Concentration in Information Systems Security

POS 4203 credits

Introduction to UNIX

This course is a survey of the UNIX® operations. The student will gain an understanding of the internal operations of the UNIX® system, which enables the user to make efficient use of files, file systems, and processes. Commands for efficient management of UNIX® system files, file systems and process, systems administration and security are also examined.

POS 4213 credits

Windows Server Networking

This course is a survey of Windows Server Administration. Topics emphasize the structure and the various applications supported by Windows Server. The course includes remote, hands-on access to Windows lab exercises.

CMGT 4413 credits

Introduction to Information Systems Security Management

This course introduces security principles and management issues that IT professionals must consider. The course surveys current and emerging security practices and processes as they relate to; information systems, systems development, operating systems and programming, database development and management, networking and telecommunications, and the Internet.

CMGT 4423 credits

Information Systems Risk Management

This course identifies and defines the types of risks that information systems professionals need to consider during the development and implementation of computer based information systems. This course will survey remedies and prevention techniques available to address the risk areas present. Organizational policies and current regulatory considerations will also be examined relative to development, implementation and use of computer based information systems.

CMGT 4303 credits

Enterprise Security

This course covers the managerial and technical considerations related to access controls, authentication, external attacks and other risk areas facing the enterprise. This course will also survey the techniques to prevent unauthorized computer and facility access as well the concepts for protecting the hardware and software assets of the enterprise.

Course Descriptions for the Concentration in Multimedia & Visual Communication

VCT 300..... 3 credits

Image Editing

This course is an introduction to image editing and its role in the disciplines of web design, electronic publishing and multimedia development. An overview is presented on file formats, composition, color, text design, retouching and manipulation of graphic and photographic images.

VCT 320..... 3 credits

Electronic Publishing

This course presents the essential role of electronic publishing in the delivery of information to today's businesses and consumers. Most of the course is concerned with methods and techniques involved in the electronic publishing of business presentations, corporate reports, newsletters, training materials, manuals and electronic books, but other information formats such as wikis and blogs are also considered.

VCT 410..... 3 credits

Instructional Design

This course presents principles of instructional design. An instructional design methodology is presented that includes requirements analysis, performance objectives, performance measures, instructional strategies, storyboarding, design specifications, development, implementation and evaluation.

VCT 420..... 3 credits

Multimedia Development

This course introduces the fundamentals of developing interactive, multimedia enriched content for delivery across alternative platforms such as the Internet, CDs and handheld devices. The focus is on the integration of animation, audio and video content to maximize communication.

WEB 431..... 3 credits

XML

This course extends Web programming to include XML. An emphasis is placed upon the appropriate use of XML as a programming tool.

Course Descriptions for the Concentration in Software Engineering

PRG 421 3 credits

Java Programming II

This course continues the subject in PRG 420, Java Programming I. Topics include designing complex applications and the use of data files.

BSA 385..... 3 credits

Intro to Software Engineering

This course introduces the fundamental, logical, and design considerations addressed during system and application software development. It provides a background in applications software development and testing techniques through a combination of theory and application.

CSS 422..... 3 credits

Software Architecture

This course is an integrating course in business application software engineering. Integration, migration, and maintenance of enterprise software systems, including legacy systems, are emphasized.

POS 408..... 3 credits

.NET I

This course introduces object-oriented programming in the context of business applications development. It develops the skills and knowledge necessary to produce beginning event-driven programs with graphical user interfaces (GUI). Topics include standard Windows compatible forms, controls, and procedures. The course uses Visual Basic.

POS 409..... 3 credits

.NET II

This course extends the facilities and command sets of the Visual Basic programming system for Windows®. Topics covered include designing Visual Basic applications, forms, event driven procedures, writing and debugging programs, databases, data files, and printing.

Course Descriptions for the Concentration in Web Development

VCT 300 3 credits

Image Editing

This course is an introduction to image editing and its role in the disciplines of web design, electronic publishing and multimedia development. An overview is presented on file formats, composition, color, text design, retouching and manipulation of graphic and photographic images.

WEB 401..... 3 credits

Web Development

This course covers topics such as designing dynamic web pages and an introduction to Java and Java applets. Emphasis is placed upon the appropriate use of web programming tools.

WEB 407..... 3 credits

Advanced Web Development

This course focuses on existing and emerging Web development technologies. Topics include specialized Web markup languages, server-side backend databases, server-side programming, web services, enterprise Web development and Web applications.

WEB 431..... 3 credits

XML

This course extends Web programming to include XML. An emphasis is placed upon the appropriate use of XML as a programming tool.

WEB 434..... 3 credits

Website Commercialization I

This course builds upon a professional understanding of web design and development, emphasizing the trend towards website commercialization. Topics of this course include web-based interfaces, online supply chain management, eCommerce tools and techniques, branding, basic marketing strategies and Search Engine Optimization.

WEB 435..... 3 credits

Website Commercialization II

This course explores the concept of website commercialization from the perspective of an advanced web developer. Students will focus on client security and server security, social networks, virtual worlds, m-commerce, non-traditional marketing strategies and customer service.

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GRADUATE PROGRAMS

Admission Procedures

Application Process

Working adults seeking admission to the University's graduate programs in business, management, information systems, nursing, counseling, or education begin the admission process by submitting a complete and accurate application. An application which is later verified to contain incomplete, false or misleading information may be grounds for dismissal and administrative withdrawal. Once the application has been received by the University, applicants are responsible for ensuring the completion of their admission file. No applicant will be formally accepted for admission until their admission file is complete and officially evaluated. Formal written notice is provided by the central Office of Admissions & Evaluation upon formal acceptance.

The University will advise students which admission file documents are required in order to begin a program of study. Students may attend their first four courses under Registered status. Students, however, must submit all admission documentation and gain unconditional admission status prior to the start of their fifth course. Students failing to submit all documentation prior to the end of the required time frame will be administratively withdrawn until formally admitted by the central Office of Admissions & Evaluation. The University cannot guarantee that a student who begins course work under Registered status will be admitted to the degree program.

Applications of individuals who have not gained admission or enrolled in the University will be kept on file for one year. After that time, the applicant is required to submit a new application and material. A second application fee is not required.

Transcript Requests of Other Institutions

Because institutions vary in the time they take to respond to transcript requests, all transcripts should be requested immediately upon submission of an application and application fee. University staff will process all requests for required transcripts on behalf of the student. However, it remains the student's responsibility to ensure that all transcripts are submitted to the University. The student must sign a "Transcript Request Form" for each transcript being requested from educational institutions. The University's application fee covers the student's expense for requesting official transcripts.

Foreign Academic Records

Students applying to the University with foreign academic records or credentials may have additional requirements that must be met in order to enroll in courses or gain admission due to the differences in educational systems and document requirements.

All academic records from Afghanistan, Somalia or Turkmenistan must be evaluated by an external evaluation service approved by the University of Phoenix.

An applicant submitting academic records from Albania, Algeria, Andorra, Angola, Anguilla, Antigua, Argentina, Armenia, Aruba, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Bangladesh, Barbados, Barbuda, Belarus, Belgium, Belize, Benin, Bermuda, Bhutan, Bolivia, Bosnia-Herzegovina, Botswana, Brazil, British Virgin Islands, Brunei/Brunei-Darussalam, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Canada, Cape Verde, Cayman

Islands, Central African Republic, Chad, Chile, China, Colombia, Congo, Democratic Republic of Congo, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Czechoslovakia, Democratic People's Republic of Korea (North Korea), Denmark, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Fiji, Finland, France, French Guiana, French Polynesia, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Guyana, Haiti, Holy See, Honduras, Hungary, Iceland, India, Indonesia, Iran, Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Laos People's Democratic Republic, Latvia, Lebanon, Lesotho, Liberia, Libya Liechtenstein, Lithuania, Luxembourg, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Republic of Moldova, Monaco, Mongolia, Montenegro, Montserrat, Morocco, Mozambique, Myanmar, Namibia, Nepal, Netherlands, Netherland Antilles, New Caledonia, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Pakistan, Palau, Palestine, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia (Russian Federation), Rwanda, Saint Barthelemy, Saint Kitts and Nevis, Saint Lucia, Saint Martin, Saudi Arabia, Scotland, Senegal, Serbia, Sierra Leone, Singapore, Slovakia, Slovenia, Solomon Islands, South Africa, South Korea, Spain, Sri Lanka, St. Vincent and The Grenadines, Sudan, Sweden, Switzerland, Syria, Tajikistan, Tanzania, Thailand, Togo, Tonga, Trinidad and Tobago, Tunisia, Turkey, Turks and Caicos Islands, Union of Socialist Republics (U.S.S.R.), Uganda, Ukraine, United Arab Emirates, Uruguay, Uzbekistan, Western Samoa, Venezuela, Vietnam, Yemen, Yugoslavia, Zambia or Zimbabwe may be evaluated internally by the central Office of Admissions and Evaluation or evaluated by an external evaluation service approved by the University of Phoenix. Internal evaluation practices utilized by the central Office of Admissions and Evaluation follow standards and practices defined by the National Association of Foreign Student Administrators (NAFSA) and the American Association of Collegiate Registrars and Admissions Officers (AACRAO). Certain programs that lead to certification may require students to have an evaluation performed by an external evaluation agency that is approved by both the University and the state in which the student seeks certification.

Students using foreign academic records to satisfy an admission requirement will not be eligible to attend classes prior to the University receiving a favorable evaluation from an approved credentials evaluation service or evaluation performed by the Central Office of Admissions & Evaluation. Original academic records or copies of academic records that have been verified as authentic by the issuing institution are required to be on file prior to a student gaining unconditional admission to the University. If the academic records are in another language, a certified English translation or translation performed by the central Office of Admissions and Evaluation (Spanish and French only) is required. The University will accept translations from the issuing institution or an official translation service.

Non-Native Speakers of English

An applicant who does not have appropriate English language experience in an academic environment will not be eligible to attend classes under Registered status. Official documentation with an appropriate score on the Test of English as a Foreign Language (TOEFL) Test of English for International Communication (TOEIC), International English Language Testing System (IELTS), Pearson Test of English Academic (PTE) or Berlitz Online English Proficiency Exam must be submitted with the admission file and admission granted before the applicant may begin the program.

Admission Appeal Process

Any applicant who has been denied admission to the University has the right to appeal the decision to the Student Appeals Center. All appeals, including any evidence to be considered, must be submitted in writing to the Student Appeals Center. The written appeal may consist of a letter of explanation for academic deficiencies, lack of experience, and any other factors which might be of benefit when the Student Appeals Center conducts its review.

It is incumbent upon the applicant to submit all relevant documents and statements of support attached to the appeal letter to the Student Appeals Center. The Student Appeals Center will carefully review all materials submitted, and notify the applicant in writing of its decision within ten working days.

Graduate Admission Requirements

For graduate education and doctoral admission requirements please refer to the education and doctoral section(s) of the catalog. Most graduate programs have additional admission requirements listed within the program specific information. All applicants are expected to meet the following admission requirements:

- Applicants who completed high school/secondary school outside of the United States, in a country where English is not the official language, must meet one of the following exceptions in order to meet the English Language Proficiency Requirement:
 - Achieved a minimum score of 213 on the computer-based test (cBT), or a score of 79 on the internet-based test (iBT), or a score of 550 on the written-based test (wBT) on the Test of English as a Foreign Language (TOEFL) within two years of application to the University.
-or-
 - Achieved a minimum passing score of 750 on the Test of English as an International Communication (TOEIC) within two years of application to the University.
-or-
 - Achieved a minimum passing score of 6.5 on the test of the International English Language Testing System (IELTS) within two years of application to the University.
-or-
 - Achieved a minimum score of 75 on the Berlitz Online Test of Reading and Listening Skills - English or a minimum score of 550 on the Berlitz Online English Proficiency Exam within two years of application to the University.
-or-
 - Successful completion of the approved ESL series of courses completed at: Canadian College of English Language (CCEL), International Language Schools of Canada (ILSC) or Kaplan.
-or-
- Achieved a minimum score of 59 on the Pearson Test of English Academic Exam within two years of application to the University.
- The following may exempt a non-native speaker from having to take the TOEFL/TOEIC/IELTS, however official documentation may be required:
 - The applicant has successfully completed thirty (30) transferable, academic semester credits at a regionally or nationally accredited college or university in the United States.
 - The applicant has successfully completed the equivalent of thirty (30) transferable, academic semester credits at a recognized college or university in a country in which English is the official language.
 - The applicant has successfully completed the equivalent of thirty (30) transferable, academic semester credits at a recognized institution where English is the medium of instruction.
 - The applicant has previously earned, prior to applying for admission to the University of Phoenix, a U.S. high school diploma or G.E.D. Applicants that list any language other than English as their native language on the admission application and G.E.D is taken, must submit a copy of the G.E.D to verify it was taken in the English version format.
 - The applicant has earned the equivalent of a U.S. high school diploma in a country in which English is the official language.
 - The applicant has earned the equivalent of a U.S. high school diploma at an institution where English is the medium of instruction.
- Applicants who reside in the United States must meet one of the following requirements:
 - Be a legal resident of the United States
 - Have been granted permanent residency
 - Have a valid visa that does not prohibit educational studies
 - Have been granted temporary protected status and has been verified through Citizenship and Immigration Service that the country is eligible for TPS status at the time of application sign date. Student must list TPS as the visa type on the admissions application in order for US to verify TPS status.
 - Have been granted asylum along with copy of passport and I-94 bearing the stamp indicating the issue and expiration dates of the Asylee status.
- Applicants who reside in Canada must meet one of the following requirements:
 - Be a legal resident of Canada
 - Be a landed immigrant
 - Have a valid visa that does not prohibit educational studies
- Students may not receive a graduate degree and a graduate-level certificate in the same area of focus.
- A completed and signed graduate application and application fee
- A signed Enrollment/Disclosure Agreement.

Estimated Program Length

To determine the number of months it takes to complete the program as designed, add all the credit hours in a given program, divide the result by 24 credit hours and then multiply the result by the number of months in the academic year for the degree (Associates = 9 months in an academic year, Bachelors = 10 months in an academic year, Masters/Doctoral = 12 months in an academic year, Undergraduate Certificate = 10 months in an academic year and Graduate Certificate = 12 months in an academic year). Example: Associate program is 60 credits. Divide 60 credit hours by 24 credit hours ($60/24 = 2.5$). Then multiply the result by the number of months in the academic year for the degree (2.5×9 months = 22.5 months).

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 UNIVERSITY OF PHOENIX SCHOOL OF BUSINESS - GRADUATE

The University of Phoenix School of Business offers the Master of Business Administration. Although only one MBA degree may be earned, MBA students may choose to pursue the MBA or a concentration in a variety of areas.

Master of Business Administration

The following Master of Business Administration (MBA) program may be offered at these University of Phoenix campus locations: Des Moines. The availability of programs and concentrations depend on student demand and other factors. Not all programs may be available to all residents of all states. Students may want to consider completing certain courses in the Online classroom at Online rates if the program is available via the Online modality in their state. Please contact your enrollment advisor for more information.

The Master of Business Administration (MBA) program prepares students in the functional areas of business allowing them to develop managerial skills necessary to be effective in a rapidly changing business environment. The program is based on current research of managerial competencies and graduate business standards as tested by existing national standardized graduate business examinations.

In addition to the University of Phoenix learning goals, the MBA program prepares students to:

- Demonstrate the knowledge and skills needed to identify and solve organizational problems using a systematic decision-making approach.
- Demonstrate the knowledge and skills needed to manage, develop, and motivate personnel to meet changing organizational needs in a global business environment.
- Apply critical analysis of alternatives under conditions of uncertainty.
- Develop awareness of their own values and the effect of those values on organizational decision making.
- Assess whether an organization's plans and actions align with its values.
- Comprehend the application of a significant amount of business administration knowledge within the domains of management, business law, human capital management, organizational leadership, quantitative reasoning for business, economics, accounting, applied business research & statistics, operations management, corporate finance, marketing, and strategic planning & implementation.

Students can gain additional knowledge in a concentration area through the selection and completion of 15 graduate-level credits in concentration-specific courses.

Students may also complete an additional concentration. Please contact your academic representative for more information.

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba>.

Courses requiring prerequisites are identified by a ~ symbol following the course number.

MBA Program Category Requirements

Management, 3 total credits

MGT 521 3 credits
Management

Human Capital Management, 3 total credits

HRM 531 ~ 3 credits
Human Capital Management

Business Law, 3 total credits

LAW 531 ~ 3 credits
Business Law

Organizational Leadership, 3 total credits

LDR 531 ~ 3 credits
Organizational Leadership

Quantitative Reasoning for Business, 3 total credits

QRB 501 ~ 3 credits
Quantitative Reasoning for Business

Economics, 3 total credits

ECO 561 ~ 3 credits
Economics

Accounting, 3 total credits

ACC 561 ~ 3 credits
Accounting

Applied Business Research and Statistics, 3 total credits

QNT 561 ~ 3 credits
Applied Business Research & Statistics

Operations Management, 3 total credits

OPS 571 ~ 3 credits
Operations Management

Corporate Finance, 3 total credits

FIN 571 ~ 3 credits
Corporate Finance

Marketing, 3 total credits

MKT 571 ~ 3 credits
Marketing

Strategic Planning and Implementation, 3 total credits

STR 581 ~ 3 credits
Strategic Planning & Implementation

Accounting Concentration

MBA students may earn a concentration in Accounting (ACC) by satisfying all the requirements for the concentration. Students must earn a minimum of 12 unique and concentration-area specific credits beyond the standard MBA required course of study.

Students earning an ACC concentration will complete a minimum of 48 credits, which includes 36 credits from the MBA required course of study and 12 credits from the ACC concentration coursework (3 of which must include ACC 541-Accounting Theory & Research).

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba-acc>.

ACC 541 ~	3 credits
Accounting Theory & Research	
COM 530 ~	3 credits
Communications for Accountants	
ACC 542 ~	3 credits
Accounting Information Systems	
ACC 543 ~	3 credits
Managerial Accounting & Legal Aspects of Business	
ACC 544 ~	3 credits
Internal Control Systems	
ACC 545 ~	3 credits
Financial Reporting	
ACC 546 ~	3 credits
Auditing	
ACC 547 ~	3 credits
Taxation	
ACC 548 ~	3 credits
Not-for-Profit & Government Accounting	
ACC 556 ~	3 credits
Forensic Accounting	
ACC 557 ~	3 credits

Accounting Ethics
Students who select an Accounting Concentration may not educationally qualify to sit for the CPA exam in some states. To the extent that a student intends to sit for the CPA examination, the student should consult with the applicable board of examiners in the state or states in which the individual intends to sit for the examination to determine the precise educational and other requirements, including the acceptability of the University's Accounting Concentration.

Energy Management Concentration

MBA students may earn a concentration in Energy Management (EM) by completing at least 15 credit hours of course work in Energy Management.

Students earning a EM concentration will complete a minimum of 51 credits, which includes 36 credits from the MBA required areas and 15 credits from the EM concentration.

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba-em>.

EM 555 ~	3 credits
Energy Sector Management	
EM 565 ~	3 credits
Financial Management in the Energy Sector	
EM 575 ~	3 credits
Energy Economics	

EM 585 ~	3 credits
Marketing Energy	

EM 595 ~	3 credits
Strategic Planning and Implementation for the Energy Sector	

Global Management Concentration

MBA students may earn a concentration in Global Management (GM) by completing at least 15 credit hours of course work in Global Management. Students earning a GM concentration will complete a minimum of 51 credits, which includes 36 credits from the MBA required areas and 15 credits from the GM concentration.

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba-gm>.

GMGT 510 ~	3 credits
Global Business Organization and Culture	
GMGT 520 ~	3 credits
External Environment of Global Business	
GMGT 530 ~	3 credits
Internal Environment of Global Business	
GMGT 540 ~	3 credits
Global Strategy Formulation and Implementation	
CAP GM591 ~	3 credits
Cases in Cross-Border Management	

Health Care Management Concentration

MBA students may earn a concentration in Health Care Management (HCM) by completing at least 15 credit hours of course work in Health Care Management.

Students earning a HCM concentration will complete a minimum of 51 credits, which includes 36 credits from the MBA required areas and 15 credits from the HCM concentration.

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba-hcm>.

HCS 531 ~	3 credits
Health Care Organizations and Delivery Systems	
HCS 533 ~	3 credits
Health Information Systems	
HCS 545 ~	3 credits
Health Law and Ethics	
HCS 588 ~	3 credits
Measuring Performance Standards	
HCS 586 ~	3 credits
Health Care Strategic Management	

Human Resource Management Concentration

MBA students may earn a concentration in Human Resource Management (HRM) by satisfying all the requirements for the concentration. Students must earn a minimum of 12 unique and concentration-area specific credits beyond the standard MBA required course of study.

Students earning a HRM concentration will complete a minimum of 48 credits, which includes 36 credits from the MBA required course of study and 12 credits from the HRM concentration coursework.

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba-hrm>.

HRM 546 ~	3 credits
Human Resource Law	

HRM 558 ~.....	3 credits
Research in Human Resource Management	
HRM 548 ~.....	3 credits
Recruitment and Retention Practices	
HRM 552 ~.....	3 credits
Organizational Training and Development	
HRM 554 ~.....	3 credits
Occupational Health and Safety	
HRM 595 ~.....	3 credits
Human Resource Capstone Course	

Marketing Concentration

MBA students may earn a concentration in Marketing (MKT) by satisfying all the requirements for the concentration. Students must earn a minimum of 12 unique and concentration-area specific credits beyond the standard MBA required course of study.

Students earning a MKT concentration will complete a minimum of 48 credits, which includes 36 credits from the MBA required course of study and 12 credits from the MKT concentration (3 of which must include MKT 593-Product Design and Development Course).

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba-mkt>.

MKT 544 ~	3 credits
Integrated Marketing Communications	
MKT 554 ~	3 credits
Consumer Behavior	
MKT 552 ~	3 credits
Technology Applications and e-Marketing	
MKT 562 ~	3 credits
Advanced International Marketing	
MKT 593 ~	3 credits
Product Design and Development	

Project Management Concentration

MBA students may earn a concentration in Project Management (PM) by completing at least 15 credit hours of coursework in Project Management. Students earning a PM concentration will complete a minimum of 51 credits, which includes 36 credits from the MBA required areas and 15 credits from the PM concentration coursework.

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba-pm>.

PM 571 ~	3 credits
Project Management	
PM 582 ~	3 credits
Project Leadership	
PM 584 ~	3 credits
Project Risk Management	
PM 586 ~	3 credits
Project Quality Management	
PM 598 ~	3 credits
Project Management Capstone	

Technology Management Concentration

MBA students may earn a concentration in Technology Management (TM) by completing at least 15 credit hours of course work in Technology Management.

Students earning a TM concentration will complete a minimum of 51 credits (36 credits from the MBA required areas) which includes 15 credits from concentration coursework.

For more information about our graduation rates, the median debt of students who completed the program, and other important information, please visit our website at <http://www.phoenix.edu/programs/mba-tm>.

COM TM541 ~	3 credits
Communications for Managers of Technology	
PM 571 ~	3 credits
Project Management	
TMGT 540 ~	3 credits
Management of R&D and Innovation Processes	
TMGT 550 ~	3 credits
Technology Transfer in the Global Economy	
TMGT 590 ~	3 credits

Applications of Technology Management

The University reserves the right to modify the required course of study. Please note that within each state, concentration availability may vary by campus location.

Additional Admission Requirements for the MBA

All applicants are expected to meet the following admissions requirements:

- An undergraduate degree from a regionally or approved nationally accredited, or candidate for accreditation, college or university or comparable undergraduate bachelor's degree earned at a recognized foreign institution or a graduate degree from an ABA accredited institution (i.e.- JD, LLB, LLM). If the institution became accredited while the student was attending, a minimum of 75% of the coursework taken toward the degree must have been completed while the institution was accredited or during the candidacy period.
- No work experience is required for this program.
- A cumulative grade point average (GPA) of 2.5 on the undergraduate degree posted transcript is required for admission.

Degree Requirements for the MBA

The degree requirements for this program are the following:

- A minimum of 36 graduate credits must be completed to meet all areas of the required course of study.
- A minimum grade point average (GPA) of 3.0.
- Students must take courses within a sequence specified by course prerequisite requirements.
- The diploma awarded for this program will read as: Master of Business Administration and will not reflect the concentration. Concentrations are reflected on the transcript only.

Academic Progression Requirements for the MBA

- MGT 521 must be the first course taken.
- QRB 501 must be satisfied prior to progressing in courses in Economics, Accounting, Applied Business Research & Statistics, Operations Management, Corporate Finance, Marketing, and Strategic Planning & Implementation.
- Strategic Planning & Implementation (STR 581 or an alternative strategy course) must be taken as the last core course in the program.

Residency Requirements and Course Waivers for the MBA

- The University requires that the majority of coursework in the Required Course of Study be completed through the University. Also known as the residency requirement, the University requires completion of a minimum of 30 graduate level credits at the University.
- In order to waive a course in the required course of study, the student must have completed a previous course that meets the following criteria:
 - The course must have been completed at a regionally or approved nationally accredited, or candidate for accreditation, college or university;
 - The course must have been completed within the past ten (10) years with a "B" (3.0) or better; and
 - The course must be comparable in content and credits to the University course it is replacing and must be an equivalent level or higher level course (i.e. graduate level coursework may be used to waive graduate or undergraduate coursework). Course descriptions must be included with the course waiver form in order for the Office of Admissions and Evaluation to review the course waiver request.
- Management (MGT 521) may not be waived.
- Strategic Planning & Implementation (STR 581 or an alternative strategy course), which is the last core course in the program, may not be waived.
- The following courses may not be waived: ACC 541, CAP GM591, EM 555, EM 595, GMGT 510, HCS 531, HCS 586, HRM 595, MGT 521, MKT 593, PM 598, QRB 501, STR 581

The School of Advanced Studies offers a bridge opportunity for master's degree students who are interested in taking doctoral courses. In the bridge program, a master's degree student would be allowed to substitute up to two graduate level courses with doctoral level courses. Students who choose this option would then be eligible to waive these courses in the doctoral program since they were already taken in the master's degree program.

Students must earn a B- or better in the doctoral level courses in order to waive them in the doctoral program.

Students who have completed Meritus University graduate MBA courses may transfer all courses earned at Meritus University into the MBA program at the University of Phoenix without limitation provided that they sign an Enrollment Agreement for the University of Phoenix MBA program by March 1, 2012. Students transferring from Meritus University to University of Phoenix will still be required to satisfy all program requirements for the University of Phoenix MBA program and complete at least 3 credits at University of Phoenix in order to obtain their MBA degree from University of Phoenix.

Course Descriptions for the MBA

MGT 521 3 credits

Management

This course applies the tools available to University of Phoenix graduate students and the competencies of successful managers to understand the functions of business. Students learn their own perceptions and values to communicate more effectively with others. Other topics include MBA program goals, argument construction, decision making, collaboration, and academic research.

HRM 531 3 credits

Human Capital Development

This course prepares students to address the concepts of personnel development as managers. Students learn criteria for developing effective job analysis, appraisal systems, and appropriate career development plans for employees. Other topics include personnel selection, employee compensation, benefits, training, workplace diversity, discipline, employee rights, unions, and management behaviors.

LAW 531 3 credits

Business Law

This course prepares students to evaluate the legal risks associated with business activity. Students will create proposals to manage an organization's legal exposure. Other topics include the legal system, alternative dispute resolution, enterprise liability, product liability, international law, business risks, intellectual property, legal forms of business, and governance.

LDR 531 3 credits

Organizational Leadership

This course prepares students to apply leadership principles to the roles they play as managers. Students will discover more about themselves and learn more about the connection between the individual and the organization. Other topics include organizational culture, structure, group behavior, motivation, power, politics, organizational change, and workplace conflict.

QRB 501 3 credits

Quantitative Reasoning for Business

This course applies quantitative reasoning skills to business problems. Students learn to analyze data using a variety of analytical tools and techniques. Other topics include formulas, visual representation of quantities, time value of money, and measures of uncertainty.

ECO 561 3 credits

Economics

This course applies economic concepts to make management decisions. Students employ the concepts of scarce resources and opportunity costs to perform economic analysis. Other topics include supply and demand, profit maximization, market structure, macroeconomic measurement, money, trade, and foreign exchange.

ACC 561 3 credits

Accounting

This course applies accounting tools to make management decisions. Students learn to evaluate organizational performance from accounting information. Other topics include financial statements, cost behavior, cost allocation, budgets, and control systems.

QNT 561 3 credits
Applied Business Research and Statistics

This course prepares students to apply statistics and probability concepts to business decisions. Students learn criteria for developing effective research questions, including the creation of appropriate sampling populations and instruments. Other topics include descriptive statistics, probability concepts, confidence intervals, sampling designs, data collection, and data analysis - including parametric and nonparametric tests of hypothesis and regression analysis.

OPS 571 3 credits
Operations Management

This course applies planning and controlling concepts to increase the value of the supply chain. Students learn to evaluate and improve processes. Other topics include process selection, process design, theory of constraints, project implementation, capacity planning, lean production, facility location, and business forecasting.

FIN 571 3 credits
Corporate Finance

This course applies corporate finance concepts to make management decisions. Students learn methods to evaluate financial alternatives and create financial plans. Other topics include cash flows, business valuation, working capital, capital budgets, and long-term financing.

MKT 571 3 credits
Marketing

This course prepares students to apply marketing concepts to create and sustain customer value. Students learn to solve marketing problems in a collaborative environment. Topics include market research, customer relationships, branding, market segmentation, product development, pricing, channels, communications, and public relations.

STR 581 3 credits
Strategic Planning and Implementation

This course integrates concepts from all prior courses in the program. Students apply the concepts of strategic planning and implementation to create sustainable competitive advantage for an organization. Other topics include environmental scanning, strategic analysis, corporate social responsibility, implementation, evaluation, and risk management.

Course Descriptions for the Accounting Concentration
ACC 541 3 credits
Accounting Theory & Research

This is the first core course in the Master of Science in Accounting (MSA). In this course, students apply accounting research tools to current accounting issues. Other topics include research of accounting questions related to: inventory, fixed assets, leases, derivative instruments, debt, contingencies, segment reporting, pensions, business combinations, consolidations, stockholder's equity, and a program overview.

COM 530 3 credits
Communications for Accountants

In this course, students examine principles and practices of group communication in the context of the organization. Topics include an overview of group communication, culture and conflict, group formation, influence in organizational communication, organizational change, formal communications, and public communications.

ACC 542 3 credits
Accounting Information Systems

In this course, students examine the fundamentals of accounting systems design. Topics include business information systems, business processes and data flows, database concepts and tools, internal control and risks, auditing the information system, and using the information system to perform audit functions.

ACC 543 3 credits
Managerial Accounting & Legal Aspects of Business

In this course, students examine managerial accounting as part of the business's accounting information system and legal aspects of the business enterprise. Topics include managerial accounting and capital budgeting, cost analysis; management planning and control, negotiable instruments, secured transactions, debtor/creditor relationships, property and insurance, and legal aspects of employment and environment.

ACC 544 3 credits
Internal Control Systems

In this course, students gain a broad perspective of accounting and control that considers attainment of all goals of the organization, including those concerned with financial objectives. Topics include an overview of control, risk management, internal control systems, controls for current asset functions, controls for other accounting classifications, controls for information technology systems, and reporting on controls.

ACC 545 3 credits
Financial Reporting

This course prepares students to address concepts of financial reporting for roles as CPAs. Students learn important criteria for calculating capital changes, applying concepts of fixed assets and cost determination, and preparing consolidated financial statements. Other topics include the professional responsibilities of CPAs, deferred taxes, cash flow statements, balance sheet preparation, restructuring of troubled debt, and the intricacies of comprehensive income.

ACC 546 3 credits
Auditing

In this course, students focus on the auditing practice performed by public accountants. Topics include the CPA profession and the auditor's role, planning the audit, audit reporting and required communications, evaluating internal controls, audit programs for current assets and liabilities, and audit programs for other business cycles.

ACC 547 3 credits
Taxation

In this course, students develop an understanding of the taxation of business entities and the individuals who own those entities. Topics include tax entities, property transactions, calculating basis, gains and losses, alternative minimum tax, S-corporations and partnerships.

ACC 548 3 credits
Not-for-Profit & Government Accounting

In this course, students receive an overview of the budgeting, accounting, financial reporting, and auditing required of government and not-for-profit organizations. Topics include the governmental accounting, accounting records in government, fund allocation, government-wide reporting, not-for-profit accounting, and governmental performance measures.

ACC 5563 credits

Forensic Accounting

In this course, students are introduced to the conduct of fraud examinations, including a discussion of specific procedures used in forensic accounting examinations and the reasoning behind these procedures. Topics include an overview of fraud and abuse, forensic evidence, substantive procedures for cash outflow irregularities, substantive procedures for asset irregularities, financial statement fraud, and examination reporting.

ACC 5573 credits

Accounting Ethics

In this course, students focus on core values of the accounting profession such as ethical reasoning, integrity, objectivity, and independence. Topics include economics, price and consumer behavior, business and accounting issues, ethics and information technology, and professional standards.

Course Descriptions for the Energy Management Concentration

EM 5553 credits

Energy Sector Management

This course integrates energy technology and management opportunities in the energy sector. Students will apply knowledge of the energy sector value change to identify a business opportunity. Other topics include renewable and non-renewable energy sources, science of energy, communications, energy sector terminology, corporate social responsibility, ethics, and negotiation.

EM 5653 credits

Financial Management in the Energy Sector

This course applies corporate finance concepts to make management decisions in the energy sector. Students analyze the financial merit of opportunities in renewable and non-renewable energy sources. Other topics include cash flows, business valuation, working capital, capital budgets, government sources, long-term financing, risk analysis and management, and financial planning.

EM 5753 credits

Energy Economics

This course applies economic concepts to make management decisions in the energy sector. Students apply concepts of supply and demand to create an economic model of a sub sector of the energy industry. Other topics include scarce resources, opportunity costs, profit maximization, market structure, macroeconomic measurement, money, trade, foreign exchange, regulatory issues, and economic analysis.

EM 5853 credits

Marketing Energy

This course prepares students to apply marketing concepts to affect public perception of energy alternatives. Students learn to solve marketing problems in a collaborative environment. Topics include market research, customer relationships, branding, market segmentation, product development, pricing, channels, communications, public relations and policy formulation.

EM 5953 credits

Strategic Planning and Implementation for the Energy Sector

This capstone course integrates concepts from all prior courses in the program and the energy management concentration. Students apply the concepts of strategic planning and implementation to create sustainable competitive advantage in an energy organization. Other topics include environmental scanning, strategic analysis, corporate social responsibility, implementation, evaluation, risk management, interdependent organizational relationships, technology adoption, and scenario planning.

Course Descriptions for the Global Management Concentration

GMGT 5103 credits

Global Business Organization and Culture

This course examines the cultural and organization framework within which global business is conducted. Topics include socio-cultural forces, cultural analysis, communication strategies, human resources investment and utilization, and managing across borders.

GMGT 5203 credits

External Environment of Global Business

This course explores issues and institutions that affect global business outside the direct control of the organization. Topics include country risk assessment, basis for trade and capital flows, exchange rate determination, international, national, and local organizations, regional integration, and conflict resolution of global trade disputes.

GMGT 5303 credits

Internal Environment of Global Business

This course examines issues and functions that global business faces within control of the organization. Topics include organizations forms of entry and exit, legal issues, marketing, finance, human resources, and risk management.

GMGT 5403 credits

Global Strategy Formulation and Implementation

This course develops strategy for global implementation. Topics include the role of global strategy in the organization, the current state and strategy choices, strategy selection, implementation and control issues, portfolio management, and case analysis.

CAP GM5913 credits

Cases in Cross-Border Management

This content area capstone course applies management concepts to a global environment. Students learn to evaluate opportunities and challenges in world wide market places. Case studies will be utilized to synthesize concepts from prior global management course work.

Course Descriptions for the Health Care Management Concentration

HCS 531 3 credits

Health Care Organizations and Delivery Systems

This course is a comprehensive approach to health care organizations and systems that provide the student with an in-depth understanding of health organizations. Topics include the evolution of health care delivery during a time of financial and regulatory stress, the impact of the evolving consumer movement, and managing efficient and effective organizational structures.

HCS 533 3 credits

Health Information Systems

This course provides administrators and managers an overview of the information systems used in the health care industry. The effective use of data requires an understanding of how the data is captured as well as the HIPAA and security issues related to this confidential material. The course provides students with a general background to communicate more effectively with technical personnel and provide general management oversight of information systems within health care organizations.

HCS 545 3 credits

Health Law and Ethics

Students explore and analyze current ethical issues such as biomedical research, insurance statutes, and demand management. Students survey the extensive legal foundations of health care, and apply current case law to contemporary situations. Topics include legal aspects of legislation, patient rights, data security, professional liability, and labor relations.

HCS 588 3 credits

Measuring Performance Standards

Quality improvement initiatives rely upon data from monitoring program implementation and evaluating program outcomes to determine achievement of program objectives. The processes of developing and revising monitoring and outcome measures are used to help determine progress toward meeting accreditation and regulatory standards.

HCS 586 3 credits

Health Care Strategic Management

This is the capstone course for the graduate health care programs. The development and presentation of health care organization's strategic plan will demonstrate mastery of the critical content as the principles relate to the health care industry. Special emphasis is placed upon consumer demand, market volatility, regulatory and fiscal constraints from the perspective of strategic management. The learner will demonstrate understanding of the critical importance of strategic management and planning within the dynamic, complex, and evolving nature of the health care industry.

Course Descriptions for the Human Resource Management Concentration

HRM 546 3 credits

Human Resource Law

This course prepares human resource managers to comply with human resource laws and regulations across all jurisdictions. Students learn how to manage human resource functions within a regulatory environment. Other topics include laws and regulations related to the following: workforce planning and employment, human resource development activities, compensation and benefits, labor relations, and workplace safety.

HRM 558 3 credits

Research in Human Resource Management

This course applies research methods to human resource functions. Students learn to use quantitative analysis and secondary research to recruit and select employees to meet organizational goals. Other topics include forecasting, evaluation of selection tests, application of selection tests, interviewing techniques, techniques to assess training program effectiveness, job evaluation methods, and external labor market analysis.

HRM 548 3 credits

Recruitment and Retention Practices

This course prepares students to evaluate and develop a workforce to attain organizational goals. Students learn to develop total reward strategies that attract and retain the best employees. Other topics include recruitment strategies, workforce planning and assessment, relocation practices, right sizing, negotiation, employment policies, and global compensation practices.

HRM 552 3 credits

Organizational Training and Development

This course applies development and training concepts to enhance organizational performance. Students develop an employee engagement strategy. Other topics include training program development & delivery, employee relations, organizational development theories and applications, behavioral issues, and performance management.

HRM 554 3 credits

Occupational Health and Safety

This course applies health and safety principles to reduce hazards to a productive work environment. Students create a prevention program to promote occupational safety and health. Other topics include injury and illness compensation, safety risks, security risks, workplace violence, health and safety practices, emergency response plans, and issues related to substance abuse.

HRM 595 3 credits

Human Resource Capstone Course

This content area capstone course applies human resource concepts to improve organizational effectiveness within the framework of employment laws and regulations. Students apply existing professional standards and theories to human resource management. Other topics include the alignment of human resource strategy with the organization, global workforce planning, career and leadership development, and performance analysis and appraisal.

Course Descriptions for the Marketing Concentration

MKT 5443 credits

Integrated Marketing Communications

This course prepares students to apply integrated marketing communications as part of a strategic marketing plan. Students evaluate how marketing communication tools build brand value. Topics include advertising, promotions, public relations, sales, and direct marketing.

MKT 5543 credits

Consumer Behavior

This course prepares students to apply buyer behavior theories in the marketplace. Students evaluate how demographic, psychological, and socio-cultural issues contribute to buyer behavior. Topics include consumer preference, brand perception, attitude formation, persuasion, motivation, and consumer protection.

MKT 5523 credits

Technology Applications and e-Marketing

This course prepares students to integrate technology in marketing functions. Students design the organization and content of a website to accomplish one or more marketing objectives. Topics include basics of the World Wide Web, bandwidth, servers and storage, e-Marketing, e-Commerce, and targeting customers.

MKT 5623 credits

Advanced International Marketing

This course prepares students to develop and manage a marketing strategy in an international business environment. Students evaluate case studies of previous product launches and current research to create a launch strategy for a specific country. Topics include distribution systems, socio-cultural perspectives, business customs, product and service adaptations, and pricing issues.

MKT 5933 credits

Product Design and Development

In this content area capstone course students design an innovative product or service that satisfies an unmet consumer need. Students use research methods to identify opportunities or new product features that reflect the latest market trends. Topics include market environmental analysis, marketing strategy, the marketing process, product development, ethics and social responsibility, innovation and diffusion, pricing strategy, and strategic marketing issues.

Course Descriptions for the Project Management Concentration

PM 5713 credits

Project Management

This course integrates the five processes that define project management. Students will design a project management plan to accomplish an organizational objective. Other topics include project initiation, budgeting, communications, execution, team management, control, and closure.

PM 5823 credits

Project Leadership

This course prepares students to lead a project to successful conclusion. Students will create a plan to lead change during project execution. Other topics include integrated change control, work breakdown structures, human resource planning, performance reporting, managing stakeholders, negotiation, conflict resolution, and cultural diversity.

PM 5843 credits

Project Risk Management

This course applies risk management concepts to project execution. Students will create contingency plans for a project. Other topics include risk identification, qualitative analysis, quantitative analysis, response planning, monitoring & control, and proactive planning.

PM 5863 credits

Project Quality Management

This course applies quality control techniques to project development and implementation. Students will create a continuous quality improvement plan for projects within an organization. Other topics include scheduling, quality planning, quality assurance, scope management, schedule control, and quality control.

PM 5983 credits

Project Management Capstone

In this concentration capstone course, students will design a project to meet an organizational need. Students will collaboratively create a project plan using Microsoft® Project software. Other topics include Project Management Professional (PMP) certification preparation.

Course Descriptions for the Technology Management Concentration

COM TM5413 credits

Communications for Managers of Technology

This course prepares graduate students to apply communication principles to the roles they play as technology managers. Students learn how to effectively communicate technical issues to non-technical stakeholders in a business environment. Other topics include the role of perception in communication, techniques to enhance group communication, aligning communication to an audience, cross-border communications, and ethics in organizational communications.

PM 5713 credits

Project Management

This course integrates the five processes that define project management. Students will design a project management plan to accomplish an organizational objective. Other topics include project initiation, budgeting, communications, execution, team management, control, and closure.

TMGT 5403 credits

Management of R&D and Innovation Processes

This course explores the role of research and development (R&D) as a means to provide future survival and growth for the organization as the lifecycle of existing products and/or services matures to obsolescence. Also introduced are techniques used to stimulate and manage innovation in the workplace.

TMGT 550 3 credits
Technology Transfer in the Global Economy

This course introduces the student to the concept of multinational enterprises and the role of technology in the strategic management of these enterprises. This course focuses on opportunities to utilize technology transfer within global business to meet the goals of the strategic plan.

TMGT 590 3 credits
Applications of Technology Management

This is an integrative course and the capstone for the MBA/TM program. The outcome is to apply a range of skills from the individual courses in the technology management program to develop a change management plan to implement, build, and initiate a technology product or infrastructure in an organization.

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TUITION AND FEES

UNDERGRADUATE (Des Moines)

Type of Fee	Amount*	When Due
Tuition Per Credit		
Undergrad (Level 1-2)	\$ 395.00	Due in accordance with the payment option chosen in Financial Options Guide.
Undergrad (Level 3-4)	\$ 435.00	
Directed Study Administrative Charge (non-refundable)	\$ 75.00	When Directed Study course is scheduled.
Book and Material Charges	Varies by course	When books and materials are purchased.
Electronic Course Materials Charge (if applicable)	\$ 95.00	Due in accordance with the payment option chosen in Financial Options Guide.
CLEP Examination	Contact Your Campus Representative	Upon notification.
Prior Learning Assessment Fees		
Portfolio Submission Fee	\$150.00	If additional or missing material is needed to render an assessment decision, the student will be given 20 days to submit the documentation. All fees are due and payable within 30 days of portfolio completion and invoicing. Fees are non-refundable and subject to change.
Per Assessed Credit Fee	\$75.00	
Check Return Fee	Contact Your Campus Representative	Upon notification.
Late Payment Fee	\$ 25.00	Upon notification.
Diploma & Transcript - Rush/Duplicate Fees		
2nd day delivery	\$ 45.00	Upon request.
Duplicate Diploma	\$ 30.00	Upon request.
Duplicate Certificate	\$ 15.00	Upon request.
Transcript Rush	\$ 30.00	Upon request.

*Note: All fees are subject to change. Where applicable, sales tax will be added to fees, tuition and material payments.

GRADUATE (Des Moines)

Type of Fee	Amount*	When Due
Application Fee	\$ 45.00	At time of application.
Tuition Per Credit	\$ 565.00	Due in accordance with the payment option chosen in Financial Options Guide.
Directed Study Administrative Charge (non-refundable)	\$ 75.00	When Directed Study course is scheduled.
Book and Material Charges	Varies by course	When books and materials are purchased.
Electronic Course Materials Charge (if applicable)	\$ 115.00	Due in accordance with the payment option chosen in Financial Options Guide.
Check Return Fee	Contact Your Campus Representative	Upon notification.
Late Payment Fee	\$ 25.00	Upon notification.

*Note: All fees are subject to change. Where applicable, sales tax will be added to fees, tuition and material payments.

FACILITIES

Mountain Region

Arizona Campuses

Phoenix Area Campuses

800 776-4867

Chandler Learning Center

3075 West Ray Rd
Suite #117
Chandler, AZ 85226-2495
480 557-2800
480 557-2805 FAX

Mesa Campus

1620 South Stapley Drive,
Suite#101
Mesa, AZ 85204-6634
480 557-2550
480 557-2595 FAX

Northwest Campus

2550 West Union Hills Drive
Suite #100
Phoenix, AZ 85023-5139
480 557-2750

Phoenix Campus

1625 West Fountainhead
Pkwy
Tempe, AZ 85282-2371
602 557-2000

West Valley Campus

9520 West Palm Lane,
Phoenix, AZ 85037-4442
623 824-7100
623 824-7140 FAX

Southern Arizona Campuses

800 659-8988
300 S Craycroft Road
Tucson, AZ 85711-4574
520 881-6512
520 795-6177 FAX

Fort Huachuca Campus

Building 52104
ATZS-HRH-E
Fort Huachuca, AZ 85613-
6000
520 459-1093
520 459-8319 FAX

Nogales Learning Center

870 West Shell Road
Nogales, AZ 85621-1059
520 377-2290
520 377-2296 FAX

Tucson - River Road Campus

555 East River Road
Suite 201
Tucson, AZ 85704-5822
520 408-8202
520 888-6561 FAX

Yuma Learning Center

899 East Plaza Circle
Yuma, AZ 85365-2033
928 341-0233
928 341-0252 FAX

Idaho Campuses

Idaho Campus

1422 S Tech Lane
Meridian, ID 83642
208 898-2000
208 895-9728 FAX

Idaho Falls Student Resource Center

900 Pier View Drive
Suite #100
Idaho Falls, ID 83402
208 535-3900
208 535-3917 FAX

Nevada Campuses

Las Vegas Main Campus

7455 W Washington
Las Vegas, NV 89128-4337
702 638-7279
702 638-8225 FAX

Henderson Learning Center

7777 Eastgate Road
Henderson, NV 89011-4039
702 638-7279
702 558-9705 FAX

Nellis AFB Campus

554 MSS/MSE
4475 England Avenue
Suite #217
Nellis AFB, NV 89191-6525
702 652-5527
702 651-0035 FAX

Northwest Learning Center

7951 Deer Springs Way
Suite #150
Las Vegas, NV 89131-8180
702 638-7279
702 655-8241 FAX

Northern Nevada Campus

10345 Professional Circle
Suite #200
Reno, NV 89521-5862
775 828-7999
775 852-3384 FAX

Southwest Learning Center

9625 West Saddle Avenue
Suite #100
Las Vegas, NV 89147-8089
702 638-7279
702 876-3299 FAX

Utah Campuses

Utah Campus

5373 South Green Street
Salt Lake City, UT 84123-4617
801 263-1444
801 269-9766 FAX

North Davis Learning Center

1366 Legend Hills Drive
Suite 200
Clearfield, UT 84015-1585
801 825-1891
801 773-5297 FAX

Pleasant Grove Learning Center

2174 West Grove Parkway
Pleasant Grove, UT 84062-
6711
801 772-4600
801 756-5403 FAX

South Jordan Learning Center

10235 South Jordan Gateway
Jordan, UT 84095-4186
801 727-3000
801 727-3030 FAX

St. George Learning Center

965 East 700 South
St. George, UT 84790-4082

Taylorville Learning Center

4393 South Riverboat Road
Suite #100
Salt Lake City, UT 84123-4617
801 268-1111
801 268-1924 FAX

Plains Region

Cheyenne Campus

4111 Greenway St.
Cheyenne, WY 82001-2150
307 633-9900
307 632-3158 FAX

Fort Collins Learning Center

2720 Council Tree Ave.
Suite #200
Fort Collins, CO 80525-6306
970 226-1781

Colorado Campuses

Colorado Campus and Regional Office

10004 Park Meadows Drive
Lone Tree, CO 80124-5453
800 441-2981
303 755-9090
303 662-0911 FAX

Southglenn Learning Center

6972 S Vine Street
Suite #366
Centennial, CO 80122
303 256-4300
303 794-4522 FAX

Southlands Learning Center

6105 South Main Street
Suite #200
Aurora, CO 80016-5361
303 755-9090
303 690-5550 FAX

Turnpike Campus

8700 Turnpike Drive
Westminster, CO 80031-7030
303 487-7155
303 487-7161 FAX

Southern Colorado Campus

5725 Mark Dabbling Blvd.,
Colorado Springs, CO 80919-
2221
719 599-5282
719 593-9945 FAX

**Colorado Springs
Downtown Learning
Center**

2 North Cascade Avenue
Suite #100
Colorado Springs, CO 80903-
1620
719 527-9000
719 527-4892 FAX

**Pueblo Student Resource
Center**

121 West 1st Street
Suite 150A
Colorado Springs, CO 81003-
4256
719 544-0015
719 544-1543 FAX

Iowa Campus

Des Moines Campus

6600 Westown Parkway
West Des Moines, Iowa
50266-7724
515 267-8218
515 267-8567 FAX

**Cedar Rapids Student
Resource Center**

3726 Queen Court SW
Suite #203
Cedar Rapids, IA 52404
319 784-1100
319 396-3513 FAX

Nebraska Campus

Omaha Campus

13321 California Street
Suite 200
Omaha, NE 68154-5240
402 334-4936
402 334-0906 FAX

**Sarpy Student Resource
Center**

7775 Olson Drive
Suite 201
Papillion, NE 68046-1505
402 686-2300
402 686-2380 FAX

Southwest Region

New Mexico Campuses

New Mexico Campus

5700 Pasadena Ave NE
Albuquerque, NM 87113
505 821-4800
505 797-4871 FAX

Kirtland AFB Campus

Albuquerque, NM 87116
800 881-6618
505 846-4141
505 254-9709 FAX

Santa Fe Campus

130 Siringo Road
Santa Fe, NM 87501-5864
505 984-2188
505 984-2365 FAX

Santa Teresa Campus

1270 Country Club Road
Santa Teresa, NM 88008-9725
800 757-7133
505 589-0116
505 589-1711 FAX

Texas Campuses

Austin Campus

10801-2 North Mopac
Suite 300
Austin, TX 78759-5459
512 344-1400
512 340-0933 FAX

**East El Paso Learning
Center**

1320 Adabel Drive
El Paso TX 79936-6954
Phone: (915) 599-5900
Fax: (909) 599-2354

**South Austin Student
Resource Center**

9900 S. Interstate 35
Suite W150
Austin, TX 78748-2588
512-501-7768
512-280-3536 FAX

**Clear Lake Learning
Center**

16055 Space Center Blvd.
Houston, TX 77062-6251

Killeen Learning Center

902 West Central Texas Expy
Suite #300
Killeen, TX 76541-2566
254 501-6900
254 501-3405 FAX

Dallas Campus

12400 Coit Road
Suite # 200
Dallas, TX 75251-2009
972 385-1055
972 385-1700 FAX

Cedar Hill Learning Center

305 W FM 1382
Suite 566
Cedar Hill, TX 75104-1895
469 526-1052
972 291-1528 FAX

**Plano Student Resource
Center**

5760 State Highway 121
Suite #250
Plano, TX 75024

**Las Colinas Learning
Center**

1707 Market Place Boulevard
Irving, TX 75063-8042

**Mid Cities Learning
Center**

860 Airport Freeway
Suite #101
Hurst, TX 76054
817 893-1500
817 514-9074 FAX

Houston Campus

11451 Katy Freeway
Suite #100
Houston, TX 77079-2004
713 465-9966
713 465-2686 FAX

**Northwest Houston
Learning Center**

7900 North Sam Houston
Parkway W
Houston, TX 77064-3425

**Sugar Land Learning
Center**

16190 City Walk
Suite #200
Sugar Land, TX 77479-6586
281 566-5000
281 494-7271 FAX

**Woodlands Learning
Center**

24624 Interstate 45 N
Spring, TX 77386
281 298-3500

McAllen Campus

4201 and 4101 South Shary
Road
Mission, TX 78572
956 519-5800
956 519-5840 FAX

San Antonio Campus

8200 IH-10 West
Suite 910
San Antonio, TX 78230-3876
210 524-2100

West Loop Learning Center

4888 Loop Central Drive
Houston, TX 77081-2214

**Windsor Park Learning
Center**

8680 Fourwinds Drive
Windcrest, TX 78239
210 428-2150
210 428-2140 FAX

**Arlington Student
Resource Center**

3900 Arlington Highlands
Blvd, Suite # 237
Arlington, TX 76018-6038
817 505-4200
817 557-2245

Louisiana Campuses

New Orleans Campus

One Galleria Boulevard
Suite #725
Metairie, LA 70001-2082
504 461-8852
504 464-0373 FAX

**Covington Learning
Center**

1001 Ochsner Blvd
Suite #100
Covington, LA 70433
985 276-6700
985 276-6730 FAX

Baton Rouge Campus

2431 South Acadian Thruway
Suite #110
Baton Rouge, LA 70808-2365
225 927-4443
225 927-9233 FAX

Lafayette Campus

425 Settlers Trace Blvd
Lafayette, LA 70508
337 237-0464
337 354-4799 FAX

**Shreveport-Bossier
Campus**

350 Plaza Loop Drive
Building E
Bossier City, LA 71111-4390
318 549-8920
318 549-8921 FAX

Mississippi Campus

Jackson Campus

120 Stone Creek Blvd
Suite 200
Flowood, MS 39232-8205
601 664-9600
601 664-9599 FAX

Oklahoma Campuses

Oklahoma City Campus

6501 North Broadway
Suite 100
Oklahoma City, OK 73116-8244
405 842-8007
405 841-3386 FAX

West Oklahoma City Learning Center

6304 SW 3rd Street
Oklahoma City, OK 73128
405 842-8007
405 787-4295 FAX

Tulsa Campus

14002 East 21st Street
Suite #1000
Tulsa, OK 74134-1412
918 622-4877
918 622-4981

Owasso Learning Center

9455 North Owasso Expy
Suites # I & J
Owasso, OK 74055-5442
918 622-4877
918 274-8666

Midwest Region

800 834-2438

Midwest Region Administration

Kansas Campuses

Lenexa Learning Center

8345 Lenexa Drive
Suite #200
Lenexa, KS 66214-1654
816 943-9600

Wichita Campus

3020 N Cypress Drive
Suite #150
Wichita, KS 67226-4011
316 630-8121
316 630-8095 FAX

Topeka Student Resource Center

2850 SW Mission Woods Drive
Topeka, KS 66614-5616

Wichita Learning Center

2441 North Maize Road
Wichita, KS 67205
316 670-5300
316 773-2215 FAX

Michigan Campuses

Ann Arbor Learning Center

315 East Eisenhower Parkway, Suite #12
Ann Arbor, MI 48108-3330
734 994-0816
734 994-1663 FAX

Detroit Campus

5480 Corporate Drive, Suite #240
Troy, MI 48098-2623
248 925-4100
248 267-0147 FAX

Downtown Detroit

719 Griswold Street, Suites 131, 123
Detroit, MI 48226-3360
313 324-3900
313-324-3910 FAX

Livonia Campus

17740 Laurel Park Drive North, Suite 150C
Livonia, MI 48152-3985
734 853-4800
734 591-7767 FAX

Macomb Learning Center

19176 Hall Road
Suite #100
Clinton Township, MI 48038-6915
586 840-2100
586 228-7152 FAX

Southfield I Learning Center

26261 Evergreen Road, Suite #500
Southfield, MI 48076-4447
248 354-4888
248 354-5969 FAX

Town Center Learning Center

4400 Town Center
Southfield, MI 48075-1601
248 354-4888
248 354-5969 FAX

West Michigan Campus

318 River Ridge Drive NW
Grand Rapids, MI 49544-1683
616 647-5100
616 784-5300 FAX

Flint Learning Center

3341 S Linden Road
Suites E-5 and E-11A
Flint, MI 48507-3045
810 223-9100
810 720-1640 FAX

Portage Learning Center

950 Trade Centre Way
Suites #120 & 300
Portage, MI 49002-0487
269 567-4000
269 381-2996 FAX

Lansing Learning Center

3100 West Road
East Lansing, MI 48823-6369
517 333-8293
517 333-8458 FAX

Minnesota Campuses

Minneapolis/St. Paul Campus

435 Ford Road
Suite #100
St. Louis Park, MN 55426-1063
952 487-7226
952 540-1051 FAX

Downtown Minneapolis Learning Center

701 Fourth Ave South
Suite #500
Minneapolis, MN 55415
612 643-4200
612 338-5021 FAX

St. Paul Learning Center

587 Bielenberg Dr.
Suite #100
Woodbury, MN 55125-1415
651 361-3200
651 714-9564 FAX

Missouri Campuses

Independence Learning Center

20201 East Jackson Drive
Independence, MO 64057
816 448-2500
816 795-0127 FAX

Northland Learning Center

10150 NW Ambassador Drive
Kansas City, MO 64153-1365

Springfield Campus

1343 East Kingsley Street
Springfield MO 65804-7216
417 887-5795
417 877-8046 FAX

St. Louis Campus

13801 Riverport Drive
Suite #102
St. Louis, MO 63043-4828
314-298-9755
314 291-2901 FAX

Brentwood Learning Center

1401 S Brentwood Blvd
St. Louis, MO 63144
314 301-7400
314-962-0272 FAX

Downtown St. Louis Learning Center

211 North Broadway
Suites 120 & 900
St. Louis, MO 63102

Ohio Campuses

Cleveland Campus

5005 Rockside Road
Suite #130
Independence, OH 44131-2194
216 447-8807
216 447-9144 FAX

Beachwood Learning Center

3401 Enterprise Parkway
Suite #115
Beachwood, OH 44122-7340
216 378-0473
216 378-0893 FAX

Westlake Learning Center

38 Main Street
Suite #300
Westlake, OH 44145
440 788-2600
440 250-1613 FAX

Cincinnati Campus

9050 Centre Point Drive
Suite #250
West Chester, OH 45069-4875
513 722-9600
513 772-3645 FAX

Columbus-Ohio Campus

8415 Pulsar Place
Columbus, OH 43240-4032
614 433-0095
614 781-9616 FAX

Wisconsin Campuses

Milwaukee Campus

20075 Watertown Boulevard
Brookfield, WI 53045-6608
262 785-0608
262 785-0977 FAX

North Milwaukee Learning Center

10850 West Park Place
Suite 150
Milwaukee, WI 53224
414 410-7900
414 359-0268 FAX

Madison Campus

2310 Crossroads Drive
Suite 3000
Madison, WI 53718-2416
608 240-4701
608 240-4758 FAX

Fox Valley Learning Center

517 N Westhill Blvd
Appleton, WI 54914-5780
920 993-0492
960 993-0868 FAX

Illinois Campuses

Chicago Campus

1500 Mc Connor Parkway
Suite #700
Schaumburg, IL 60173-4399
847 413-1922
847 413-8706 FAX

Downtown Learning Center - Chicago

203 North LaSalle Street
13th Floor
Chicago, IL 60601-1210
312 223-1101
312 223-0130 FAX

Warrenville Learning Center

4525 Weaver Parkway
Warrenville, IL 60555-0317
630 657-7000
630 393-3192 FAX

Tinley Park Learning Center

18927 Hickory Creek Drive
Mokena, IL 60448-8590
815 215-6400
708 478-5836 FAX

Indiana Campuses

Indianapolis Campus

7999 Knue Road
Suites #100 and 500
Indianapolis, IN 46250-1932
317 585-8610
317 585-8670

Plainfield Learning Center

2680 E Main Street
Suites 305 and 308
Plainfield, IN 46168-2825
317-204-1600
317-839-2937 FAX

NW Indiana Campus

8401 Ohio Street
Merrillville, IN 46410-5572
219 794-1500
219 769-6527 FAX

Kentucky Campuses

Florence, KY Learning Center

500 Meijer Drive, Suite 100
Florence, KY 41042-4881
859 212-2800
859 282-1879

Louisville Campus

10400 Linn Station Road
Suite #120
Louisville, KY 40223-3839
502 423-0149
502 423-7719 FAX

Southeast Region

Alabama Campus

Birmingham Campus

100 Corporate Parkway
Suite 250 and 150
Birmingham, AL 35242-2928
205 747-1001
205-421-1201 FAX

Arkansas Campuses

Little Rock Campus

10800 Financial Centre Park-
way
Little Rock, AR 72211-3500
501 225-9337
501 223-1431 FAX

Northwest Arkansas Campus

903 N 47th Street
Barrington Centre 2
Rogers, AR 72756-9615
479 986-0385
479 464-4960 FAX

Pinnacle Hills Learning Center

1800 S 52nd Street
Suite #100 and 103
Rogers, AR 72758-8612
479 553-5700
479 553-5701 FAX

Tennessee Campuses

Chattanooga Campus

1208 Pointe Centre Drive
Chattanooga, TN 37421-3707
423 499-2500
423 499-2515 FAX

Knoxville Campus

10133 Sherrill Blvd
Suite 120
Knoxville, TN 37932-3347
865 288-6800
865 288-6801 FAX

Nashville Campus

616 Marriott Drive
Suite #150
Nashville, TN 37214-5048
615 872-0188
615 872-7121 FAX

Clarksville Learning Center

141 Chesapeake Ln
Suite #101
Clarksville, TN 37040-5241
931 552-5100
931 552-5101 FAX

Murfreesboro Learning Center

2615 Medical Center Parkway
Suite #1590
Murfreesboro, TN 37129-2261
615 796-2020
615 796-2021 FAX

Memphis Campus

65 Germantown Court
Suite #100
Cordova, TN 38018-7290
901 751-1086
901 753-0652 FAX

Georgia Campuses

Atlanta Campus

8200 Roberts Drive
Suite #300
Sandy Springs, GA 30350-4153
678 731-0555
678 731-9666 FAX

DeKalb Learning Center

2600 Century Parkway, NE
Suite # 250
Atlanta, GA 30345-3125
404 443-6900
404 443-6901 FAX

Macon Learning Center

6055 Lakeside Commons
Drive
Suite #200
Macon, GA 31210-5777
478 475-7200
478 475-7201 FAX

McDonough Learning Center

2030 Avalon Parkway
Suite #100
McDonough, GA 30253
770 268-4100
770 268-4101 FAX

Snellville Learning Center

1350 Scenic Highway N
Suite # 266
Snellville, GA 30078-7907
770 510-7800
770 510-7801 FAX

Augusta Campus

3150 Perimeter Parkway
Augusta, GA 30909-4583
706 868-2000
706 868-2099 FAX

Augusta Campus Annex

3152 Perimeter Parkway
Augusta, GA 30909-4583
706 868-2000
706 868-2099 FAX

Columbus-Georgia Campus

7200 North Lake Drive
Columbus, GA 31909
706 320-1266
706 320-1970 FAX

Brookstone Learning Center

200 Brookstone Centre Park-
way, Suite 300
Columbus, GA 31904-4559
706 641-3000
706 641-3001 FAX

Gwinnett Learning Center

2470 Satellite Boulevard
Suite #150
Duluth, GA 30096-1257
770 500-1500
770 495-8242 FAX

Marietta Learning Center

1850 Parkway Place
Suite #200
Marietta, GA 30067-8219
678 320-6010

Savannah Campus

8001 Chatham Center Drive
Suite 200
Savannah, GA 31405-7400
912 232-0531
912 232-6922 FAX

Florida Campuses

South Florida Campus

600 North Pine Island Road,
Suite 500
Plantation, FL 33324-1393
954 382-5303
954 382-5304 FAX

Kendall Learning Center

13400 SW 120th Street
Suite #300
Miami, FL 33186
305 378-2700
305 378-2710 FAX

Miami Learning Center

11410 NW 20th Street
Suite #100
Miami, FL 33172
305 428-4910
305 428-4911 FAX

Cypress Creek Learning Center

550 West Cypress Creek
Road, Suite 150
Ft. Lauderdale, FL 33309-6169
954 382-5303
954 382-5304 FAX

Palm Beach Gardens Learning Center

7111 Fairway Drive
Suite 205
Palm Beach Gardens, FL
33418-4204
954 382-5303
561 273-1510 FAX

Miramar Learning Center

2400 SW 145th Avenue
Miramar, FL 33027-4145

North Florida Campus

4500 Salisbury Road
Suite # 200
Jacksonville, FL 32216-0959
904 636-6645
904 636-0998 FAX

East Jacksonville Learning Center

11915 Beach Blvd
Suites# 101-104
Jacksonville, FL 32246-6704
904 486-2500
904 486-2501 FAX

Oakleaf Learning Center

9775 Crosshill Blvd
Suite # A-1, A-2
Jacksonville, FL 32222-5823
904 779-4500
904 779-4501 FAX

Central Florida Campus

2290 Lucien Way, Suite #400
Maitland, FL 32751-7057
407 667-0555
407 667-0560 FAX

Daytona Learning Center

1540 Cornerstone Blvd.
Suite 100
Daytona, Florida 32117

South Orlando Learning Center

8325 South Park Circle
Orlando, FL 32819
407 345-8868
407 352-2208 FAX

East Orlando Learning Center

1900 Alafaya Trail
Orlando, FL 32826-4717
407 563-1500
407 563-1560 FAX

West Florida Campus

12802 Tampa Oaks Blvd,
Suite 200
Temple Terrace, FL 33637-
1915
813 626-7911
813 977-1449 FAX

Sarasota Learning Center

501 North Cattleman Road
Sarasota, FL 34232-6421
941 554-2500
941 554-2599 FAX

Westshore Learning Center - Tampa

4805 Independence Parkway
Tampa, FL 33634-7543
813 626-7911
813 977-1449 FAX

St. Petersburg/Clearwater Learning Center

1901 Ulmerton Road,
Suite #150
Clearwater, FL 33762-3311
727 561-9008
727 592-9423 FAX

North Carolina Campuses

Charlotte Campus

3800 Arco Corporate Drive
Suite #100
Charlotte, NC 28273-3409
704 504-5409
704 504-5360 FAX

Charlotte Main 2

3700 Arco Corporate Drive
Charlotte NC 28273-7089

Asheville Learning Center

30 Town Square Boulevard
Suite #220
Asheville, NC 28803
828 654-1000
828 654-1001 FAX

Charlotte East Student Resource Center

7520 East Independence Blvd
Suite #100
Charlotte, NC 28227
704 504-5409

Charlotte North Learning Center

10925 David Taylor Drive
Charlotte, NC 28262-1041
704 504-5409

Greensboro Learning Center

1500 Pinecroft Road
Suite 110
Greensboro, NC 27407-3808
336 291-1500
336 291-1501 FAX

Raleigh Campus

5511 Capital Center Drive
Suite 390
Raleigh, NC 27606-4166
919 854-2121
919 854-2120 FAX

Brier Creek Learning Center

8045 Arco Corporate Drive,
Suite 100
Raleigh NC 27617-2010
919 317-3354
919 317-3355 FAX

Fayetteville Learning Center

639 Executive Place, Suite 301
Fayetteville, NC 28305-5123
910 485-9000
910 485-9001 FAX

South Carolina Campus

Columbia Campus

1001 Pinnacle Point Drive
Columbia, SC 29223-5733
803 699-5096
803 699-7651 FAX

Greenville Learning Center

125 The Pkwy
Suite 100
Greenville, SC 29615-6610
864-675-2300
864-675-2301FAX

Puerto Rico Campuses

Puerto Rico Campus

Santander Tower
at San Patricio
B-7 Tabonuco St.
Suite 700
Guaynabo, PR 00968-3003
787 731-5400
787 731-1510 FAX
800 981-0688

Escorial Learning Center

Escorial Building One
1400 Ave Sur
Suite# 300
Carolina, PR 00987-4704
787 982-7900
787 982-7901 FAX

Northeast Region

Connecticut Campus

Fairfield County

535 Connecticut Ave
Norwalk, CT 06854-1700
203 523-4700
203 523-4799 FAX

Delaware Campus

900 Justison Street
Suite 920
Wilmington, DE 19801
302 656-1027
302 656-8608 FAX

Virginia Campuses

Arlington Learning Center

1800 South Bell Street
Arlington, VA 22202-3546
703 376-6100

Fairfax Learning Center

8270 Willow Oaks Corporate
Drive, Suite 200
Fairfax, VA 22031-4516
703 573-2212
703 573-6461 FAX

Northern Virginia Campus

11730 Plaza America Drive
Suite #200
Reston, VA 20190-4742
703 376-6100
703 435-2160 FAX

Manassas Learning Center

9705 Liberia Ave
Suite #299
Manassas, VA 20110
571 377-7500
703 331-3141 FAX

Richmond Campus

6600 West Broad Street
Richmond, VA 23230-1709
804 288-3390
804 288-3614 FAX

Virginia Beach Learning Center

150 Central Park Ave
Virginia Beach, VA 23462
757 493-6300
757 499-1671 FAX

Maryland Campuses

Maryland Campus

8830 Stanford Boulevard
Suite #100
Columbia, MD 21045-5424
410 872-9001
410 872-0326 FAX

Greenbelt Learning Center

7852 Walker Drive
Suite #100
Greenbelt, MD 20770-3245
301 345-6710
301 345-8401 FAX

Rockville Learning Center

9601 Blackwell Road,
Suite #1
Rockville, MD 20850-6477
240 314-0511
240 314-0139 FAX

Timonium Learning Center

1954 Greenspring Drive
Suite #100
Timonium, MD 21093-4109
410 560-0055
410 560-1384 FAX

Massachusetts Campuses

Boston Campus

19 Granite Street
Suite #300
Braintree, MA 02184-1744
781 228-4507
602 383-9738 FAX

Central Massachusetts Learning Center

One Research Drive
Westborough, MA 01581-3906
508 614-4100

New Jersey Campus

Jersey City Campus

100 Town Square Place,
Suite #305
Jersey City, NJ 07310-2778
201 610-1408
201 610-0450 FAX

Pennsylvania Campuses

Harrisburg Campus

4050 Crums Mill Road
Harrisburg, PA 17112-2894
717-540-3300
717-540-3301 FAX

Philadelphia Campus

1170 Devon Park Drive
Wayne, PA 19087-2121
610 989-0880
619 989-0881 FAX

Warrington Learning Center

1565 Main Street
Suite #1121
Warrington, PA 18976-3400
215 918-5300

City Center Learning Center

30 South 17th Street
Philadelphia, PA 19103-4001
267 234-2000
267 561-0874 FAX

Pittsburgh Campus

Penn Center West
Building 6, Suite #100
Pittsburgh, PA 15276-0109
412 747-9000
412 747-0676 FAX

Washington, DC Campus

25 Massachusetts Ave. NW
Washington, DC 20001-1431
202 423-2520

West Region

Northern California Central Office and Campuses

Northern California Office
2890 Gateway Oaks Drive,
Suite #100 & 200
Sacramento, CA 95833-3632
800-769-4867
916 923-2107
916 648-9130 FAX

Livermore Learning Center

2481 Consitution Drive
Livermore, CA 94551-7573
800 769-4867
925 847-7640
925 965-6101 FAX

Novato Campus

75 Rowland Way, Suite #100
Novato, CA 94945-5037
877 274-6364
415 898-4449
415 898-9095 FAX

Oakland Learning Center

1200 Clay Street
Suite #200
Oakland, CA 94612-1424
877 478-8336
510 457-3300
510 457-3340 FAX

San Francisco Learning Center

1 Front Street
Suite #200
San Francisco, CA 94111-5398
800 448-6775
415 495-3370
415 495-3505 FAX

Bay Area Campus - San Jose

3590 North First Street
Suite #101
San Jose, CA 95134-1805
800 640-0622
408 435-0174
408 435-8250 FAX

Concord Learning Center

1401 Willow Pass, Suite 200
Concord, CA 94520-7982
800 266-2107
925 349-2300
925 681-2079 FAX

Visalia Learning Center

301 E. Acequia
Visalia, CA 93291-6341

Bakersfield Campus

4900 California Avenue,
Tower A, Suite # 300
Bakersfield, CA 93309-7018
800 697-8223
661 633-0300
661 633-2711 FAX

Central Valley Campus

45 River Park Place West
Suite # 101
Fresno, CA 93720-1562
888 722-0055
559 451-0334
559 451-0381 FAX

Sacramento Campuses

Sacramento Valley Campus

2890 Gateway Oaks Drive,
Suite #200
Sacramento, CA 95833-3632
916 923-2107
916 648-9110 FAX

Beale AFB Campus

17849 16th Street
Beale AFB, CA 95903-1711
530 788-7810
530 788-0314 FAX

Elk Grove Learning Center

9280 W. Stockton Boulevard
Suite #230
Elk Grove, CA 95758-8073

Fairfield Learning Center

5253 Business Center Drive,
Fairfield, CA 94534-1630
707 207-0750
707 207-0989 FAX

Gateway Oaks Learning Center

2860 Gateway Oaks Drive
Building B, Suite 100 and 200
Sacramento, CA 95833-3632
916 923-2107
916 923-3914 FAX

Lathrop Campus

17000 South Harlan Road
Lathrop, CA 95330-8738
209 858-0298
209 858-2840 FAX

Modesto Learning Center

5330 Pirrone Road
Salida, CA 95368
209 543-0153
209 543-0236 FAX

Rancho Cordova Learning Center

2882 Prospect Park Drive
Suite#100
Rancho Cordova, CA 95670-6019
916 636-9440
916 636-9449 FAX

Roseville Learning Center

516 Gibson Drive
Roseville, CA 95678-5791
916 783-4886
916 783-7829 FAX

San Diego Campuses

Palm Desert Learning Center

34100 Gateway Drive
Palm Desert, CA 92211
800 473-4346

Chula Vista Learning Center

2060 Otay Lakes Road
Chula Vista, CA 91915-1362
619 591-7028
619 470-4597 FAX

Downtown San Diego Learning Center

1230 Columbia Street
Suite #800
San Diego, CA 92101-0110
800 473-4346

San Diego Campus

9645 Granite Ridge Drive
Suite #250
San Diego, CA 92123-2658
858 576-1287

Kearny Mesa Learning Center

3890 Murphy Canyon Road,
Suite #100
San Diego, CA 92123-4448
858 576-1287
858 576-0032 FAX

San Marcos Learning Center

300 Rancheros Drive
San Marcos, CA 92069
760 510-8253
760 510-8420 FAX

El Centro Learning Center

3095 N Imperial Ave
Suite #101
El Centro, CA 92243
760 355-1190
760 370-9039 FAX

Southern California Campuses

West Regional Administration
10540 Talbert Avenue,
Suite 120 (West)
Fountain Valley, CA 92708
800 888-1968
714 378-5275 FAX

Culver City Learning Center

200 Corporate Pointe,
Suite A-50
Culver City, CA 90230-7645
800 888-1968

Diamond Bar Campus

1370 South Valley Vista Drive,
Diamond Bar, CA 91765-3921
800 888-1968
909 396-5854 FAX

Gardena Campus

1515 West 190 Street
Suite #450
Gardena, CA 90248-4319
800 888-1968
310 525-2684 FAX

La Mirada Campus

14320 Firestone Boulevard
Suite #150
La Mirada, CA 90638-5526
800 888-1968
714 670-9152 FAX

Lancaster Learning Center

1220 West Avenue J,
Lancaster, CA 93534-2902
800 888-1968
661 940-7203 FAX

Murrieta Learning Center

25240 Hancock Ave
Murrieta, CA 92562-5990
800 888-1968
951 677-1748 FAX

Ontario Learning Center

3110 East Guasti Road,
Ontario, CA 91764-7631
800 888-1968
909 937-2194 FAX

Pasadena Campus I

299 North Euclid Ave.
Suite # 100
Pasadena, CA 91101-1531
800 888-1968
626 793-9245 FAX

San Bernardino Campus

301 East Vanderbilt Way,
Suite # 200
San Bernardino, CA 92408-3557
800 888-1968
909 890-2375 FAX

Southern California Campus

3100 Bristol Street
Costa Mesa, CA 92626-3099
800 888-1968
714 913-2709 FAX

Woodland Hills Campus

5955 De Soto Avenue
Woodland Hills, CA 91367-5107
800 888-1968
818 226-0571 FAX

Hawaii Campuses

Hawaii Campus

745 Fort Street
Honolulu, HI 96813-4317
808 536-2686
808 536-3848 FAX

Kapolei Learning Center

1001 Kamokila Boulevard,
Suite # 306
Kapolei, HI 96707-2014
808 693-8686
808 674-2655 FAX

Miliani Learning Center

95-1249 E Meheula Parkway
Suite 106
Mililani, HI 96789-1778
808 625-7004
808 625-7749 FAX

Windward Campus

46-001 Kamehameha Hwy
Suite #110
Kaneohe, HI 96744-3724
808 247-9080
808 247-6360 FAX

Washington Campuses

877 877-4867

Western Washington Campus

7100 Fort Dent Way
Suite #100
Tukwila, WA 98188-8553
425 572-1600
206 246-3110 FAX
206-246-3111 FAX

Bellevue Learning Center

3380 146th Place SE
Suite #200
Bellevue, WA 98007-6480
425 572-1600
425 373-0423 FAX

Lynnwood Learning Center

20700 44th Ave West
Lynnwood, WA 98036
425 744-3900
425 744-3930 FAX

Tacoma Learning Center

1126 Pacific Ave
Tacoma, WA 98402
253 620-3400
253 620-3430 FAX

Eastern Washington Campus

8775 East Mission Avenue
Spokane Valley, WA 99212-2531
509 327-2443
509 326-1788 FAX

Tri Cities Student Resource Center

8905 Gage Blvd
Suite #300
Kennewick, WA 99336-7191
509 736-2930
509 736-2649 FAX

Oregon Campuses

Oregon Campus

13221 SW 68th Parkway
Suite #500
Tigard, OR 97223-8368
503 495-2900
503 670-0614 FAX

Cascades Station Learning Center

9600 NE Cascades Parkway
Suite #140
Portland, Oregon 97220-6831
503 280-7300
503 280-7301 FAX

Hillsboro Learning Center

3600 NW John Olsen Place
Suite 100
Hillsboro, OR 97124-5807
503 495-1900
503 629-8926 FAX

Salem Learning Center

670 Hawthorne Avenue SE
Suite #110
Salem, OR 97301-6884
503 364-5695

Online Region

**Online Campus and
Administrative Offices**

1625 West Fountainhead
Pkwy
Tempe, AZ 85282-2371
602 557-2000

International Campuses

European Military Campus

Hebelstrasse 22
69115 Heidelberg
Germany
011-49-6221-705-0640
011-49-6221-705-0619 FAX

**Asia Pacific Military
Campus**

Kadena AFB
18 MSS/DPE Unit 5134
APO AP 96368
011-81-611-732-8508
011-81-611-734-5303 FAX

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University of Arizona

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Dr. Adam Honea
Senior Vice President, Special
Advisor

Dr. Alan Drimmer
Executive Vice President,
Provost

Barry Feierstein
Executive Vice President,
Chief Business Operating
Officer

Jerrad Tausz
Executive Vice President,
Chief Student and Campus
Operating Officer

Jose Martin
Senior Vice President,
Human Resources

Karen Whitney
Senior Vice President,
Finance and Analysis

Nina Munson
Senior Vice President, Chief
of Staff

Ruth Veloria
Senior Vice President,
Student Experience

Thomas McCarty
Senior Vice President,
Business Strategy

Regional Administration

WESTERN REGION

Jennifer Cisna
Regional Vice President

Steven Feldman
Regional Director of
Academic Affairs

MIDWEST REGION

John Durling
Regional Vice President

Merlyne Starr
Regional Director of
Academic Affairs

CENTRAL REGION

Dustin Phillips
Regional Vice President

Michael Phillips
Regional Director of
Academic Affairs

Melanie Behunin
Regional Director of
Regulatory Programs

NORTHEAST REGION

Chad Bandy
Regional Vice President

Bill Beck
Regional Director of
Academic Affairs

SOUTHEAST REGION

Lynn Mulherin
Regional Vice President

Bill Wilson
Regional Director of
Academic Affairs

NON-GEOGRAPHIC REGION

Cheri Sorensen
Regional Vice President

Campus Administration

MILITARY

Asia Military Campus

Barb Turner
Director of Academic Affairs

Europe Military Campus

Robert Bothel
Campus Director

Randy Howell
Director of Academic Affairs

WESTERN REGION

Bay Area Campus

Stacy McAfee
Campus Director

Jason Jones
Director of Academic Affairs

Central Valley Campus

Ann Tye
Campus Director

Tammy Maynard
Director of Academic Affairs

Eastern Washington Campus

Paul Green
Campus Director

Barry Brooks
Director of Academic Affairs

Hawaii Campus

Kristine Averill
Campus Director

Deborah Hornsby
Director of Academic Affairs

Oregon Campus

Flint Holland
Campus Director

Shane Corsetti
Director of Academic Affairs

Phoenix Campus

David Fitzgerald
Campus Director

Dallas Taylor
Director of Academic Affairs

Joel Maier
Associate Director of
Academic Affairs

Sacramento Valley Campus

Scott Lewis
Campus Director

Jennifer Frei
Director of Academic Affairs

San Diego Campus

Kim Lyda-Savich, MBA/GM
Campus Director
San Diego Campus

Nancy MacIsaac
Director of Academic Affairs

Southern Arizona Campus

Gregg Johnson
Campus Director

Mark Vitale
Director of Academic Affairs

Southern California Campus

Kendra Angier
Campus Director

Mike Geraghty
Director of Academic Affairs

Jim Ghormley
Associate Director of
Academic Affairs

Western Washington Campus

Bruce Williams
Campus Director
Edgar J. Schroeder
Director of Academic Affairs

CENTRAL REGION

Colorado Campus

Shana Buell
Campus Director
Shelley Howell
Director of Academic Affairs

Des Moines Campus

Christine Williams
Campus Director
John Opincar
Director of Academic Affairs

Boise Campus

Bill Bach
Campus Director
Christine Rood
Director of Academic Affairs

Las Vegas Campus

Kathy Gamboa
Campus Director
Mark Keays
Director of Academic Affairs

Northern Nevada Campus

Bob Larkin
Campus Director
Michelle Palaroan
Director of Academic Affairs

Omaha Campus

Sarah Gloden-Carlson
Campus Director
Candace Walton
Director of Academic Affairs

Southern Colorado Campus

Brittany Nielson
Campus Director
Paul Hamel
Director of Academic Affairs

Utah Campus

Darris Howe
Campus Director
Paul Benner
Associate Director of
Academic Affairs

Wichita Campus

Carrie Morris-Smith
Campus Director

Joe Compton
Director of Academic Affairs

Wyoming Campus

Brent Seifried
Campus Director
Deborah Johansen
Director of Academic Affairs

Austin Campus

Michael Cullup
Campus Director
Rodney Luster
Director of Academic Affairs

Baton Rouge Campus

Michelle Smith
Campus Director
Lee Melancon III
Director of Academic Affairs

Dallas Campus

Jennifer Rodriguez
Campus Director
Herman Smith
Director of Academic Affairs

El Paso Campus

Barbara Janowski
Campus Director
Wayne Brock
Director of Academic Affairs

Ft. Collins Campus

Brent Seifried
Campus Director
Jason Morgan
Campus Director
Vellore Sunder
Director of Academic Affairs

Houston Campus

Jenny Mixon
Campus Director
Charlotte Curtis
Director of Academic Affairs

Lafayette Campus

Michelle Smith
Campus Director
Kevin Browning
Director of Academic Affairs

McAllen Campus

Mikal Powers
Campus Director
Ken Romano
Director of Academic Affairs

New Mexico Campus

Barbara Janowski
Campus Director
Nancy Mc Donald
Director of Academic Affairs

New Orleans Campus

Vacant
Campus Director
Wawa Ngenge
Director of Academic Affairs

Shreveport-Bossier Campus

Julie Marble
Campus Director
Nathaniel Manning
Director of Academic Affairs

Oklahoma City Campus

Troy Thomas
Campus Director
Terra Frost
Director of Academic Affairs

San Antonio Campus

Wally Hedgecock
Campus Director
Jeanie Murphy
Director of Academic Affairs

Tulsa Campus

Lori Santiago
Campus Director
Virilyaih Davis
Director of Academic Affairs

MIDWEST REGION

Chicago Campus

Jeremiah Hood
Campus Director
Patty Duncan
Director of Academic Affairs

Cincinnati Campus

Ryan Hampton
Campus Director
Peter Caccavari
Director of Academic Affairs

Cleveland Campus

Gina Cuffari
Campus Director
Angela Sanson
Director of Academic Affairs

Columbus, OH Campus

Heather Loughley
Campus Director
Vacant
Director of Academic Affairs

Detroit Campus

Jan Cardwell
Vice President/Director
Detroit Campuses
Vacant
Director of Academic Affairs

Antoinette Dziedzic
Associate Director of
Academic Affairs

Indianapolis Campus

Anne Gillespie
Campus Director
Steven Balke
Director of Academic Affairs

Kansas City Campus

Jeannine Lake
Campus Director
Bob Armbrust
Director of Academic Affairs

Louisville Campus

Scot Mall
Campus Director
Kim Critchlow
Director of Academic Affairs

Madison Campus

Briana Houlihan
Campus Director
Michael Bevis
Associate Director of
Academic Affairs

Milwaukee Campus

Dave Steffen
Campus Director
Glenn Mathews
Director of Academic Affairs

Minneapolis/St. Paul Campus

Robert Zalabak
Campus Director
Don Johnson
Director of Academic Affairs

Springfield Campus

Heather Finley
Campus Director
Thomas Harrison
Director of Academic Affairs

St. Louis Campus

Adam Wright
Campus Director
Sam Fitzgerald
Director of Academic Affairs

West Michigan Campus

Todd Peuler
Campus Director

Marybeth Rardin
Director of Academic Affairs

NORTHEAST REGION

Boston Campus

Allison Moroz
Director of Academic Affairs

Jodi Ashbrook
Campus Director

Delaware Campus

Tim Gilrain
Campus Director

Mary Sortino
Director of Academic Affairs

Fairfield County Campus

Nancy Pluzdrak
Campus Director

Timothy Allison-Aipa
Director of Academic Affairs

Harrisburg Campus

Vacant
Campus Director

Lisa Koogle
Director of Academic Affairs

Jersey City Campus

Gary Williams
Campus Director

Miriam Frolow
Director of Academic Affairs

Maryland Campus

Josh Chumley
Campus Director

Jim O'Keeffe
Director of Academic Affairs

Northern Virginia Campus

Erik Greenberg
Campus Director

Paul Wallace
Director of Academic Affairs

Philadelphia Campus

Joe Marzano
Campus Director

Erin Rodgers
Director of Academic Affairs

Pittsburgh Campus

Troy Malovey
Campus Director

Ernie Fullerton
Director of Academic Affairs

Richmond Campus

Beth Sigler
Campus Director

Vacant
Director of Academic Affairs

Washington DC Campus

Jason Pfaff
Campus Director

Arnold Harvey
Director of Academic Affairs

SOUTHEAST REGION

Atlanta Campus

Mike Hearon
Vice President/Director

Betsy Wampler
Associate Director of
Academic Affairs

Augusta Campus

Ericka Hilliard
Campus Director

Jeffrey Davis
Director of Academic Affairs

Birmingham Campus

Chris Breeding
Campus Director

Danetra Martin
Director of Academic Affairs

Central Florida Campus

Aaron Knowles
Campus Director

Hoda Asal
Director of Academic Affairs

Charlotte Campus

Shannon Eckard
Campus Director

Joe McGirt
Director of Academic Affairs

Chattanooga Campus

Marc Crosby
Campus Director

Steve Wyre
Director of Academic Affairs

Columbia, SC Campus

Stephanie Jackson
Campus Director

James McGinley
Director of Academic Affairs

Columbus, GA Campus

Shelby Frutchey
Campus Director

Tammy Johnson
Associate Director of
Academic Affairs

Knoxville Campus

Mark Amrein
Campus Director

Gary Harris
Director of Academic Affairs

Little Rock Campus

Randy McCormick
Campus Director

Felicia Johnson
Director of Academic Affairs

Memphis Campus

Raquel Ford
Campus Director

Joe Capebianco
Director of Academic Affairs

Nashville Campus

Mark Mendoza
Campus Director

Andrew Stone
Director of Academic Affairs

North Florida Campus

Dan Macferran
Campus Director

Jeff Dunlap
Director of Academic Affairs

Northwest Arkansas Campus

Luke Campbell
Campus Director

Christie White
Director of Academic Affairs

Puerto Rico Campus

Jorge Rivera
Campus Director

Norma Serrano
Director of Academic Affairs

Raleigh Campus

Candice Morgan
Campus Director

Catherine Burr
Director of Academic Affairs

Savannah Campus

Melissa Jackson
Campus Director

Kenneth Craib
Director of Academic Affairs

South Florida Campus

Leslie Kristof
Campus Director

Gail Ali
Director of Academic Affairs

West Florida Campus

Lisa Nucci
Vice President/Director

Tara Stabile
Director of Academic Affairs

NON-GEOGRAPHIC REGION

Kay Poinier
Campus Director

Christine Pacheco
Campus Director

Brian Lincoln
Campus Director

Craig Gess
Campus Director

ACADEMIC CABINET

Administration/Public Members

The Academic Cabinet shall be comprised of the following voting members:

A Public Member of the University Board of Directors (Chairperson)

The Provost (Vice-Chairperson)

The Vice President for Academic Affairs Operations

The Vice President of Instructional Materials and Technology

The Associate Vice Presidents of Academic Affairs

A member of the Administrative Faculty, a member of the Lead Faculty and a member of the Associate Faculty from the Undergraduate Bachelor programs.

A member of the Administrative Faculty, a member of the Lead Faculty and a member of the Associate Faculty from the Graduate Master's programs.

A member of the Administrative Faculty, a member of the Lead Faculty and a member of the Associate Faculty from the Graduate Doctorate programs.

A member of the Administrative Faculty and Two Lead faculty members from the Associates programs.

Academic Council Members:

Non-Voting Members

Provost (Chairperson)

Vice President of University Services (Vice-Chairperson)

Voting Members

Associate Vice Presidents of Academic Affairs

Deans of the Colleges

Associate Vice President of Admissions and Student Records Services

Representative from Registrar's Office, University Services

Representative from Admissions, University Services

Representative from Academic Affairs Operations

Representative from Academic Administration

Representative from Office of Dispute Management

Representative from Financial Aid

Representative from Student Services

Where a representative is indicated, they will be designated by the University official responsible for the stated functional area.

Academic Implementation Council Members:

College Deans and Associate Deans

Regional Directors and Directors of Academic Affairs

Vice Presidents of Enrollment

Vice Presidents of Student Financial Aid

Regional Directors, Directors, and Managers of Operations/ Student Services

Campus Employee Development University Services Directors & Management

Campus Vice Presidents/ Directors

Program and Policy Implementation teams

Veterans Affairs

Office of Dispute Management

FACULTY

UNIVERSITY OF PHOENIX SCHOOL OF BUSINESS

Dean

Lindquist, Brian G., PhD
Berry, Bill, MBA

Associate Deans

Fleming, Alisa, MBA

Campus College Chairs

Asia Military Campus

Brent Duncan, MHDOS, MM

Atlanta Campus

Sam Sanders, DM

Augusta Campus

Marvin Jones, MBA

Austin Campus

John Carroll, MBA

Bay Area Campus

Vlad Genin, Ph.D.

Baton Rouge Campus

Lisa Babin-Verret, Eds

Boston Campus

John DiCicco, Ph.D.

Central Florida Campus

Edythe McNickle, Ph.D.

Central Valley Campus

Doris Blanton, MM

Charlotte Campus

Alex Kocharyan, Ph.D.

Chicago Campus

Omer Pamukcu, Ph.D.

Cincinnati Campus

Mary Jo Payne Ph.D.

Cleveland Campus

Barry Tolbert, MS

Colorado Campus

Doug Gilbert, Ph.D.

Columbus, GA Campus

George Hurtarte, DEE

Columbus, OH Campus

Reginald Gardner, DM

Dallas Campus

John Grabarczyk, DBA

Robert Stokes, MS

Detroit Campus

Janisse Green, MBA

El Paso Campus

James Baird, DBA

Europe Military Campus

Gregory Evans, MBA

Fairfield County Campus

Tamara Clark, Ph.D.

Hawaii Campus

Lee Nordgren, DSM

Houston Campus

Melanie Brown, DM

Kansas City Campus

Michelle Boylan, DM

Little Rock Campus

Elizabeth Langevin, MBA

Maryland Campus

Maurice Shihadi, EDD

Memphis Campus

Adam Carr, Ph.D.

Milwaukee Campus

Walter Goodwyn, MBA

Nashville Campus

Lonnie Manning JR, MBA

New Mexico Campus

Howard Hall, Ph.D.

New Orleans Campus

Barbara Holloway, DBM

North Florida Campus

Brian Polding, Ph.D.

Northern Nevada Campus

Richard McIntire, Ph.D.

Northern Virginia Campus

Susan McMaster, Ph.D.

Northwest Arkansas Campus

Michelle Doise, Ph.D.

Philadelphia Campus

Bill Baker, MBA

Phoenix Campus

Patrick Sherman, Ph.D.

Puerto Rico Campus

Clara Segarra-Roman, DBA

Ana Hernandez, MBA

Raleigh Campus

Kymm Watson, Ph.D.

Richmond Campus

Sandra Bryant, Ph.D.

Sacramento Valley Campus

Tim Sheaffer, JD

San Antonio Campus

Frank Bearden, Ph.D.

San Diego Campus

Cecilia Williams, Ph.D.

Savannah Campus

Jenny Meyers, MBA

South Florida Campus

William Hunter, DBA

Southern Arizona Campus

Bill Ardern, MSBA

Southern California Campus

Lester Reams, DPA

Southern Colorado Campus

David Smythe, DM

St. Louis Campus

Darry Dugger

Tulsa Campus

Toni Jacobs, MSM

Utah Campus

David Francom, MBA

West Florida Campus

Maurice R Harvey, DM

West Michigan Campus

Judd Freeman, JD

Western Washington Campus

George Kelley, MBA

Campus Area Chairs

Area Chairs for the following content areas are appointed at each campus. Not all programs are offered at every campus.

- Accounting
- Financial Planning, Control, and Risk Management
- Law
- Management
- Organizational Behavior and Development
- Public Administration
- Strategic Analysis and Planning

Faculty

For a list of local faculty in the School of Business, contact your campus Director of Academic Affairs.

COLLEGES OF ARTS AND SCIENCES

Associate Dean- Humanities

McCollum, Kacie C., EdD
Dean, David, PhD

Schumann, Shannon, PhD

Dean - Criminal Justice

Ness, James, PhD

Associate Dean- Criminal Justice

Walsh, Franzi, DBA

Dean- Social Sciences

Hall, Lynn, EdD

Associate Dean- Social Sciences

Sharp, Stephen, PhD

Dean- Natural Sciences

Eylers, Hinrich, PhD

Ridel, Robert

Associate Deans- Natural Sciences

Patton, Beth, MA/MN

McCowan, Shawn, PhD

Campus College Chairs

Atlanta Campus

Linlin Lu, MS/ECE

Steve Northam, MA

Augusta Campus

Lorena Smith, MAED

Austin Campus

Glen Sefcik, MA

Bay Area Campus

Kristin Denver, PsyD

Baton Rouge Campus

Jane Henry, MS

Boston Campus

Ronald Pacy, PhD

Central Florida Campus

Jeff Dunlap, PhD

Central Valley Campus

Ana Moore, JD

Central Valley Campus

Anne Adamson, MS

Charlotte Campus

Melissa Nethery, Ph.D.

Chattanooga Campus

Johanna Redo, MA

Chicago Campus

Karen Randall, MBA

Cincinnati Campus

Steve Headley, MA

Cleveland Campus

Jeany Tri, M.Ed.

Colorado Campus

Craig Vanhoutte, JD

Columbia, SC Campus

Aneta Bhojwani, Ph.D.

Columbus, GA Campus

Fenton Dixon, Ph.D.

Columbus, OH Campus

Tracy Barton-Rouse, Ph.D.

Dallas Campus

James Chapman, MAS/MS

Detroit Campus

Catherina Castiglione, MS

Cora Haskings, Ph.D.

El Paso Campus

Claudio (Tony) Morales, MAOM

Hawaii Campus

George Carroll, MAE/AET

Houston Campus

Kenneth Farenick, Ed.D.

Idaho Campus

Courtney Colby Bond, MAE

Indianapolis Campus

Rochelle Robinson

Jersey City Campus

Robert Gabriel, Ph.D.

Kansas City Campus

Vernon Fields, Ph.D.

Las Vegas Campus

Nancy Graham, MSP

Mohammed Miah, Ed.D.

Allie Pashley, Psy.D.

Little Rock Campus

Demetria Kimbrough, MPH

Louisville Campus

Rilla Hynes, MMH

Maryland Campus

Veronica Boutte, Ph.D.

Memphis Campus

Jennifer Meunier, MA

Maria Wood, JD

Milwaukee Campus

Justin Farrell, MS/E

Minneapolis/St. Paul Campus

Lisa Kangas, Ph.D.

Nashville Campus

Richard Reinsch, M.Ed.

New Mexico Campus

Kelli Livermore, MPA

Linda Salomone, Ph.D.

New Orleans Campus

Sunny Ryerson, MSE

Northwest Arkansas Campus

Northwest Arkansas Campus

Katy Baldus, MA/COM

Northern Virginia Campus

Andrea Diese, DM

Oklahoma City Campus

Kathryn Earl, MED

Philadelphia Campus

Marianne Murawski, Ph.D.

Phoenix Campus

Reggie Grigsby, MAOM

Nicole Konrad, MCSW

Avé Sims

Pittsburgh Campus

Shari Muench, Ed.D.

Puerto Rico Campus

Nereida Serrano Correa, Ph.D.

Raleigh Campus

Hyacinth Joseph, Ph.D.

Richmond Campus

Valary Rawlings, MED

Sacramento Valley Campus

Steven Campas, MS

San Diego Campus

Raymond Rawlins, MIS

Karin Gottfredson, MS

Savannah Campus

Dana Taylor, MSE

South Florida

Campus, Jerry Kaber, MBA

Southern Arizona Campus

Robin Schultz, MAED

Chad Mosher, Ph.D.

Southern California Campus

James Henderson, MSCJ

Jackie Shahzadi, Ph.D.

Rada Chanmugathas, Ph.D.

MaryJo Trombley, Ph.D.

Southern Colorado Campus

John West, MC

St. Louis Campus

Linda Simpson, MBA

Tulsa Campus

Marvin Frohock, MA

Utah Campus

Jeff Haines, MS

Randy Buckner, Ph.D.

West Florida Campus

Janna Cleague, MS

West Michigan Campus

Brenda Holland, MA

Julie Schaefer-Space, MS

Western Washington Campus

Vanessa Earl, MBA/GM

Campus Area Chairs

Area Chairs for the following content areas are appointed at each campus. Not all programs are offered at every campus.

- English
- Communications
- Humanities
- History
- Criminal Justice and Security
- Counseling
- Human Services
- Psychology
- Health & Wellness
- Mathematics
- Sciences

Faculty

For a list of local faculty in the Colleges of Arts and Sciences, contact your campus Director of Academic Affairs.

COLLEGE OF EDUCATION

Dean

Curley, Meredith A., MBA

Associate Deans

Drotos, Andy, MAEd
McCarty, Sandra, EdD

Campus College Chairs

Asia Military Campus

Linda Williams, Ed.D.

Bay Area Campus

Cathy Malone, MAED

Central Florida Campus

Jack Green, Ed.D.

Central Valley Campus

Sarah Wilson, MAED

Colorado Campus

Bill Weeks, Ed.D.

El Paso Campus

Delila Cramer, MED

Europe Military Campus

Keith Bennett, MAED

Indianapolis Campus

Carmen Giebelhaus, Ph.D.

Kansas City Campus

Charles Wittenberg, Ph.D.

Las Vegas Campus

Eve Breier, Ed.D.

Nashville Campus

Pmlla Simpson, Ed.D.

New Mexico Campus

Becky Kappus, MAED

North Florida Campus

Cheryl Hearn, Ed.S.

Northern Nevada Campus

Francey Dennis, Ed.S.

Oregon Campus

Robert Hamm, MAED

Phoenix Campus

Alfonso Alva, Ed.D.

Puerto Rico Campus

Lorraine Arbelo, Ed.D.

Sacramento Valley Campus

Patricia Wick, MA

San Antonio Campus

Sharon Michael -Chadwell,
Ed.D.

San Diego Campus

Debbie Carpenter, MAED/CI

South Florida Campus

Alexandra Escobar, MAED

Southern Arizona Campus

Kathleen Woods, Ed.D.

Southern California Campus

Lori Curci-Reed, Ed.D.

Southern Colorado Campus

Rich Patterson, Ph.D.

St. Louis Campus

Janis Wiley, Ed.D.

Utah Campus

Carla Wonder McDowell, Ph.D.

West Florida Campus

Deb Stevens, Ed.D.

Campus Area Chairs

Area Chairs for the following content areas are appointed at each campus. Not all programs are offered at every campus.

- Administration and Supervision (Principals)
- Continuing Education
- Adult Education and Training
- Curriculum & Instruction
- Teacher Education
- Teacher Leadership

Faculty

For a list of local faculty in the College of Education, contact your campus Director of Academic Affairs.

COLLEGE OF INFORMATION SYSTEMS AND TECHNOLOGY

Dean

Smith, Blair A., MBA

Associate Dean

Purdy, Bradley

Campus College Chairs

Cleveland Campus

Rich Spinner, MSSM

Colorado Campus

Michael Hebert, MSME

Phoenix Campus

Gloria Pearson, MBA

San Diego Campus

Paul Porch, MBA/TM

Utah Campus

Ken Sardoni, MS

Campus Area Chairs

Area Chairs for the following content areas are appointed at each campus. Not all programs are offered at every campus.

- Analysis and Communications
- Business Systems

- Technology

Faculty

For a list of local faculty in the College of Information Systems and Technology, contact your campus Director of Academic Affairs.

COLLEGE OF NURSING

Dean

Fuller, Pamela K., MN

Associate Dean

Strawn, Angela M., MS

Campus College Chairs

Bay Area Campus

Teena Evans, MSN

Central Florida Campus

Paula Berry-Zeller, MSN

Central Valley Campus

Sandra Davis, Ph.D.

Cleveland Campus

Lawrence Fergus, MSN

Colorado Campus

Cathy Jaynes, Ph.D.

Detroit Campus

Antoinette Dziejdzic, MSN

Hawaii Campus

Glenda Tali, MSN

Minneapolis/St. Paul Campus

Kerrie Downing, MSN

Nashville Campus

Marcia Edwards, MSN

North Florida Campus

Kathy Chelini, MN

Northern Virginia Campus

Pamela Cangelosi, Ph.D., RN,
CNE

Phoenix Campus

Erich Widemark, Ph.D.

Sacramento Valley Campus

Jessica Gomez, MSN

San Diego Campus

Sandra Huppenbauer, MSN

South Florida Campus

Judith Fernandez, MSN

Southern Arizona Campus

Kathy Watson, MS/FNP

Southern California Campus

Linda Seale, MSN

Campus Area Chairs

Area Chairs for the following content areas are appointed at each campus. Not all programs are offered at every campus.

- Nursing

Faculty

For a list of local faculty in the College of Health Human and Services, contact your campus Director of Academic Affairs.

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TUITION AND FEES

UNDERGRADUATE (Online)

Type of Fee	Amount*	When Due
Online Single Course Application Fee (non degree seeking)	\$ 45.00	At time of application.
Credit Recognition Program/ Tuition Per Credit	\$ 250.00	Due in accordance with the payment option chosen in Financial Options Guide.
Online Tuition Per Credit		
Associates (9 weeks)	\$ 395.00	Due in accordance with the payment option chosen in Financial Options Guide.
Business	\$ 585.00	
Nursing	\$ 510.00	
Education	\$ 420.00	
Continuing Education Tuition	\$ 175.00	Prior to the first class session of each course.
Directed Study Administrative Charge (non-refundable)	\$ 75.00	When Directed Study course is scheduled.
Book and Materials Charges	Varies by course	When books and materials are purchased.
Electronic Course Materials Charge (if applicable)- Associates (9 weeks)	\$ 90.00	Due in accordance with the payment option chosen in Financial Options Guide.
Electronic Course Materials Charge (if applicable)- Undergraduate	\$ 95.00	
Electronic Course Materials Charge for DCE	\$ 25.00	
CLEP Examination	Contact Your Campus Representative	Upon notification.
Prior Learning Assessment Fees		If additional or missing material is needed to render an assessment decision, the student will be given 20 days to submit the documentation. All fees are due and payable within 30 days of portfolio completion and invoicing. Fees are non-refundable and subject to change.
Portfolio Submission Fee	\$150.00	
Per Assessed Credit Fee	\$75.00	
Check Return Fee	Contact Your Campus Representative	Upon notification.
Late Payment Fee	\$ 25.00	Upon notification.
Diploma & Transcript - Rush/Duplicate Fees		
2nd day delivery	\$ 45.00	Upon request.
Duplicate Diploma	\$ 30.00	Upon request.
Duplicate Certificate	\$ 15.00	Upon request.
Transcript Rush	\$ 30.00	Upon request.

*Note: All fees are subject to change. Where applicable, sales tax will be added to fees, tuition and material payments.

GRADUATE (Online)

Type of Fee	Amount*	When Due
Degree Program Application Fee	\$ 45.00	At time of application.
Single Course Application Fee (non-degree seeking)	\$ 45.00	
Online Tuition Per Credit		Due in accordance with the payment option chosen in Financial Options Guide.
Business and Technology	\$ 740.00	
Nursing	\$ 620.00	
Education	\$ 585.00	
Doctoral	\$ 810.00	
Directed Study Administrative Charge (non-refundable)	\$ 75.00	When Directed Study course is scheduled.
Book and Materials Charges	Varies by course	When books and materials are purchased.
Electronic Course Materials Charge (if applicable)- Graduate	\$ 115.00	Due in accordance with the payment option chosen in Financial Options Guide.
Electronic Course Materials Charge (if applicable)- Doctoral	\$ 125.00	
Check Return Fee	Contact Your Campus Representative	Upon notification.
Late Payment Fee	\$ 25.00	Upon notification.

*Note: All fees are subject to change. Where applicable, sales tax will be added to fees, tuition and material payments.

TUITION AND FEES

UNDERGRADUATE (Des Moines)

Type of Fee	Amount*	When Due
Tuition Per Credit		
Undergrad (Level 1-2)	\$ 395.00	Due in accordance with the payment option chosen in Financial Options Guide.
Undergrad (Level 3-4)	\$ 435.00	
Directed Study Administrative Charge (non-refundable)	\$ 75.00	When Directed Study course is scheduled.
Book and Material Charges	Varies by course	When books and materials are purchased.
Electronic Course Materials Charge (if applicable)	\$ 95.00	Due in accordance with the payment option chosen in Financial Options Guide.
CLEP Examination	Contact Your Campus Representative	Upon notification.
Prior Learning Assessment Fees		
Portfolio Submission Fee	\$150.00	If additional or missing material is needed to render an assessment decision, the student will be given 20 days to submit the documentation. All fees are due and payable within 30 days of portfolio completion and invoicing. Fees are non-refundable and subject to change.
Per Assessed Credit Fee	\$75.00	
Check Return Fee	Contact Your Campus Representative	Upon notification.
Late Payment Fee	\$ 25.00	Upon notification.
Diploma & Transcript - Rush/Duplicate Fees		
2nd day delivery	\$ 45.00	Upon request.
Duplicate Diploma	\$ 30.00	Upon request.
Duplicate Certificate	\$ 15.00	Upon request.
Transcript Rush	\$ 30.00	Upon request.

*Note: All fees are subject to change. Where applicable, sales tax will be added to fees, tuition and material payments.

GRADUATE (Des Moines)

Type of Fee	Amount*	When Due
Application Fee	\$ 45.00	At time of application.
Tuition Per Credit	\$ 565.00	Due in accordance with the payment option chosen in Financial Options Guide.
Directed Study Administrative Charge (non-refundable)	\$ 75.00	When Directed Study course is scheduled.
Book and Material Charges	Varies by course	When books and materials are purchased.
Electronic Course Materials Charge (if applicable)	\$ 115.00	Due in accordance with the payment option chosen in Financial Options Guide.
Check Return Fee	Contact Your Campus Representative	Upon notification.
Late Payment Fee	\$ 25.00	Upon notification.

*Note: All fees are subject to change. Where applicable, sales tax will be added to fees, tuition and material payments.

Upon completion of any applicable refund policies, any federal financial aid credit balance will be allocated first to repay any grant overpayment owed by a student as result of the current withdrawal. Within 14 days of the date that the University performs the R2T4 Calculation, the University will pay any remaining federal financial aid credit balance in one or more of the following ways:

- Pay authorized charges at the University
- Reduce federal financial aid loan debt to the student or parent for a PLUS loan with student/parent authorization

The University will determine the results of the application of its refund policy before allocating a federal financial aid credit balance. However, the University is not required to complete its refund process, for example making a refund to a student, before completing the steps for allocating the federal financial aid credit balance.

If the University is unable to locate the student or parent when attempting to pay a credit balance, it will return the funds to the federal financial aid programs. The U.S. Department of Education does not specify the order of return to the federal financial aid programs for a credit balance, the University will return funds to federal financial aid programs in the appropriate order as describe in procedure and in the best interest of the student.

The calculation for unearned federal financial aid is as follows:

- Total amount disbursed + amount that could have been disbursed - amount of federal financial aid earned = amount of unearned federal financial aid that must be returned

The calculation of earned federal financial aid includes all student financial aid grants and loan funds that were disbursed or that could have been disbursed to a student.

In addition, Federal Supplemental Educational Opportunity Grant (FSEOG) program funds are excluded if the following resources are used as a matching source:

- University scholarships
- Tuition waivers
- State scholarships and grants
- Funds from foundations or other charitable organizations

The non-federal share of FSEOG program funds will be included if the University meets its matching share requirement with institutional funds.

Return of Unearned Federal Financial Aid

When a return of federal financial aid is due, the University and the student may both have a responsibility for returning funds. The University will return the lesser of the following amount to the appropriate federal financial aid programs:

- The total amount of unearned aid; or
- The amount equal to the total University charges incurred by the student for the payment period multiplied by the percentage of unearned aid

University charges incurred by the student will include tuition, fees, books and directed study including state sales tax initially assessed the student for the entire payment period. Initial charges will only be adjusted by those changes the University makes prior to the student withdrawal.

If after the student withdraws, the University changes the amount of University charges it assessed a student, or decides to eliminate all institutional charges, those changes affect neither the charges nor aid earned in the calculation. Although University charges may not have actually charged due to the student's withdrawal in the payment period, the University will use the actual charges to date, to include full tuition, fees, books and directed study (including sales tax) for each course for the payment period, and estimate remaining charges based on the students' primary campus. Charges should not reflect Withdrawn (W) grade adjustments.

After the University has allocated its portion of unearned funds, the student must return assistance owed in the same order specified above for the University. The amount of assistance that the student is responsible for returning is calculated by subtracting the amount returned by the University from the total amount of unearned federal financial aid to be returned. The student, or parent in the case of funds due to a parent PLUS Loan, must return or repay, as appropriate, the amount determined to any federal financial aid program in accordance with the terms of the loan; and any federal grant program as an overpayment of the grant. The amount of a grant overpayment due from a student is limited to the amount by which the original grant overpayment amount exceeds one-half of the total federal grant funds received by the student.

Timelines for Return of Federal Financial Aid

The University will return the amount of federal financial aid for which it is responsible no later than 45 days after the date the University determines the student has withdrawn.

Timeframe for Returning Unclaimed Credit Balance

If the University attempts to disburse a credit balance by check and the check is not cashed, the University must return the funds no later than 240 days after the date the University issued the check. If a check is returned to the University, or an electronic funds transfer (EFT) is rejected, the University may make additional attempts to disburse the funds, provided those attempts are made no later than 45 days after the funds were returned or rejected. When a check is returned or an EFT is rejected and the University does not make another attempt to disburse the funds, the funds must be returned before the end of the initial 45-day period.

Program and/or Version Changes

Program and/or version changes that result in one or more courses that are not accepted towards the new program or version may result in a recalculation of the academic year. As a result of that recalculation, there may not be enough federal financial aid funds to cover tuition costs for the newly defined academic year. This situation may increase the shortfall or personal contribution needed to cover cost of attendance and related charges.

Institutional Refund Policy

The following provisions pertain to all refund policies applied by the University unless specifically stated otherwise.

Students, who begin a program under Registered (R) status, pending the completion of admission file and are subsequently denied admission, are eligible for a refund of the full tuition amount of the course in which they are currently enrolled. Tuition is not refunded for any completed course. A tuition refund can be requested in writing from a local campus.

Students who withdraw from a course prior to the start date will receive a 100 percent refund for that course. Students who have completed 60 percent or less of the course are eligible for a pro rata refund.

Example of a refund on attendance for a 5-week course:

Attend 1 week 80% refund due

Attend 2 week 60% refund due

Attend 3 week 40% refund due

Attend 4 week no refund due

Example of a refund on attendance for a 6-week course:

Attend 1 week 83% refund due

Attend 2 week 67% refund due

Attend 3 week 50% refund due

Attend 4 week no refund due

Example of a refund on attendance for a 9-week course:

Attend 1 week 89% refund due

Attend 2 week 78% refund due

Attend 3 week 67% refund due

Attend 4 week 56% refund due

Attend 5 week 44% refund due

Attend 6 week no refund due

State Refund Policies

If a student attends a class in one of these states, the specific state refund policy will be applied in addition to the University Institutional Refund Policy. These policies are outlined below.

Arizona

Students in the state of **Arizona** will have tuition refunded using the University Institutional Refund Policy except students have the right to a full refund of all monies paid, including application and materials fees, if they withdraw within three business days after signing the Enrollment Agreement.

California

If University of Phoenix no longer offers educational services for students in the state of **California**, prior to a student completing a course of instruction, a partial refund may be available. The student should contact:

Department of Consumer Affairs
1625 North Market Boulevard
Sacramento, CA 95834
(800) 952-5210

Florida

Students in the state of **Florida** will have tuition refunded using the University Institutional Refund Policy with the following exceptions:

- Students have the right to a full refund of all monies paid, including application and materials fees, if they withdraw within three business days after signing the Enrollment Agreement.
- The University will retain \$45 of the application fee for students who withdraw from the University prior to the start of their program and after the three-day cancellation period.
- Refunds will be paid within 30 days of a student's official withdrawal.

Georgia

Students in the state of Georgia will have tuition refunded using the University Institutional Refund Policy with the following exceptions:

- Students have the right to a full refund of all monies paid, including application and materials fees, if they withdraw within three business days after signing the Enrollment Agreement.

- Students providing written notification of withdrawal prior to the first class session or have been out-of-attendance for more than 14 days will receive a full refund of tuition paid for the unattended course.
- Refunds are paid within 30 days of a student's official withdrawal.
- A student who is out-of-attendance for more than 14 days is considered withdrawn.

Indiana

Indiana has established refund policies that differ from the University Institutional Refund Policy. If a student attends a class in Indiana, the Indiana state refund policy will be applied. The University must make the proper refund no later than 31 days of the request for cancellation or withdrawal.

A student is entitled to a full refund if one or more of the following criteria are met:

- The student cancels the Enrollment Agreement within six business days after signing.
- The student does not meet the University minimum admission requirements.
- The student's enrollment was procured as a result of a misrepresentation in the written materials utilized by the University.

If the student has not visited the University prior to enrollment and, upon touring the University or attending the regularly scheduled orientation or classes, the student withdrew from the program within three days.

A student withdrawing from an instructional program after starting the instructional program at the University and attending one week or less, is entitled to a refund of 90 percent of the cost of the financial obligation, less an application or enrollment fee of 10 percent of the total tuition, not to exceed \$100.

A student withdrawing from an instructional program, after attending more than 25 percent but equal to or less than 50 percent of the duration of the instructional program, is entitled to a refund of 50 percent of the cost of the financial obligation, less an application or enrollment fee of 10 percent of the total tuition, not to exceed \$100.

A student withdrawing from an instructional program, after attending more than 50 percent but equal to or less than 60 percent of the duration of the instructional program, is entitled to a refund of 40 percent of the cost of the financial obligation, less an application or enrollment fee of 10 percent of the total tuition, not to exceed \$100.

A student withdrawing from an instructional program, after attending more than 60 percent of the duration of the instructional program, is not entitled to a refund.

Example of a refund on attendance for a 5-week course:

Attend 1 week 90% refund due

Attend 2 weeks 50% refund due

Attend 3 weeks 40% refund due

Attend 4 weeks no refund due

Example of a refund on attendance for a 6-week course:

Attend 1 week 90% refund due

Attend 2 weeks 50% refund due

Attend 3 weeks 50% refund due

Attend 4 weeks no refund due

Example of a refund on attendance for a 9-week course:

Attend 1 week 90% refund due
Attend 2 weeks 75% refund due
Attend 3 weeks 50% refund due
Attend 4 weeks 50% refund due
Attend 5 weeks 40% refund due
Attend 6 weeks no refund due

Kansas or Missouri

Students in the states of Kansas or Missouri will have tuition refunded using the University Institutional Refund Policy with the following exceptions:

- Students have the right to a full refund of all monies paid if they withdraw within three business days after signing the Enrollment Agreement.
- To cancel enrollment, a student must notify the local campus in writing on or before the three-day period. After the three-day period, all fees, including applications fees, assessment fees, and book fees, are non-refundable.
- A tuition refund must be requested in writing to the student's local campus.

Kentucky

Students in the state of Kentucky will have tuition refunded using the University Institutional Refund Policy including the following exceptions:

- A student who cancels enrollment anytime before the start of the first class session will receive a full refund of all monies paid.
- The University may retain 10 percent of the tuition agreed upon in the Enrollment Agreement or \$100, whichever is less, for students who fail to attend in the enrollment period for which advanced payment was made.
- Refunds will be paid within 30 days of a student's official withdrawal.
- A student who is out-of-attendance for more than 14 days is considered withdrawn.

Louisiana

Students in the state of Louisiana will have tuition refunded using the University Institutional Refund Policy including the following exceptions:

- Students who cancel enrollment anytime before the start of the first class session will receive a full refund of all monies paid, except the application fee, which is non-refundable.
- Refunds will be paid within 30 days of a student's official withdrawal.
- The University may retain an administrative fee, not to exceed 15 percent of total tuition and fees paid.

Minnesota

Students in the state of Minnesota will have tuition refunded using the University Institutional Refund Policy with the following exception:

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 State Grant Program, the SELF Loan Program, and other aid programs (with the exception of the state Work Study Program), the Higher Education Services Office Refund Calculation Worksheet of the Minnesota State Grant manual is used.

Ohio

Students in the state of Ohio will have tuition refunded using the University's Institutional Refund Policy with the following exceptions:

- Students have the right to a full refund of all monies paid if they withdraw within five calendar days of signing the Enrollment Agreement.
- A student who withdraws before the first class and after the five-day cancellation period is obligated for the registration fee.
- To cancel enrollment, a student must notify the local campus in writing on or before the five-day cancellation period after signing the Enrollment Agreement.
- Refunds will be paid no later than 30 days after cancellation.

Oregon

Students in the state of Oregon will have tuition refunded using the University Institutional Refund Policy except all fees, including application fees, assessment fees, student service fees, and book fees are non-refundable.

South Carolina

Students in the state of South Carolina will have tuition refunded using the University Institutional Refund Policy including the following exceptions:

- Students have a right to a full refund of all monies paid, including application and materials fees, if they withdraw within 72 hours excluding weekends and legal holidays after signing the Enrollment Agreement.
- A full refund of all monies will be made to any applicant not accepted by the University.
- After the 72-hour cancellation period, the University may retain up to a \$100 if the student does not attend a course.
- The University may retain an administrative fee up to \$100.
- Refunds will be paid within 40 days of a student's official withdrawal.

Wisconsin

Students in the state of Wisconsin will have tuition refunded using the University Institutional Refund Policy including the following exceptions:

- Students have the right to cancel enrollment until midnight of the third business day after receipt of notice of acceptance and is entitled to a full refund of any tuition paid.
- Refunds will be paid within 30 days of a student's official withdrawal.
- If the University cancels or discontinues a course or educational program stated in the Enrollment Agreement, the University will refund all monies paid for that course or program.

The refund policy of the state where Online students reside will be used to calculate their refund amount. The refund policy of the state where Ground students attend class will be used to calculate their refund amount.

ONLINE CAMPUS PROGRAMS OF INSTRUCTION

<i>Undergraduate Programs</i>
Associate of Arts Concentrations in: Accounting Foundations Business Foundations Communications Criminal Justice Elementary Education General Studies Health Care Administration Health Care Administration – Electronic Health Records Health Care Administration – Health and Wellness Administration Health Care Administration - Medical Records Hospitality, Travel and Tourism Human Services Management Information Technology Information Technology - Database Development Information Technology - Information Technology Support Information Technology - Networking Information Technology - Programming Information Technology - Web Design Psychology
Associate of Arts in Information Technology Concentrations in: Cisco Networking Web Administration
Associate of Arts in Professional Focus
Bachelor of Arts in English
Bachelor of Science in Accounting
Bachelor of Science in Biological Science
Bachelor of Science in Business Concentrations in: Accounting Administration Environmental Sustainability Finance Global Management Human Resource Management Management Marketing Project Management Public Sector Service Sector

<p>Small Business Management and Entrepreneurship Sustainable Enterprise Management</p>
<p>Bachelor of Science in Communication Concentrations in: Communication & Technology Culture & Communication Journalism Marketing & Sales Communication</p>
<p>Bachelor of Science in Criminal Justice Administration Concentrations in: Cybercrimes Human Services Institutional Healthcare Management Security</p>
<p>Bachelor of Science in Education/Elementary Education</p>
<p>Bachelor of Science in Environmental Science</p>
<p>Bachelor of Science in Health Administration Concentrations in: Emergency Management Health Information Systems Health Management Long Term Care</p>
<p>Bachelor of Science in History</p>
<p>Bachelor of Science in Human Services Concentrations in: Addictions Family & Child Services Gerontology Management</p>
<p>Bachelor of Science in Information Technology Concentrations in: Advanced Networking Business System Analysis Information Management Information Systems Security Multimedia & Visual Communication Software Engineering Web Development</p>
<p>Bachelor of Science in Management Concentration in: Manufacturing Sector</p>
<p>Bachelor of Science in Nursing</p>
<p>Bachelor of Science in Organizational Security and Management</p>

Bachelor of Science in Psychology

Graduate Programs

Master of Arts in Education/Administration and Supervision

Master of Arts in Education/Adult Education and Training

Master of Arts in Education/Curriculum & Instruction – Reading

Master of Arts in Education/Early Childhood Education

Master of Arts in Education/Educational Studies

Master of Arts in Education/Elementary Teacher Education

Master of Arts in Education/Secondary Teacher Education

Master of Arts in Education/Special Education

Master of Arts in Education/Teacher Leadership

Master of Business Administration

Concentrations in:

Accounting

Energy Management

Global Management

Health Care Management

Human Resources Management

Marketing

Project Management

Technology Management

Master of Health Administration

Concentrations in:

Education

Gerontology

Informatics

Sustainability Management

Master of Information Systems

Master of Management

Master of Public Administration

Master of Science in Accountancy

Master of Science in Administration of Justice and Security

Concentrations in:

Global & Homeland Security

Law Enforcement Organizations

Master of Science in Nursing
Master of Science in Nursing/Family Nurse Practitioner
Master of Science in Nursing/Health Care Education
Master of Science in Nursing/Informatics
Master of Science in Nursing/Master of Business Administration/Health Care Management
Master of Science in Nursing/Master of Health Administration
Master of Science in Psychology Concentrations in: Behavioral Health Industrial-Organizational Psychology

Doctoral Programs

Doctor of Business Administration

Doctor of Education in Educational Leadership

Doctor of Education in Educational Leadership/Curriculum & Instruction

Doctor of Education in Educational Leadership/Educational Technology

Doctor of Health Administration

Doctor of Management in Organizational Leadership

Doctor of Management in Organizational Leadership/Information Systems and Technology

Doctor of Philosophy in Higher Education Administration

Doctor of Philosophy in Industrial & Organizational Psychology

Doctor of Philosophy in Nursing

Educational Specialist

Certificate Programs

A+ Fundamentals Certificate

Cisco Networking Fundamentals Certificate

Gerontology Health Care Certificate

Graduate Accounting Certificate

Graduate Human Resources Management Certificate

Graduate Marketing Certificate

Graduate Project Management Certificate

Health Care Informatics Certificate

Human Resource Management Certificate

Information Systems Security Certificate

Network+ Technologies Certificate

Nursing/Health Care Education Certificate

Post Masters Family Nurse Practitioner Certificate

Project Management Certificate

Visual Communication Certificate

University of Phoenix
Bachelor of Science in Business/
Concentration in Administration
Enrollment Agreement

Online
3157 E. Elwood Street
Phoenix, AZ 85034

SECTION A: PROGRAM REQUIREMENTS: The terms of this Agreement are for the Bachelor of Science in Business/Concentration in Administration educational program. A total of 120 semester credit hours must be completed in order to satisfy the program's graduation requirements. The number of weeks to complete the program may depend on a variety of factors, including but not limited to applicable transfer credits, continual attendance/breaks, or other factors related specifically to the program selected.

Your anticipated start date is _____.

Note: It may take approximately 200 weeks to complete the University's bachelor's level degree programs.

SECTION B: REFUND POLICY: Students in the state of Iowa who withdraw from a course prior the start date will receive a 100 percent refund of tuition for that course. Students who withdraw from a course after the start date will receive a pro-rata refund of tuition for the course until they have attended 100 percent of the course. Refunds will be paid within 30 days of a student's official withdrawal.

NOTE: Additional state regulations may apply. Please refer to the Refund Policy section of the University of Phoenix Academic Catalog for further details. Additional refund policies apply to students receiving federal financial aid. Please see the Financial Policies and Procedures section of the academic catalog.

SECTION C: FEES AND CHARGES: The student is responsible for the following fees and charges for the program's required course of study.

Tuition*	\$ 70,200.00	(Based on 120 credit hours at \$585.00 per credit hour)
Electronic Course Materials Fee**	\$ 3,800.00	(Based on an average cost per course of \$95.00 per course and maximum of 40 courses)
Total Possible Charges	\$ 74,000.00	(Tuition and fees are subject to change)

*You are signing this agreement before formal evaluation or acceptance of transfer credit(s). The cost of tuition, books, and materials and your total charges may increase or decrease based on the actual number of courses and credits required to complete this program. Accepted and applied transfer credits will decrease total tuition by the cost per credit hour stated above. The tuition rates shown in this agreement are based on the date you sign the Enrollment Agreement. The University reserves the right to adjust tuition rates. However, total fees and charges will never exceed the "**Total Possible Charges**" amount shown above. Please refer to the University of Phoenix Academic Catalog for a listing of current pricing.

** The total amount of Electronic Course Materials fees will depend on the total number of courses completed at University of Phoenix.

SECTION D: ACCREDITING AGENCY: The University of Phoenix is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools.

This information is provided in compliance with Iowa Code § 261B.9.

University of Phoenix Representative's Signature _____ Title _____ Date _____

Name (Please print clearly) _____ Individual Record Number _____

Home Address _____

City _____ State _____ Zip _____

University of Phoenix

Bachelor of Science in Business/ Concentration in Administration

Enrollment Agreement

<input type="checkbox"/> BSB/A 025A <input type="checkbox"/> BSB/A 025B
For Office Use Only:
<input type="checkbox"/> Reentry <input type="checkbox"/> Program/Version Change <input type="checkbox"/> Track Change IRN _____
Program/Version Change Start Date _____
Finance Manager Signature _____

Degree Requirements	TOTAL CREDIT SUMMARY																																																																																																																																									
<p>A minimum of 120 total credits is required to complete the bachelor's program, 45 of which must be upper division credits. Students must satisfy all required courses of study and all concentration and general education requirements. Any remaining credits may be satisfied by elective coursework.</p> <p>A Track If you list on your admissions application 24 or more previous college credits, you must take GEN/200 as the first course and are not required to enroll in the First-Year Sequence.</p> <p>Prerequisite Requirements ^</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">COMM /215◆</td> <td style="width: 60%;">Essentials of College Writing</td> <td style="width: 5%; text-align: center;">3</td> <td style="width: 15%;"></td> </tr> <tr> <td>MTH/208◆</td> <td>College Mathematics I</td> <td style="text-align: center;">3</td> <td></td> </tr> <tr> <td>*MTH/209◆</td> <td>College Mathematics II</td> <td style="text-align: center;">3</td> <td></td> </tr> </table> <p>B Track If you list on your admissions application less than 24 college credits, you must complete the following First-Year Sequence^:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">GEN/195</td> <td style="width: 60%;">Foundations of University Studies (Required as first course)</td> <td style="width: 5%; text-align: center;">3</td> <td style="width: 15%;"></td> </tr> <tr> <td>*SCI/163</td> <td>Elements of Health and Wellness</td> <td style="text-align: center;">3</td> <td></td> </tr> <tr> <td>*FP/120</td> <td>Essentials of Personal Finance</td> <td style="text-align: center;">3</td> <td></td> </tr> <tr> <td>*COM/170</td> <td>Elements of University Composition and Communication I</td> <td style="text-align: center;">3</td> <td></td> </tr> <tr> <td>*COM/172</td> <td>Elements of University Composition and Communication II</td> <td style="text-align: center;">3</td> <td></td> </tr> <tr> <td>*PSY/211</td> <td>Essentials of Psychology</td> <td style="text-align: center;">3</td> <td></td> </tr> <tr> <td>*HUM/114</td> <td>Critical Thinking and Creative Problem Solving (Required as last course)</td> <td style="text-align: center;">3</td> <td></td> </tr> </table> <p>I have received access to the University of Phoenix Academic Catalog during the admission application process. The catalog is also available on my student website (https://ecampus.phoenix.edu). I understand the requirements for my course of study are detailed in the catalog, which is considered part of this Enrollment Agreement. It contains admission and degree completion requirements; program objectives and length; tuition schedules; fees; and all policies, including those for cancellation or refund. I understand that it is my responsibility to read and understand the contents of the catalog and that I should ask questions if I do not understand something in it or need further clarification.</p> <p>X</p>	COMM /215◆	Essentials of College Writing	3		MTH/208◆	College Mathematics I	3		*MTH/209◆	College Mathematics II	3		GEN/195	Foundations of University Studies (Required as first course)	3		*SCI/163	Elements of Health and Wellness	3		*FP/120	Essentials of Personal Finance	3		*COM/170	Elements of University Composition and Communication I	3		*COM/172	Elements of University Composition and Communication II	3		*PSY/211	Essentials of Psychology	3		*HUM/114	Critical Thinking and Creative Problem Solving (Required as last course)	3		<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">General Education</td> <td style="width: 20%;"></td> <td style="width: 20%; text-align: right;">54</td> </tr> <tr> <td>Required Course of Study</td> <td></td> <td style="text-align: right;">63</td> </tr> <tr> <td>Electives</td> <td></td> <td style="text-align: right;">3</td> </tr> <tr> <td style="text-align: right;">Total Degree Requirements</td> <td></td> <td style="text-align: right;">120</td> </tr> </table> <table style="width: 100%; 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University of Phoenix
**Bachelor of Science in Business/
Concentration in Administration**
Enrollment Agreement

The diploma awarded for this program will read “Bachelor of Science in Business.” Programs with a concentration will have the concentration reflected on the transcript only.

*-designated courses require you take prerequisites before enrolling in that course. Please refer to the University of Phoenix Academic Catalog.

^ Credits taken from the First-Year Sequence and from prerequisite requirements may apply to general education or elective requirements.

◆ See University of Phoenix Catalog for course selection.

◆ You must satisfy math and English prerequisites. You can meet these requirements in any of the following ways:

- Complete approved university math or English courses with a grade of “D-” or better
- Earn passing scores on the math or English CLEP exams
- Achieve grades of “C-” or better in similar courses, such as College Algebra (math) or College Composition (English), in an associate or bachelor degree program at an institution with regional or approved-national accreditation.

Transferability of credit is at the discretion of the accepting institution. It is the student’s responsibility to confirm whether another institution will accept credits earned at University of Phoenix.

You must begin coursework within one year from the signature date or the enrollment agreement will expire.

Additional courses may become available that satisfy program requirements. Please check with a University representative for details.

Equivalent courses may be used to satisfy the course requirements for your program—these are courses that are approved by the University as acceptable alternatives to the required courses in your program. Please contact a University representative for more information about course availability.

Initials: _____

Date: _____

University of Phoenix
Bachelor of Science in Business/
Concentration in Administration
Enrollment Agreement

Des Moines Campus
 6600 Westown Parkway
 West Des Moines, IA 50266

SECTION A: PROGRAM REQUIREMENTS: The terms of this Agreement are for the Bachelor of Science in Business/Concentration in Administration educational program. A total of 120 semester credit hours must be completed in order to satisfy the program's graduation requirements. The number of weeks to complete the program may depend on a variety of factors, including but not limited to applicable transfer credits, continual attendance/breaks, or other factors related specifically to the program selected.

Your anticipated start date is _____.

Note: It may take approximately 200 weeks to complete the University's bachelor's level degree programs.

SECTION B: REFUND POLICY: Students in the state of Iowa who withdraw from a course prior the start date will receive a 100 percent refund of tuition for that course. Students who withdraw from a course after the start date will receive a pro-rata refund of tuition for the course until they have attended 100 percent of the course. Refunds will be paid within 30 days of a student's official withdrawal.

NOTE: Additional state regulations may apply. Please refer to the Refund Policy section of the University of Phoenix Academic Catalog for further details. Additional refund policies apply to students receiving federal financial aid. Please see the Financial Policies and Procedures section of the academic catalog.

SECTION C: FEES AND CHARGES: The student is responsible for the following fees and charges for the program's required course of study.

Lower Division Tuition*	\$ 29,625.00	(Based on 75 credit hours at \$395.00 per credit hour)
Upper Division Tuition*	\$ 19,575.00	(Based on 45 credit hours at \$435.00 per credit hour)
Electronic Course Materials Fee**	\$ 3,800.00	(Based on an average cost per course of \$95.00 per course and maximum of 40 courses)
Total Possible Charges	\$ 53,000.00	(Tuition and fees are subject to change)

*You are signing this agreement before formal evaluation or acceptance of transfer credit(s). The cost of tuition, books, and materials and your total charges may increase or decrease based on the actual number of courses and credits required to complete this program. Accepted and applied transfer credits will decrease total tuition by the cost per credit hour stated above. The tuition rates shown in this agreement are based on the date you sign the Enrollment Agreement. The University reserves the right to adjust tuition rates. However, total fees and charges will never exceed the "**Total Possible Charges**" amount shown above. Please refer to the University of Phoenix Academic Catalog for a listing of current pricing.

**The total amount of Electronic Course Materials fees will depend on the total number of courses completed at University of Phoenix.

SECTION D: ACCREDITING AGENCY: The University of Phoenix is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools.

This information is provided in compliance with Iowa Code § 261B.9.

University of Phoenix Representative's Signature	Title	Date
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Name (Please print clearly)	Individual Record Number
-----------------------------	--------------------------

Home Address

City	State	Zip
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University of Phoenix

Bachelor of Science in Business/ Concentration in Administration

Enrollment Agreement

<input type="checkbox"/> BSB/A 025A <input type="checkbox"/> BSB/A 025B
For Office Use Only:
<input type="checkbox"/> Reentry <input type="checkbox"/> Program/Version Change <input type="checkbox"/> Track Change
IRN _____
Program/Version Change Start Date _____
Finance Manager Signature _____

<p>Degree Requirements A minimum of 120 total credits is required to complete the bachelor's program, 45 of which must be upper division credits. Students must satisfy all required courses of study and all concentration and general education requirements. Any remaining credits may be satisfied by elective coursework.</p> <p>A Track If you list on your admissions application 24 or more previous college credits, you must take GEN/200 as the first course and are not required to enroll in the First-Year Sequence.</p> <p>Prerequisite Requirements ^</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>COMM /215◆</td> <td>Essentials of College Writing</td> <td style="text-align: right;">3</td> </tr> <tr> <td>MTH/208◆</td> <td>College Mathematics I</td> <td style="text-align: right;">3</td> </tr> <tr> <td>*MTH/209◆</td> <td>College Mathematics II</td> <td style="text-align: right;">3</td> </tr> </table> <p>B Track If you list on your admissions application less than 24 college credits, you must complete the following First-Year Sequence^:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>GEN/195</td> <td>Foundations of University Studies (Required as first course)</td> <td style="text-align: right;">3</td> </tr> <tr> <td>*SCI/163</td> <td>Elements of Health and Wellness</td> <td style="text-align: right;">3</td> </tr> <tr> <td>*FP/120</td> <td>Essentials of Personal Finance</td> <td style="text-align: right;">3</td> </tr> <tr> <td>*COM/170</td> <td>Elements of University Composition and Communication I</td> <td style="text-align: right;">3</td> </tr> <tr> <td>*COM/172</td> <td>Elements of University Composition and Communication II</td> <td style="text-align: right;">3</td> </tr> <tr> <td>*PSY/211</td> <td>Essentials of Psychology</td> <td style="text-align: right;">3</td> </tr> <tr> <td>*HUM/114</td> <td>Critical Thinking and Creative Problem Solving (Required as last course)</td> <td style="text-align: right;">3</td> </tr> </table> <p>I have received access to the University of Phoenix Academic Catalog during the admission application process. The catalog is also available on my student website (https://ecampus.phoenix.edu). I understand the requirements for my course of study are detailed in the catalog, which is considered part of this Enrollment Agreement. It contains admission and degree completion requirements; program objectives and length; tuition schedules; fees; and all policies, including those for cancellation or refund. I understand that it is my responsibility to read and understand the contents of the catalog and that I should ask questions if I do not understand something in it or need further clarification.</p> <p>X</p>	COMM /215◆	Essentials of College Writing	3	MTH/208◆	College Mathematics I	3	*MTH/209◆	College Mathematics II	3	GEN/195	Foundations of University Studies (Required as first course)	3	*SCI/163	Elements of Health and Wellness	3	*FP/120	Essentials of Personal Finance	3	*COM/170	Elements of University Composition and Communication I	3	*COM/172	Elements of University Composition and Communication II	3	*PSY/211	Essentials of Psychology	3	*HUM/114	Critical Thinking and Creative Problem Solving (Required as last course)	3	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="3" style="text-align: center;">TOTAL CREDIT SUMMARY</th> </tr> <tr> <td style="width: 70%;">General Education</td> <td style="width: 20%;"></td> <td style="text-align: right;">54</td> 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*COM/170	Elements of University Composition and Communication I	3																																																																																																																																																																	
*COM/172	Elements of University Composition and Communication II	3																																																																																																																																																																	
*PSY/211	Essentials of Psychology	3																																																																																																																																																																	
*HUM/114	Critical Thinking and Creative Problem Solving (Required as last course)	3																																																																																																																																																																	
TOTAL CREDIT SUMMARY																																																																																																																																																																			
General Education		54																																																																																																																																																																	
Required Course of Study		63																																																																																																																																																																	
Electives		3																																																																																																																																																																	
Total Degree Requirements		120																																																																																																																																																																	
GENERAL EDUCATION REQUIREMENTS																																																																																																																																																																			
		Credits																																																																																																																																																																	
54 credits with minimum requirements in the following areas:																																																																																																																																																																			
Liberal Arts (36 credits total)		36																																																																																																																																																																	
Communication Arts [(A Track must include COMM/215 equivalent or higher) (B Track must include: COM/170 and COM/172)]		6																																																																																																																																																																	
Mathematics (Must include MTH/209 equivalent or higher)		6																																																																																																																																																																	
Science and Technology [(Must include at least three (3) credits in the physical or biological sciences) (B Track must include: SCI/163)]		6																																																																																																																																																																	
Humanities (B Track must include: HUM/114)		6																																																																																																																																																																	
Social Science (B Track must include: PSY/211)		6																																																																																																																																																																	
Additional Liberal Arts (From any of the above areas)		6																																																																																																																																																																	
Interdisciplinary Requirement (B Track must include: FP/120)		18																																																																																																																																																																	
Subtotal		54																																																																																																																																																																	
A & B Tracks																																																																																																																																																																			
REQUIRED COURSE OF STUDY																																																																																																																																																																			
Program Requirement	Course Selection	Credits																																																																																																																																																																	
Introductory Course	GEN/200 (A Track), GEN/195 (B Track)	3																																																																																																																																																																	
Communications	*BCOM/275	3																																																																																																																																																																	
Business Information Systems Management	*BIS/220	3																																																																																																																																																																	
Accounting	*MGT/230, *MGT/311	6																																																																																																																																																																	
Ethics & Social Responsibility	*ACC/290, *ACC/291	6																																																																																																																																																																	
Economics	*ETH/316	3																																																																																																																																																																	
Business Law	*ECO/372, *ECO/365	6																																																																																																																																																																	
Finance	*LAW/421	3																																																																																																																																																																	
Marketing	*FIN/370	3																																																																																																																																																																	
Research and Statistics	*MKT/421	3																																																																																																																																																																	
Business Capstone	*RES/351, *QNT/351	6																																																																																																																																																																	
	*BUS/475	3																																																																																																																																																																	
Subtotal		48																																																																																																																																																																	
BSB/A Concentration																																																																																																																																																																			
		Credits																																																																																																																																																																	
* ACC 400 Accounting for Decision Making		3																																																																																																																																																																	
* MGT 448 Global Business Strategies		3																																																																																																																																																																	
* BSB/A Concentration Electives ◆		9																																																																																																																																																																	
Subtotal		15																																																																																																																																																																	
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Subtotal		3																																																																																																																																																																	
<p>Student Signature _____</p> <p style="text-align: right;">Date _____</p>																																																																																																																																																																			

University of Phoenix
Bachelor of Science in Business/
Concentration in Administration
Enrollment Agreement

The diploma awarded for this program will read “Bachelor of Science in Business.” Programs with a concentration will have the concentration reflected on the transcript only.

- * -designated courses require you take prerequisites before enrolling in that course. Please refer to the University of Phoenix Academic Catalog.
- ^ Credits taken from the First-Year Sequence and from prerequisite requirements may apply to general education or elective requirements.
- ◆ You must satisfy math and English prerequisites. You can meet these requirements in any of the following ways:
 - Complete approved university math or English courses with a grade of “D-” or better
 - Earn passing scores on the math or English CLEP exams
 - Achieve grades of “C-” or better in similar courses, such as College Algebra (math) or College Composition (English), in an associate or bachelor degree program at an institution with regional or approved-national accreditation.
- ◆ See University of Phoenix Catalog for course selection.

Transferability of credit is at the discretion of the accepting institution. It is the student’s responsibility to confirm whether another institution will accept credits earned at University of Phoenix.

You must begin coursework within one year from the signature date or the enrollment agreement will expire.

Additional courses may become available that satisfy program requirements. Please check with a University representative for details.

Equivalent courses may be used to satisfy the course requirements for your program—these are courses that are approved by the University as acceptable alternatives to the required courses in your program. Please contact a University representative for more information about course availability.

Initials: _____

Date: _____

Academic Program and Instructional Facilities Information and General Contact Information

Academic program offerings and instructional facilities vary according to geographic area and delivery mode (on-campus or online). Not all programs are available at all locations. University of Phoenix offers undergraduate and graduate programs in business and management, information systems and technology, nursing and health care, social and behavioral sciences, and education. Detailed information regarding which academic programs are offered at specific instructional facilities may be reviewed at:

http://www.phoenix.edu/online_and_campus_programs/online_and_campus_programs.aspx.

Questions regarding available programs, facilities, finance issues, or general institutional issues should be directed to your local campus. Campus contact information is also located at:

http://www.phoenix.edu/campus_locations/campus_locations.aspx.

Entities that Accredit, License, or Approve University of Phoenix

The University is reviewed and approved by several federal, state, and private agencies:

- The University is accredited by The Higher Learning Commission of the North Central Association of Colleges and Schools (30 N. LaSalle Street, Suite 2400, Chicago IL 60602-2504; (312) 263-0456, (800) 621-7440).
- The Bachelor of Science in Nursing Program and Master of Science in Nursing are accredited by the Commission on Collegiate Nursing Education (One Dupont Circle, NW, Suite 530, Washington, DC 20036-1120; (202) 887-6791).
- The Master of Science in Counseling Program with a specialization in Community Counseling (Phoenix and Southern Arizona Campuses) and the Master of Science in Counseling Program with a specialization in Mental Health Counseling (Utah Campus) are accredited by the Council for Accreditation of Counseling and Related Educational Programs (1001 North Fairfax Street, Suite 510, Alexandria, CA 22314 (703) 535-5990).
- The Associate of Arts in Business, Associate of Arts in Accounting, Bachelor of Science in Business, Master of Business Administration, Executive Master of Business Administration, Master of Management, Doctor of Management and Doctor of Business Administration programs are accredited by the Accreditation Council for Business Schools and Programs (7007 College Blvd., Suite 420, Overland Park, KS 66211, (913)339-9356).
- The Master of Arts in Education program with options in Elementary Teacher Education and Secondary Teacher Education is preaccredited by the Teacher Education Accreditation Council (TEAC), (One Dupont Circle, Suite 320, Washington, DC 20036-0110, (202) 466-7236).

Additionally, the University is licensed or deemed exempt from licensure by the following state, district, commonwealth or provincial regulatory bodies. You may obtain a copy of the University's accreditation and/or license documents, or information on how to contact any of

the agencies that regulate the University, by contacting Apollo Legal Department at 602-557-1818. You can review a listing of University approvals and licensing in the University Consumer Information Notice at: <http://www.phoenix.edu/>.

State Agencies

Alabama Commission on Higher Education
Alaska Commission on Postsecondary Education
Arizona State Board for Private Postsecondary Education
Arkansas Department of Higher Education
State of California
Colorado Department of Higher Education, Commission on Higher Education
Department of Higher Education, State of Connecticut
Delaware Department of Education
Government of the District of Columbia, Education Licensure Commission
Florida Commission for Independent Education, Colleges and Universities
Georgia Nonpublic Postsecondary Education Commission
Hawaii Department of Commerce and Consumer Affairs
Idaho State Board of Education
Illinois Board of Higher Education
State of Indiana Commission on Proprietary Education (COPE)
Office of the Secretary of State of Iowa
Kansas Board of Regents
Kentucky Council on Postsecondary Education
State of Louisiana Board of Regents
Maryland Higher Education Commission
Commonwealth of Massachusetts Board of Higher Education
State of Michigan Department of Education, Postsecondary Services
Minnesota Higher Education Service Office/Private Career School Licensure
Mississippi Commission on College Accreditation
State of Missouri Coordinating Board of Higher Education
Montana Office of the Commissioner of Higher Education
Nebraska Coordinating Commission for Postsecondary Education
Nevada State Commission on Postsecondary Education
New Jersey Commission on Higher Education
State of New Mexico Commission on Higher Education
Board of Governors of the University of North Carolina
Director of Degree Programs and Undergraduate Issues; Ohio Board of Regents
Oklahoma State Regents for Higher Education
Oregon Office of Degree Authorization
Commonwealth of Pennsylvania Department of Education
Consejo de Educacion Superior de Puerto Rico/Puerto Rico Council on Higher Education
South Carolina Commission on Higher Education
South Dakota Board of Regents
Tennessee Higher Education Commission

Texas Higher Education Coordinating Board
Utah System of Higher Education State Board of Regents
Commonwealth of Virginia Council of Higher Education
State of Washington Higher Education Coordinating Board Degree Authorization Agency
State of Wisconsin Educational Approval Board
Wyoming Department of Education

Federal Agency

United States Department of Education, Certificate of Eligibility



STATEMENT OF AFFILIATION STATUS

UNIVERSITY OF PHOENIX
Mail Stop AA-B411 4615 East Elwood Street
Phoenix, AZ 85040-1958

Affiliation Status: Candidate: 1977
Accreditation: (1978- .)

PEAQ PARTICIPANT

Nature of Organization

Legal Status: Private FP
Degrees Awarded: A, B, M, S, D

Conditions of Affiliation:

Stipulations on Affiliation Status: Liberal arts offerings are limited to Communications, Liberal Studies (for California residents only), Psychology and those offered (Biological Science, English, Environmental Science, or History) in conjunction with teacher education programs.

Approval of New Additional Locations: The Commission's Notification Program is only available for offering existing degree programs at new locations in North America upon receiving state or provincial approval and for offering degree programs at military contracted locations. Overseas nonmilitary expansion is limited to the Netherlands and Germany.

Approval of Distance and Correspondence Courses and Programs: New Commission policy on institutional change became effective July 1, 2010. Some aspects of the change processes affecting distance delivered courses and programs are still being finalized. This entry will be updated in 2011 to reflect current policy. In the meantime, see the Commission's Web site for information on seeking approval of distance education courses and programs.

Reports Required: None.

Other Visits Scheduled: Campus Evaluation: 2011 - 2012; A visit to the Lafayette, LA campus is required within six months of opening.
Campus Evaluation: 2011 - 2012; A visit to the Tempe, AZ campus is required within six months of opening.
Campus Evaluation: 2011 - 2012; A visit focused on evaluation of the new Bay Area Campus, in San Jose, California, and the new San Diego Campus in San Diego, California.
Campus Evaluation: 2011 - 2012; A Campus Evaluation Visit to the new campus in Knoxville, TN
Campus Evaluation: 2011 - 2012; Campus Evaluation Visit to new campus in Kansas City, MO
Campus Evaluation: 2011 - 2012; A Campus Evaluation Visit to the new campus in Flowood, MS, and Shreveport-Bossier, LA



STATEMENT OF AFFILIATION STATUS

Campus Evaluation: 2011 - 2012; Campus Evaluation Visit to the new campus at 1340 Adabel in El Paso, TX

Campus Evaluation: 2011 - 2012; Campus Evaluation Visit to new campus in Delaware

Campus Evaluation: 2011 - 2012; Campus Evaluation Visit to new campuses in Baton Rouge, and Lafayette, Louisiana

Sequential Visit: 2011 - 2012;

Summary of Commission Review

<i>Year of Last Comprehensive Evaluation:</i>	2001 - 2002
<i>Year for Next Comprehensive Evaluation:</i>	2011 - 2012
<i>Date of Last Action:</i>	11/21/2011

Name Change:

Institute for Professional Development to University of Phoenix (1978)



Association of Collegiate Business Schools and Programs

Bringing Together Those Dedicated to Teaching Excellence

May 7, 2007

Dr. Bill Pepicello
President
University of Phoenix
4615 E. Elwood Street, Bldg.4615, 4th Fl.
Phoenix, Arizona 85040

Dear President Pepicello:

Congratulations! The Board of Commissioners of the Baccalaureate/Graduate Degree Commission met on April 26-28, 2007, and granted Initial Accreditation for your business programs.

The University is proactive in planning and curriculum development and also responds quickly to the marketplace. Its technologies, support staff, and strong working relationships of administrators are effective components to the planning and flexibility.

Periodic Reports are required every two years to maintain your accreditation. You are encouraged to work with Commissioner, Dr. Pat Rucker on the maintenance of your accreditation. Dr. Rucker may be contacted by phone at 215-670-9282 or through her e-mail address at: parucker@peirce.edu.

You will be required to submit a periodic report, starting on **February 15, 2009**. Your ten-year reaffirmation will be due in 2017.

ACBSP encourages you to publicly announce that your business programs are accredited. Next week, we will be sending you, via e-mail, a sample ACBSP Press Release and ACBSP Logo files for publicizing your accreditation. As you prepare these materials, the following is your official ACBSP statement:

University of Phoenix is accredited by the Association of Collegiate Business Schools and Programs to offer the following business degrees:

**Associate degree programs:
Associate of Arts in Business
Associate of Arts in Accounting**

**Undergraduate programs:
Bachelors of Science in Business – Accounting
Bachelors of Science in Business - Administration
Bachelors of Science in Business - Communications
Bachelors of Science in Business – E-Business
Bachelors of Science in Business - Finance
Bachelors of Science in Business – Global Business Management
Bachelors of Science in Business – Hospitality Management
Bachelors of Science in Business – Information Systems**

7007 College Boulevard, Suite 420 • Overland Park, Kansas 66211
913-339-9356 • Fax 913-339-6226 • info@acbsp.org • www.acbsp.org

**Bachelors of Science in Business – Integrated Supply Chain and Operations
Management**

Bachelors of Science in Business - Management
Bachelors of Science in Business - Marketing
Bachelors of Science in Business – Organizational Innovation
Bachelors of Science in Business – Public Administration
Bachelors of Science in Business - Retail Management

Graduate programs:

Master of Business Administration – Accounting
Master of Business Administration – E-Business
Master of Business Administration – Global Management
Master of Business Administration – Healthcare Management
Master of Business Administration – Human Resources Management
Master of Business Administration – Public Administration
Master of Business Administration – Technology Management
Master of Business Administration – MBA (Spanish)
Masters of Management – Human Resources Management

Masters of Management - Public Administration
Masters of Management – MM/International
Executive MBA
Doctorate in Management in Organizational Leadership
Doctorate of Business Administration

Please take this opportunity to review the institution name as it will appear on your Certificate of Accreditation. If this is not correct, please notify Diana Hallerud via email at dianahallerud@acbsp.org and provide the correction by May 18, 2007.

Name of institution as it will appear on the certificate:

University of Phoenix
Phoenix, Arizona

I hope that you will plan to attend the accreditation ceremonies to receive recognition on Sunday evening, July 1, 2007 at our Accreditation Banquet. This year the Annual Conference is being held in Orlando, Florida, at the Buena Vista Palace Hotel located near downtown Disney.

You are encouraged to attend along with your Chief Academic Officer and Dean of the College of Business. Many institutions even invite many of the faculty to this prestigious celebration.

Your institution will also be announced during the Baccalaureate/Graduate Institution meeting held on Friday, June 29, 2007 at 2:30 p.m. There is a breakfast on Sunday morning July 1, 2007, at 8:00 a.m. for those institutions that are receiving accreditation. The purpose of the breakfast is to more personally congratulate the institutional representatives and to outline the procedures that will be followed at the accreditation banquet. At least one institutional representative should attend the breakfast.

In addition to the breakfast, a professional photographer will be available at 5:30 p.m. on Sunday, July 1 to photograph all institutional representatives along with the ACBSP Director of Accreditation, Associate Director, and the Chair of the Baccalaureate/Graduate Degree Board of Commissioners. Appropriate dress for the photo session and banquet is business professional.

University of Phoenix
Page 3
December 4, 2007

Additional information regarding the conference is available on our website at www.acbsp.org. Additional registration forms are available online. Please make your hotel reservations by May 15, 2007.

Congratulations on maintaining such a high quality business program.

Sincerely,



Steve Parscale
Director of Accreditation

Enclosures

c: Dr. Freda Hartman, Dean College of Undergraduate Business and Management
Dr. Brian Lindquist, Dean College of Graduate Business and Management
Dr. Pat Rucker



COUNCIL FOR ACCREDITATION OF COUNSELING
AND RELATED EDUCATIONAL PROGRAMS

presents this

Certificate of Accreditation

to the program designated below

at the

*University of
Phoenix*

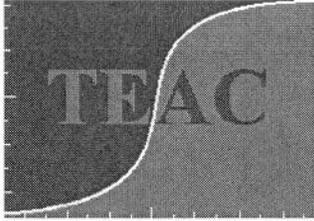
Phoenix and Tucson Campuses

for successful fulfillment of the standards of the Council

For the entry-level program in
Clinical Mental Health Counseling
(October 31, 2012)

Council Chairperson

President and CEO



Teacher Education Accreditation Council

January 9, 2008

Dr. Marla LaRue
University of Phoenix
College of Education
4615 East Elwood
AA-C705
Phoenix, AZ 85040

Dear Marla:

I am pleased to confirm that the Accreditation Committee of the Board of Directors of the Teacher Education Accreditation Council (TEAC) concluded at its meeting on December 20, 2007 in Newark, DE, that the evidence presented in your *Inquiry Brief Proposal*, as verified by the audit and evaluated by the Accreditation Panel, merits Preaccreditation status with two weaknesses.

The Accreditation Committee unanimously passed the following motion:

The teacher education program¹ submitted by the University of Phoenix is granted **Preaccreditation** with two weaknesses:

1. Weakness in 2.1. There are aspects of the rationale (2.1) that are weak and will need attention before the Inquiry Brief is submitted. In particular the program will need to analyze more carefully the differences across sites that may exist in its assessments and adjust its interpretations of the evidence from the representative samples accordingly.
2. Weakness in 2.1. There are aspects of Quality Principle I that are not covered in the assessments (namely, the surveys) and there are some areas of significance to the program (namely, collaboration) that are not assessed.

Your teacher education program's accreditation status is effective between December 20, 2007 and December 20, 2012. I have enclosed an insert that you may wish to display in your TEAC membership plaque.

¹ Master of Arts in Education, Teacher Education – Elementary and Secondary

Your preaccreditation status also entitles your program to use one of the statements of affiliation and accreditation in the footnote below² and is conditional upon your continued adherence to the principles, standards, and policies of the Teacher Education Accreditation Council. In announcing your status in TEAC, you must make clear that it is the teacher education program cited in your *Inquiry Brief* that is preaccredited by TEAC and not your department and institution.

I draw your attention to TEAC's requirements for your annual reports displayed on TEAC's Web site: <http://www.teac.org/accreditation/annualreport/annualreporting.asp>. Your first report is due by December 20, 2008, one year from the date on which accreditation status was awarded.

Congratulations on your accreditation achievement. We look forward to learning more about the evidence for the continued improvements you will be making in your teacher education program. We hope you will share what you are learning with others at our annual meetings and become an active participant in TEAC. We appreciate your cooperation and commitment to the TEAC system of accreditation.

Sincerely yours,

Frank B. Murray
President

Enclosures

cc: Jim Rath, TEAC Accreditation Panel Chair

² Statements of Affiliation and Accreditation

Programs accredited by the Teacher Education Accreditation Council that wish to state this affiliation in published materials should use one of the following official statements:

(1) *The [name of the institution]'s [name of the program] program, which is designed to [statement of the goal or mission of the program] is preaccredited by the Teacher Education Accreditation Council (TEAC) for a period of [number] years, from (date) to (date)*

(2) *The [name of the institution]'s [name of the program] program, which is designed to [statement of the goal or mission of the program] is preaccredited by the Teacher Education Accreditation Council (TEAC) for a period of [number] years from (date) to (date). This accreditation certifies that the forenamed professional education program has provided evidence that the program adheres to TEAC's quality principles.*

November 15, 2010

Pam Fuller, EdD, RN
Dean
College of Nursing
University of Phoenix
4605 East Elwood Street, MS AA-C708
Phoenix, AZ 85040-2069



Commission on
Collegiate Nursing
Education

Serving the
Public Interest
Through Quality
Accreditation

Dear Dr. Fuller:

On behalf of the Commission on Collegiate Nursing Education (CCNE), I am pleased to advise you that the CCNE Board of Commissioners acted at its meeting on October 14-16, 2010, to grant accreditation of the baccalaureate and master's degree programs in nursing at University of Phoenix for the term of 10 years, extending to December 31, 2020. These accreditation actions are effective as of February 23, 2010, which was the first day of the programs' recent CCNE on-site evaluation. You should plan for the next on-site evaluation to take place in the spring of 2020.

At its meeting, the Board determined that the programs met all four accreditation standards. The Board additionally determined that there are no compliance concerns with respect to the key elements.

As is required for all accredited programs, the Board requested that the programs submit a Continuous Improvement Progress Report (CIPR) at the mid-point of the accreditation term. The CIPR should address the nursing programs' continued compliance with all accreditation standards. The deadline for submitting the progress report to CCNE is December 1, 2015. The Report Review Committee, and then the Board of Commissioners, will review the progress report in the spring of 2016. For more information about CIPRs, please refer to the CCNE *Procedures for Accreditation of Baccalaureate and Graduate Degree Nursing Programs*, available at <http://www.aacn.nche.edu/Accreditation/pdf/Procedures.pdf>.

Please note that the aforementioned CIPR will need to address the CCNE standards that are in effect at the time of submission. In the reminder letter sent approximately 5 months prior to the CIPR due date, CCNE will inform the program of the specific standards to be used and will provide guidance for the preparation of the report.

A copy of the accreditation report that was sent to you earlier, along with your response to it, is being transmitted to the institution's chief executive officer as the Commission's official report to University of Phoenix. We hope that both the results of your self-study process and the accreditation report will be useful to the continued growth and development of the nursing programs. Certificates of accreditation are enclosed.

As a reminder, programs are expected to continue to comply with the CCNE standards and procedures throughout the period of accreditation. This includes advising CCNE in the event of any substantive change in your nursing programs or of any major organizational changes that may affect the programs' administration, scope, or quality. Substantive change notifications must be submitted to CCNE no earlier than 90 days prior to implementation or occurrence of the change, but no

One Dupont Circle, NW
Suite 530
Washington, DC
20036-1120
202-887-6791
fax 202-887-8476
www.aacn.nche.edu

later than 90 after implementation or occurrence of the change. These reporting requirements are discussed further in the CCNE *Procedures*.

We appreciate the many courtesies and the helpfulness extended to the CCNE evaluation team in the spring of 2010. The Commissioners join me in expressing our best wishes as you proceed with tasks important to the future of your nursing programs.

Sincerely,

A handwritten signature in black ink, appearing to read "Carol Ledbetter". The signature is fluid and cursive, with a large initial "C" and "L".

Carol Ledbetter, PhD, FNP, BC, FAAN
Chair, Board of Commissioners

cc: President William J. Pepicello
CCNE Board of Commissioners
CCNE Accreditation Review Committee
CCNE Evaluation Team

State Approval Agencies

The University is licensed or deemed exempt from licensure by the following state, district, commonwealth or provincial regulatory bodies.

State Agencies

Alabama Commission on Higher Education
Alaska Commission on Postsecondary Education
Arizona State Board for Private Postsecondary Education
Arkansas Department of Higher Education
State of California
Colorado Department of Higher Education, Commission on Higher Education
Department of Higher Education, State of Connecticut
Delaware Department of Education
Government of the District of Columbia, Education Licensure Commission
Florida Commission for Independent Education, Colleges and Universities
Georgia Nonpublic Postsecondary Education Commission
Hawaii Department of Commerce and Consumer Affairs
Idaho State Board of Education
Illinois Board of Higher Education
State of Indiana Commission on Proprietary Education (COPE)
Office of the Secretary of State of Iowa
Kansas Board of Regents
Kentucky Council on Postsecondary Education
State of Louisiana Board of Regents
Maryland Higher Education Commission
Commonwealth of Massachusetts Board of Higher Education
State of Michigan Department of Education, Postsecondary Services
Minnesota Higher Education Service Office/Private Career School Licensure
Mississippi Commission on College Accreditation
State of Missouri Coordinating Board of Higher Education
Montana Office of the Commissioner of Higher Education
Nebraska Coordinating Commission for Postsecondary Education
Nevada State Commission on Postsecondary Education
New Jersey Secretary of Higher Education
State of New Mexico Commission on Higher Education
Board of Governors of the University of North Carolina
Director of Degree Programs and Undergraduate Issues; Ohio Board of Regents
Oklahoma State Regents for Higher Education
Oregon Office of Degree Authorization
Commonwealth of Pennsylvania Department of Education
Consejo de Educacion Superior de Puerto Rico/Puerto Rico Council on Higher Education
South Carolina Commission on Higher Education
South Dakota Board of Regents
Tennessee Higher Education Commission
Texas Higher Education Coordinating Board
Utah System of Higher Education State Board of Regents
Commonwealth of Virginia Council of Higher Education
State of Washington Higher Education Coordinating Board Degree Authorization Agency
State of Wisconsin Educational Approval Board
Wyoming Department of Education

Federal Agency

United States Department of Education, Certificate of Eligibility

Campus Safety Policies



APOLLO
GROUPSM

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Section I: University of Phoenix Safety

With its parent company, Apollo Group, Inc. (Apollo), University of Phoenix has developed important programs to help protect your safety and well-being. The following information is not a contract. It is, however, a useful description of our campus safety policies, and we encourage you to read it carefully.

1.1

University of Phoenix Safety Declaration

Education requires a safe environment for success. University of Phoenix is strongly committed to crime prevention and the safety of our members. Your cooperation is essential to minimize criminal activity and create a safer community for all.

Like other institutions, universities are not without occasional crimes. You are not only a citizen of the country and state in which you live; you are an important member of the University of Phoenix community of students, faculty and staff. This means that you must obey both U.S. law *and* the rules and regulations of the University. Being aware of those rules and taking personal responsibility for your own conduct and safety improves the quality of life for everyone at the University.

A well-informed university community helps create a safety conscious public. The University follows federal law and annually publishes and distributes crime statistics for the current academic year and the three preceding academic years. You may review them at [http://www.phoenix.edu/about us/campus_safety.html](http://www.phoenix.edu/about_us/campus_safety.html).

1.2

The Campus Security Authority

To help ensure the safety of the University community, the University has a designated Campus Security Authority (CSA) on every campus. On certain campuses, we also contract with AlliedBarton Security Services. We do not contract with the police or other public law enforcement. However, we fully cooperate with them.

We comply with the Clery Act, a federal statute requiring all colleges and universities that participate in federal financial aid programs to keep and disclose information about crime on and near their campuses. The Clery Act also states that a CSA can be defined as any one of the following:

- Campus police department or a campus security department.
- Any individual who has responsibility for campus security (e.g., who is responsible for monitoring the entrance).

This Campus Safety Policies document refers to the local CSA as the individual the University designates at every campus and identifies on **In Case of Emergency/9-1-1** posters in all classrooms and common areas for all Apollo Group, Inc. locations. Students, faculty and staff should

report criminal offenses and incidents to their CSA. You can also find the CSA's name and contact information at www.phoenix.edu/about_us/campus_safety/campus_safety_contact_list.html.

The Clery Act states that other individuals may also support the CSA function, such as front desk University staff, those who provide security or monitor access to campus facilities or parking facilities, and the library or Student Resource Center (SRC). These individuals serve as a point of contact in the event of an emergency, incident or crime.

The local CSA advises them of this, provides Clery Act training, and partners with them to maintain a constant working relationship. Employees and AlliedBarton Security Services personnel who handle tasks like patrolling, monitoring access, or providing a driving or walking safety escort also serve in campus security authority capacities. The local CSA provides training on incident reporting and submitting crime reports.

1.2.1 Contracted AlliedBarton Security Services

AlliedBarton Security Services is the Apollo Group nationally contracted security vendor. AlliedBarton Security Services are utilized on most Apollo Group properties where there is not already a security presence provided by the property manager. These state-licensed personnel report all incidents and crime information to the appropriate Campus Security Authority and/or the Apollo Group Ethics and Compliance Campus Safety Team per the Jeanne Clery Act.

AlliedBarton Security Services personnel and University campus employees cannot make arrests. However, all campuses work diligently to maintain close working relationships with federal, state and local law enforcement.

The number of assigned AlliedBarton Security Services personnel to a campus may vary depending on the size of the campus community and local threats. Each AlliedBarton security officer meets that state's basic training requirements for uniformed security personnel. Authorized personnel may carry a guard license, guard certificate, security officer registration, or state-issued guard card.

1.2.2. Training of Contracted AlliedBarton Security Services Personnel

Training of AlliedBarton Security Services personnel covers the following:

- Legal restrictions on arrest, search and seizure, and use of force.
- Report writing basics.
- Workplace violence recognition, response, and prevention.
- AED, First Aid and CPR Certified.
- Jeanne Clery Act.
- Personal appearance, attitude and conduct that meet both security industry standards and those of the University.

Apollo Group, Inc. has partnered with AlliedBarton Security Services to provide at least one security guard at most campus locations. These individuals serve as a point of contact in the event of an emergency, incident or crime. The local CSA advises them of this and partners with each individual to maintain an active working relationship.

During the annual safety events, the CSA will communicate to all students and staff that AlliedBarton Security Services personnel can assist.

1.3

AlliedBarton Security Services Communication with Campus Security Authorities

AlliedBarton Security Services are required to report all incidents and crime information to the appropriate Campus Security Authority and/or the Apollo Group Ethics and Compliance Campus Safety Team per the Jeanne Clery Act. All information is reviewed by the Apollo Group Ethics and Compliance Campus Safety Team for reporting purposes. .

Section II: Reporting and Disclosure of Campus Safety Policies and Annual Crime Statistics

We provide notice of Reporting and Disclosure of Campus Safety Policies and Annual Crime Statistics to current students, faculty and staff.

2.1

Notifying the University Community

Every year, the University's community members receive a notice of the Annual Security Report electronically. The notice always:

- discloses that these annual crime statistics are part of the University of Phoenix Annual Security Report and available on a Website;
- gives the exact electronic Website address for this report: http://www.phoenix.edu/about_us/campus_safety.html; and
- states that community members may request a paper copy of the report.

2.1.1 Notifying Prospective Students, Faculty and Staff

The local Campus Security Authority (CSA) also notifies all prospective students, faculty and staff that Campus Safety Policies and Annual Crime Statistics are available on a Website. The notification contains the exact Web address and states that community members may request a paper copy.

2.2

Procedure for Gathering and Disclosing of the University's Annual Crime Statistics

A police report must be filed for loss or destruction of University property. Individual victims may choose to file a police report for personal property. We encourage them to do so. If asked, the CSA can assist with police reports for personal property.

The CSA will also maintain a listing of all crimes that occur on campus in the Campus Crime Log (Logbook) which must be made available to the public. The Logbook is required to be available at the front desk for inquiring individuals. In the event a campus does not have a front desk area, the Logbook can be kept in the Student Resource Center (if one is on-campus). In rare instances where there is no front desk and no Student Resource Center, the CSA will retain the Logbook.

The Logbook for the most recent sixty (60) day period must be open to public inspection, upon request, during normal business hours. Any portion of the Logbook that is older than sixty (60)

days must be made available within two (2) business days of a request. Logbooks must be kept for seven (7) years.

Section III: Safety Awareness and Crime Prevention

At University of Phoenix, we take safety awareness and crime prevention measures very seriously.

3.1

Crime Prevention Measures

Part of crime prevention is being alert to and aware of your immediate environment. Here are some important ways you can help keep yourself - and the University community - more safe and secure:

- Lock your car.
- Always take and keep your car keys with you.
- At night, travel in well-lighted areas and in pairs if possible. Avoid short cuts and deserted areas.
- Do not leave valuable items in your car, including personal items and school related materials such as textbooks.
- Do not park in isolated areas.
- Leave highly valuable items at home.
- Do not leave your personal property unattended.
- Do not carry more cash than necessary.
- Keep your purse, backpack or briefcase close to your body.
- Mark personal items that you bring on campus. This includes marking textbooks, laptops, and calculators with your name or some other traceable identification.
- Never bring any kind of weapon onto University property.

3.2

Timely Warning Notifications to the Campus Community

Campus Security Authorities (CSAs) release a Timely Warning Notification (TWN) to alert the University community of crimes or events that may potentially threaten students, faculty, staff or property. Posting these notices is necessary when a serious crime or a pattern of crimes or threats may put anyone in the University community at risk. CSAs are responsible for alerting the campus community (i.e., students, faculty and staff) of a particular crime or trend of crimes in a manner that is timely and will aid in the prevention of similar crimes. TWNs can be issued for threats to persons or to property.

TWNs are posted in visible, accessible areas at University of Phoenix locations where such threats occur. University of Phoenix campuses may use posters, emails and on-site digital and video monitors, or other available means to inform the campus community.

It is important to note that CSAs are not required to issue a TWN for *every* crime reported but must, at minimum, follow Clery Act guidelines. When making their decision, the University of Phoenix Campus Safety Team may consult with local law enforcement. Whether the CSA issues a TWN is determined on a case-by-case basis in conjunction with all the facts surrounding the crime(s), including such factors as:

- **The continuing danger to the campus community.** TWNs should be released if the campus community is at risk of becoming victims of similar crimes, so it is important to evaluate whether the crime was a one-time occurrence or the result of a trend of reported crimes.
- **The possible risk of compromising law enforcement efforts.** The CSA should consider law enforcement efforts when issuing a TWN, consulting with public authorities regarding the issuance of further TWNs so as not to compromise an ongoing investigation or other law enforcement efforts.
- **Community safety and awareness.** When issuing a TWN, the CSA must include information about the crime that triggered it, excluding personally identifiable or victim information. They also provide information that promotes safety and aids in the prevention of similar crimes.

Faculty and staff may contact the Security Operations Center (SOC) regarding security concerns at 866-992-3301. Personnel are available 24 hours a day, 7 days a week.

3.3

Safety and Access to University of Phoenix Campus Facilities

Our goal is to provide a campus environment that is as safe and secure as possible. Campus buildings and facilities are usually accessible to the public during normal business hours. However, classrooms and office buildings are generally locked when not in use. Only faculty and staff members have access to private program areas, secured administrative and institutional facilities.

3.4

Maintenance on University of Phoenix Campuses

The CSA ensures campus maintenance issues that may affect safety or enhance criminal activity are resolved. The CSA must notify the appropriate facilities manager and request prompt attention to the problem.

University facilities management personnel maintain and repair campus facilities. This includes repairs to defective doors and locking mechanisms. Exterior lighting is another important part of our commitment to campus safety. We ask that you promptly report any problems or hazards you notice to your CSA.

3.5

Safety Programs

Each campus sponsors at least one annual safety event and one sexual assault awareness event. A common theme of our safety events is developing members' awareness of their responsibility for their own safety and the safety of others. We focus on increasing security alertness and crime prevention education.

The annual safety event varies by campus and may include CPR, AED (automated external defibrillator), Crime Prevention Programs, Self-Defense and Protection, and Local Police or Fire Department demonstrations. See your CSA for information about upcoming security awareness and crime prevention programs.

3.5.1 Informing New Staff of Safety Reporting Procedures

In addition to coordinating these safety events, the CSA makes a good-faith effort to inform new and existing personnel of security reporting procedures. Staff members who have regular interaction with the campus community are informed that students may approach them with crime-related incidents that need to be reported quickly to the CSA.

3.6

Emergency Evacuation Planning

The CSA conducts at least one emergency evacuation drill per year at each campus location. Faculty and staff are encouraged to be familiar with these procedures. All campus buildings post exit and evacuation diagrams on each floor.

The University also maintains Emergency Response Guides (ERGs) in classrooms and common areas to provide a hands-on resource for students, faculty and staff to utilize in the event of emergencies involving medical response, evacuation, fire/smoke/explosion, severe weather, hazardous material, earthquake/power outage, intruder, civil disturbance, and bomb threat.

3.6.1 Emergency Evacuation Assistance

Individuals who require assistance during an emergency must disclose this need to their manager (staff) or a Disability Services Advisor (DSA) (students) whose contact information can be found at <http://www.phoenix.edu/students/disability-services/disability-services-advisors.html>. In conjunction with the CSA, the DSA develops a personal emergency plan that includes specific notification and evacuation procedures for appropriate students, faculty or staff in the event of an emergency.

Section IV: Reporting Criminal Activities

University of Phoenix does not contract with local police to be present on our campuses. In an emergency, dial **9-1-1** for help. We urge you to report all criminal activity, whether on or off campus, to the state or local police.

The University contracts with AlliedBarton Security Services. You may ask the Campus Security Authority (CSA) if AlliedBarton Security Services personnel are assigned to your campus. If so, you can also report on-campus incidents to the CSA, AlliedBarton Security Services personnel on site or at the front desk. You may report criminal activity to the CSA anonymously or request confidentiality. The CSA will coordinate with the local police department and AlliedBarton Security Services personnel when compiling the Annual Security Report.

Officially recognized student organizations should meet on University of Phoenix campus premises where University personnel or AlliedBarton Security Services personnel will be present. University personnel and AlliedBarton Security Services personnel do not monitor locations away from campus. However, we encourage you to report *any* emergency, criminal incident or concern to local law enforcement and/or to your CSA as appropriate.

4.1

Reporting Emergency Criminal Activities

In emergencies, **dial 9-1-1 first**.

9-1-1 answers calls **24 hours a day, 7 days a week**. The local police, fire or medical departments will respond immediately.

First, call 9-1-1 to report criminal offenses. You may use other emergency-response numbers to reach public emergency response agencies. After calling 9-1-1, report emergency incidents and crimes to the CSA so s/he may also respond.

4.2

Reporting Criminal Activity to the Campus Security Authority

The CSA is available at *all* University of Phoenix campuses for students, faculty and staff. The CSA has the official capacity to receive all reports relating to crime at University locations.

The identity of the CSA is listed on the University website at www.phoenix.edu/about_us/campus_safety/campus_safety_contact_list.html and posted on the **In Case of Emergency/9-1-1** posters in visible areas at each campus. Please look for this information, so you will be prepared if you need it.

4.3

Anonymous and Confidential Reporting of Crimes

University of Phoenix encourages students, faculty and staff to report any suspicious or criminal activities that occur at a University of Phoenix location. You may request confidentiality or make crime reports anonymously. Please contact your CSA and request confidentiality or anonymity if necessary.

4.4

Staff Support

The Security Operations Center (SOC) provides staff support 24 hours a day and 7 days a week to report information at 866-992-3301. Members of the campus community may also contact their local Silent Witness or Crime Stopper program to report information.

4.5

Confidential Reporting to a Counselor

Victims seeking professional counseling will have their information kept in confidence. Even if a victim gives the professional counselor permission to release his or her identity, the counselor may only report the occurrence of the event itself to be included in the Annual Crime Statistics.

Section V: Reportable Offenses

The University of Phoenix Annual Security Report includes crimes reported to a Campus Security Authority (CSA) that meet FBI crime definitions. Reportable crimes are not limited to FBI-defined offenses, however.

5.1

List of FBI-Defined Reportable Offenses

These crimes meet definitions in the Uniform Crime Reporting System of the Department of Justice, FBI, as modified by the Hate Crime Statistics Act:

- Aggravated Assault
- Arson
- Burglary
- Drug Abuse Violations
- Hate Crimes
- Liquor Law Violations
- Motor Vehicle Theft
- Murder and Manslaughter
- Rape, Forcible and Non-Forcible Sexual Offenses
- Robbery
- Weapons Possessions

5.2

Additional Offenses Reported Internally

These offenses are also reported on our website:

- Bomb Threats
- Destruction/Damage/Vandalism of Property
- Intimidation
- Larceny Theft
- Menacing
- Simple Assault
- Stalking
- Terroristic Threatening/Intimidation
- Theft
- Wanton Endangerment

5.3

Hate Crimes

A **Hate Crime** is a criminal offense committed against a person or property that is in any way motivated by the offender's bias. **Bias** is an expressed negative opinion or attitude toward a group of persons based on their race, gender, religion, disability, sexual orientation or ethnicity/national origin.

5.4

Reportable Locations and Their Definitions

The Clery Act includes the following locations in the annual Campus Crime Survey.

“On Campus:” Any building or property, owned or controlled by an institution within the same reasonably contiguous geographic area and used by the institution in direct support of, or in a manner related to, the institution's educational purposes, including residence halls; and any building or property that is within or reasonably contiguous, that is owned by the institution but controlled by another person, is frequently used by students, and supports institutional purposes (such as a food or other retail vendor).

“Non Campus:” Any building or property owned or controlled by a student organization that is officially recognized by the institution; or any building or property owned or controlled by an institution that is used in direct support of, or in relation to, the institution's educational purposes, is frequently used by students, and is not within the same reasonably contiguous geographic area of the institution.

“Public Property:” All public property, including thoroughfares, streets, sidewalks, and parking facilities, that is within the campus, or immediately adjacent to and accessible from the campus.

The Department of Education includes the following reporting location, if indicated:

“Local Crime Statistics:” Applicable statistics reported by local and state law enforcement not already included in the University of Phoenix Annual Security Report.

Section VI: University Cooperation with Law Enforcement Agencies

University of Phoenix values its cooperative relationships with federal, state and local law enforcement agencies. In addition to annual consultations for crime statistics reporting, Campus Security Authorities (CSAs) maintain working relationships with local law enforcement, facilitating timely lines of communication in case the authorities need to respond to an incident at a campus location.

Although the University does not contract with local police and law enforcement agencies for security, every campus contacts the appropriate authorities for annual crime reporting purposes. Law enforcement agencies are contacted in the event of an emergency on campus that requires their involvement.

On-going, cooperative communications and safety awareness programs may include:

- Inviting local law enforcement officers to participate in events on campus (e.g., annual safety event); or
- Extending courtesy use of unused classroom space during business hours for training functions; or
- Requesting walkthroughs or safety assessments.