Northcentral University Catalog
January 2016

Printed May 13, 2016

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January 2016 Catalog

Catalog.

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WELCOME TO THE NORTHCENTRAL UNIVERSITY

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- Click one of the main divisions (1 through 14 or Course Descriptions) to see topics in that portion of the Catalog.

- Click a topic to display the corresponding information.

2. When navigating through any School section of the online Catalog, each course title will appear in blue text. By "clicking" on the text, the course description is displayed for immediate viewing. Clicking the title again will close the description.

3. You can also use the Search function to locate the topic you are looking for.

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5. Direct any questions about the Catalog to your Academic Advisor or the appropriate Office of the University.

01 – INTRODUCTION

Mission, Vision, and Values

MISSION

Northcentral University educates professionals throughout the world and provides an accessible opportunity to earn a U.S. regionally accredited degree. Northcentral mentors students One-to-One with highly credentialed faculty via advanced delivery modalities. Northcentral commits to helping students achieve academically and become valuable contributors to their communities and within their professions.

VISION

Northcentral University is a premier online graduate university and a global leader in providing unprecedented access to U.S. regionally accredited higher education.

VALUES: I.D.E.A.s Founded on INTEGRITY

We hold all members of our community to the highest ethical standards of professional and academic conduct and the rules and regulations of U.S. higher education.

Innovation: We envision new and innovative education delivery systems, and support proven concepts of teaching and learning. We encourage our community to seek solutions to educational challenges that will improve the quality of our programs and services.

Diversity: We value diversity of thought and action as a strength that allows our community to transcend organizational and geographical boundaries. We expect members of our community to treat people with respect and dignity.

Excellence: Our community is committed to excellence in academics and service. We value leadership and strive for continuous improvement in everything we do. We define and measure outcomes and take action to ensure that our community's passion for excellence is never compromised.

Accountability: We are deeply committed to holding each member of the University responsible for their scholarly and professional work. We expect financial responsibility in the actions of our students and University team.

Distance Learning at Northcentral University

In the Northcentral University distance learning environment, students and faculty interact one-to-one. Northcentral University uses a personalized teaching model wherein students and faculty interact asynchronously during a course to achieve learning outcomes. Faculty function as instructors, facilitators, guides, consultants, and evaluators. A complete list of salaried faculty and their qualifications can be found at the end of this Catalog.

All degree programs include a set of fundamental courses and a set of related specialization courses allowing the student to select coursework closely associated with his or her educational and career goals. Students complete a degree plan, guided by faculty and supported by traditional texts, technology, and electronic resources and databases. Where appropriate, students must satisfy general education and/or content area requirements. Elective courses are divided into specializations at the undergraduate level and specializations at the graduate level. Students choose from a carefully selected array of courses that support program objectives.

NCU utilizes its own proprietary Learning Management System (LMS) to provide an enriched online experience for NCU students. This LMS is tailored to NCU's unique one-to-one teaching model and graduate program focus.

Board of Trustees Members

- Northcentral University President and Chief Executive Officer, George A. Burnett (ex officio member)
- Jerry Israel, PhD (Chair)
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- Irene Wang (Member)
- William Whittington, JD (Member)

History and Accreditation of Northcentral University

Founded in 1996, Northcentral University (NCU) is a regionally accredited, private, online and graduate- focused university serving professionals globally. Northcentral University offers doctoral, master's and bachelor's degrees in business and technology management, education, psychology as well as marriage and family therapy. Courses are taught one-to-one by a member of NCU's 100 percent doctoral faculty, and there are no physical residency requirements. NCU is regionally accredited by WASC Senior College and University Commission (WSCUC), 985 Atlantic Avenue, Suite 100, Alameda, CA 94501, 510-748-9001, www.wascsenior.org.

Northcentral University educates professionals throughout the world by providing an opportunity to earn a quality degree online from a U.S. regionally accredited University. We are committed to helping our students achieve academically and become valuable contributors in their communities and within their professions.

Facts and Figures

- Northcentral University was founded in 1996 in Prescott, Ariz.
- Northcentral University includes four schools:
  - The School of Education
  - The School of Business and Technology Management
  - The School of Social and Behavioral Sciences
  - The Graduate School
- Northcentral University offers bachelor's, master's and doctoral degrees taught completely online; no physical residency is required.
- Northcentral University has more than 5,500 alumni.
- Northcentral University has nearly 10,000 students.
- Ninety-eight percent of Northcentral University's student body are graduate students; 69 percent of whom are completing their doctoral degree.
- Students from more than 58 countries, on six continents, attend Northcentral University.
- All Northcentral University faculty – full-time and adjunct – have a doctoral degree.
- Northcentral University offers the first ever Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE) Accredited distance based Marriage and Family Therapy program.
- Northcentral University's teaching method is based on a one-to-one learning model where students work directly with their faculty. There are no team projects.
- Student support services include:

- o **New student orientation** provides students new to Northcentral University with an online, interactive tour of the student portal, library and writing center, as well as highlights methods for engaging with faculty and fellow students.
- o **Northcentral University Library** supports degree programs by making accessible thousands of scientific and academic publications through databases such as EBSCO Host, SAGE Journals Online, Wiley Online Library, ProQuest, and many others.
- o The **Academic Success Center** provides American Psychological Association (APA) writing assistance and support materials.
- o The **Dissertation Center** provides resources and tools for students in doctoral programs.
- o **Smarthinking** is an on-demand tutoring service staffed by qualified tutors.
- o The **Virtual Bookstore** buys and sells course textbooks.
- o **ePortfolio** enables students to organize, store and display written documents, photos, spreadsheets, graphics and references. Students can also create online, password-protected portfolios.

Accreditation

- Northcentral University is regionally accredited by the WASC Senior College and University Commission (WSCUC).
- Northcentral University Bachelor of Business Administration (BBA), Master of Business Administration (MBA), Doctor of Business Administration (DBA), and Doctor of Philosophy in Business Administration (PhD-BA) programs in the School of Business and Technology Management are accredited by the Accreditation Council for Business Schools and Programs (ACBSP).
- Northcentral University offers the first primarily distance-based Master of Arts in Marriage and Family Therapy (MAMFT) accredited by the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE).
- Northcentral's School of Education has received five year initial accreditation through the Teacher Education Accreditation Council (TEAC) for eight PK-12 specializations in the Master of Education (MEd) program.

Academic Alignment

- Northcentral University is a Registered Education Provider (R.E.P.) for the Project Management Institute (PMI ®) (PMI is a registered mark of Project Management Institute, Inc.)
- The Society for Human Resource Management (SHRM) has recognized Northcentral's Human Resources Management specializations for the BBA and MBA programs as fully aligning with SHRM's HR Curriculum Guidebook and Templates.

Awards and Recognition

- Northcentral University's Business school ranked #5 in faculty credentials and training by US News & World Report in 2011.
- Northcentral University's Education school ranked #6 in faculty credentials and training by US News and World Report in 2011.
- Northcentral University is ranked in the top 25 online schools by TheBestDegrees.org.

Academic Leadership

- David Harpool, JD, PhD, is the Interim Provost and Chief Academic Officer of Northcentral University
- John LaNear, JD, PhD, is the Senior Vice President of Academic Affairs and Interim Dean of The Graduate School
- Raymond Rodriguez, EdD, is the Associate Provost of Academic Operations, Planning, and Institutional Effectiveness
- Peter Bemski, PhD, is the Dean of the School of Business and Technology Management
- Rebecca Wardlow, EdD, is the Dean of the School of Education
- James Billings, PhD, is the Dean of the School of Social and Behavioral Sciences

Key Dates in NCU History

- 1996 – Northcentral University is founded by Dr. Don Hecht in Prescott, Ariz.
- 1997 – Northcentral University's School of Business and Technology Management is created.
- 1997 – Northcentral University enrolls its first student.
- 1998 – Northcentral University is granted a provisional degree-granting license by the State of Arizona Board for Private Postsecondary Education.
- 2000 – Northcentral University hosts its first commencement ceremony, on June 17, for graduates from 1999and 2000.
- 2003 – Northcentral University becomes institutionally accredited by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools (NCA).
- 2004 – The School of Education at Northcentral University is formed.
- 2006 – Northcentral University establishes a presence in the Valley of the Sun, in Tempe, Ariz.
- 2007 – Northcentral University relocates to Prescott Valley, Ariz. from Prescott, Ariz.
- 2007 – Dr. Clinton Gardner is named president of Northcentral University.

- 2007 – The Certificate of Advanced Graduate Studies (CAGS) program is announced.
- 2007 – Northcentral University is selected as an FBI National Academy Associates education partner.
- 2007 – Northcentral University forms the Lambda Eta Chapter of Delta Mu International Honor Society (for students of business administration).
- 2007 – Northcentral University's School of Business and Technology Management receives Accreditation Council for Business Schools and Programs (ACBSP) accreditation for all business degree programs.
- 2007 – Northcentral University forms the first virtual chapter of Kappa Delta Pi, an international society in the field of education.
- 2007 – Northcentral University and Rio Salado College announce a teacher education partnership for a bachelor's-completion program.
- 2008 – Northcentral University is accepted by Alpha Phi Sigma Honor Society (for students of criminal justice); forms Iota Pi Chapter.
- 2008 – The Higher Learning Commission (HLC) formally reaffirms accreditation of Northcentral University.
- 2008 – The Accreditation Council for Business Schools and Programs (ACBSP) selects Northcentral University's *Strategic Knowledge Studies* program as a world-class offering.
- 2009 – Northcentral University receives provisional approval to offer Title IV funding from the U.S. Department of Education.
- 2010 – Dr. Clinton Gardner is named president and provost of Northcentral University.
- 2010 – Northcentral University announces Charter Membership in the Golden Key International Honour Society (the largest collegiate honor society).
- 2011 – Northcentral University officially launches The Graduate School.
- 2011 – Northcentral University's Master of Arts in Marriage and Family Therapy (MAMFT) becomes an approved degree program for the State of California.
- 2012 – Northcentral University announces and begins implementation of the full-time dissertation faculty model.
- 2012 – Dr. Clinton Gardner announces his retirement; George A. Burnett is named CEO and president of Northcentral University.
- 2012 – Dr. Scott Burrus is named provost of Northcentral University.
- 2012 – Northcentral University and Rio Salado College, receive approval from the Arizona State Board of Education to offer a 3+1 bachelor's degree in education.
- 2013 – Northcentral University becomes the first school to offer a primarily distance-based Master of Arts in Marriage and Family Therapy (MAMFT) accredited by the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE).

- 2013 – The School of Behavioral and Health Sciences splits into the School of Psychology and the School of Marriage and Family Sciences.

- 2013 – Eight PK-12 specializations in the Master of Education (MEd) program receive five year initial accreditation through the Teacher Education Accreditation Council (TEAC).

- 2013 - Northcentral University receives approval from the Arizona Department of Education to offer a PK-12 Principal Preparation program at the master's level.

- 2015 - Dr. David Harpool appointed interim provost of Northcentral University.

- 2015 - NCU is regionally accredited by WASC Senior College and University Commission (WSCUC).

- 2015 - The School of Marriage and Family Sciences and the School of Psychology merge into the School of Social and Behavioral Sciences.

Northcentral University Holiday Closures

Northcentral University offices are closed on the following holidays and students are notified through the Northcentral University messaging system of such closures:

Holiday	2016 Closure Date
New Year's Holiday	Friday, January 1
Memorial Day	Monday, May 30
Independence Day	Monday, July 4
Labor Day	Monday, September 5
Thanksgiving	Thursday and Friday, November 24 and 25
Winter Holiday / Christmas Eve and Christmas Day	Friday and Monday, December 23 and 26

Graduation Calendar

The current graduation calendar and general information about the Northcentral University graduation process and ceremony schedule can be found at http://www.ncu.edu/graduation. The 2016 graduation ceremony will take place on July 9th, 2016.

02 - ADMISSIONS POLICIES

General Admission

Northcentral University offers programs for bachelor's degree completion, master's, and doctoral degrees in specializations designed to meet the needs of adult students and professionals. Meeting the admission requirements is an indicator that the student is qualified to enter and pursue the degree program chosen. The University emphasizes that a student's success depends upon applying oneself to the degree program studies.

Notice of Nondiscrimination and Section 504/ADA Coordinator

It is the policy of Northcentral University not to discriminate on the basis of disability in admission or access to, or treatment or employment in, its program or activity. NCU has adopted an internal grievance procedure providing for prompt and equitable resolution of complaints alleging any action prohibited by Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794. Section 504 prohibits discrimination on the basis of disability in any program or activity receiving Federal financial assistance. The following person has been designated to handle inquiries regarding the non-discrimination policies:

Laura L. Barwidi,
Compliance Manager - Disabilities Services
Student Services
8667 East Hartford Drive, Suite 110
Scottsdale, Arizona 85255
Toll free: 888-628-6911, ext. 8018
Phone: 928-541-8018
Email: disabilitiesservices@ncu.edu

Application Requirements

A completed application (available online at https://apply.ncu.edu) must be accompanied by:

- All official transcripts sent from the previous degree-awarding institution
- Credentials evaluation through an official agency for applicants with international credentials from an academic institution outside of the United States (see the Credential Evaluation policy and/or http://www.ncu.edu/northcentral-global/consumer-information/internal-admissions)

Basis for Admissions

Northcentral University accepts students on a continual basis. The Application for Admission can be submitted online any time during the year through the Northcentral University website. The Registrar's Office reviews each applicant file to ensure that the prospective student meets the institutional and program-specific basis for admission.

Official Admission

Northcentral University requires students to provide official documentation of previous education to be considered officially admitted to the university. Northcentral accepts the following as official documentation:

- Official transcript, defined as a document in a:
    - Sealed envelope from the institution via mail OR
    - Received electronically through a 3rd party transcript processor (e.g.:eScrip, Parchment, National Student Clearinghouse, Transcripts on Demand)
- Unofficial transcripts, through an official source, with degree conferral statement requires
    - An official degree verification from the National Student Clearinghouse
- Unofficial transcript, through an official source, without degree conferral statement requires
    - An attestation of conferral by the applicant and an official degree verification from the National Student Clearinghouse

Unofficial transcripts, at minimum, must include the following information:
- Student's full name
- Name of school
- Course and/or term dates
- Earned and attempted credit totals
- Grade point average (GPA)
- Name of degree and conferral date (if applicable)
- All pages of the transcript

Note: Degree audit reports and grade reports are not considered unofficial transcripts. A transcript with the minimum pieces of information listed above must be provided. If any of the above information is absent the registrar's office may be petitioned and will decide if the document is acceptable based on the information provided.

Students who have provided an attestation of conferral for a future date will not be scheduled until official documentation confirming degree conferral is received.

Once a student is considered officially admitted he or she may receive financial aid.

Provisional Admission

Northcentral University may offer provisional admission to applicants who cannot provide official documentation prior to the first day of class but can demonstrate meeting the basis for admission through unofficial documentation. A student who is admitted on a provisional basis is only granted official admission status once all official documentation has been received by Northcentral University. While provisionally accepted students will not receive financial aid disbursements once official documentation is received; Title IV funds may be released.

Official Admission Deadline for Provisionally Admitted Students with U.S. Transcripts

Students who have provided unofficial transcripts from U.S. institutions may be offered Provisional Admission status for a maximum of 90 days starting with the first day of vesting in an NCU course. Students who do not provide the required official documentation prior to the 91st day of enrollment will be administratively dismissed by the University unless they are currently in a course. Then they will be dismissed after the course ends.

Students who have been administratively dismissed for failure to provide official documentation within the allotted time frame will not be allowed to reenter the University until all official documentation has been provided.

Official Admission Deadline for Provisionally Admitted Students with International Transcripts

Students who have provided unofficial transcripts from international institutions (and an attestation of degree conferral and/or total credits completed when requested) may be offered Provisional Admission status for a maximum of 180 days starting with the first day of enrollment in an NCU course. Students who do not provide the required official documentation prior to the 181st day of enrollment will be administratively dismissed by the University. Students who have been dismissed for failure to provide official documentation within the allotted time frame will not be allowed to reenter the University until all official documentation has been provided. Students provisionally admitted will not be eligible for Title IV.

Official Admission Deadline for Provisionally Admitted Students with Equivalency Evaluation

Northcentral University will provisionally accept internationally awarded degrees as the basis for admission provided an unofficial degree equivalency evaluation from a Northcentral University approved credential evaluation agency is provided. During the enrollment process, Northcentral will work with an applicant to determine which

approved credential evaluation may be recommended for their personal situation. A list of Northcentral University approved credential evaluation agencies can be found on Northcentral University's public website. All official transcript evaluations completed by approved credential evaluation agencies are due 180 days after the start of the student's first course. An official credential evaluation is defined as being received:

- In a sealed envelope from the agency or via secure email delivery to transcripts@ncu.edu,
- Degree level, major and U.S equivalency statement
- With a conferred date,
- With information that matches that of the Applicant

Matriculation

Students admitted to a degree program at Northcentral University are considered matriculated into their degree program upon successful completion of their third degree course and participation in one day past the drop period of their fourth degree course (not including leveling coursework). Any student who does not successfully complete the first three degree courses and participate in one day past the drop period of their fourth degree course are considered non-matriculated and will not be used in calculating completion rates. See the Refund Policy and Procedure for detailed information regarding NCU's drop period.

Second Degrees

Students who have a conferred Bachelor's degree from a regionally or nationally accredited college or university can earn a second Bachelor's in the same discipline by completing a minimum thirty (30) credits as stipulated for an undergraduate specialization. If the second Bachelor's is not in the same discipline, twelve additional credits will be required for pre-requisite fundamental courses.

Students in, or who have completed, their Bachelor's or Master's program at Northcentral University and wish to earn a second degree at the same or higher program level are subject to the University's Basis of admissions policy and total credit and specialization requirements of the specific program.

If a student returns to Northcentral for an additional degree, unsuccessful attempts at coursework constituting a portion of the conferred degree shall not negatively impact a student's SAP status in subsequent programs, nor shall time elapsed in pursuit of a conferred degree affect the time remaining in subsequent programs. Minimum grade requirements and other transfer credit policy still apply.

Refer to the policy on Changing Degree Programs for information on substituting another program for the current program.

English Proficiency

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If English is the second language of a student or the student is submitting a transcript from a non-English instruction school for basis for admissions purposes, an official score demonstrating English proficiency is required for admission. A minimum official examination score is required for basis of admission to all Northcentral University programs as outlined under English Proficiency.

Full Acceptance Requirements - Undergraduate Programs

Admission to a Northcentral University Bachelor's degree program requires:

- An official high school transcript, or the equivalent of a high school diploma*

AND

- An official academic transcript from a regionally or nationally accredited institution, which indicates the applicant has successfully completed at least 60 semester transfer credits as defined in the NCU Transfer of Credit policy, with a cumulative 2.0 grade point average on a 4.0 scale, and has met all general education requirements needed for a Northcentral University bachelor's degree before entering Northcentral University;

OR

- A conferred Associate's degree from a regionally or nationally accredited academic institution with a cumulative 2.0 grade point average on a 4.0 scale.

*Acceptable equivalents of a high school diploma:

- Official proof of a General Education Development Certificate (GED)

OR

- An official State certificate received by a student after the student has passed a State-authorized examination that the State recognizes as the equivalent of a high school diploma
- Homeschooled students must abide by the state statutes or regulations governing homeschools and, if applicable, must provide documentation of the applicant's participation in the homeschooling process

Note: Acceptance of an official academic transcript showing a conferred bachelor's degree from a regionally or nationally accredited academic institution as the basis of admission for a Northcentral University Bachelor's degree program is subject to Dean approval.

Full Acceptance Requirements - Master's Programs

Admission to a Northcentral University Master's program requires a conferred bachelor's and/or a conferred master's or doctoral degree from a regionally or nationally accredited academic institution.

For the Master's program (MBA) in the **School of Business and Technology Management,** there are two options for entering:

- **Direct Entry** - Individuals with a previously completed bachelor's degree in business from a regionally or nationally accredited academic institution may immediately begin the MBA program.

- **Evaluation Track** - Individuals who do not meet direct entry requirements will begin their degree plan with MBA5102-8 Welcome to Changing Times -- Business in the 21st Century, followed by SKS5001-8 Comprehensive Strategic Knowledge Studies, and upon successful completion of SKS5001-8 take the remaining courses in their degree plan.

  Students who feel that they have the business background and knowledge are allowed to take a test-out exam that covers the major business areas. The student must score 70 or above on the exam and can be taken no later than two weeks prior to the beginning of SKS5001-8 Comprehensive Strategic Knowledge Studies course. This can be discussed with your enrollment or student academic advisor.

Students who enter through the evaluation track and do not immediately test out of SKS5001-8 prior to having the course placed in their degree plan are not permitted to participate in the Accelerated MBA program.

MEd with Specialization in PK-12 Principal Leadership - In addition to general requirements for admission to an MEd program, applicants to the MEd program with specialization in PK-12 Principal Leadership must have:

- A prior GPA of 2.5 or better,
- A public school teaching license/certificate,
- A minimum of 3 years' successful, full-time teaching experience, and
- Additional requirements as specified in the NCU PLCS Application form.

Master's Program in the Department of Marriage and Family Sciences - In addition to evidence of the conferred degree, applications for admission to the Department of Marriage and Family Sciences Master's programs require prior to the first date of attendance:

- Current resume or CV
- Statement of intent
- Licensure plan (not required for applicants with an existing MFT license)
- Statement of professional ethics and conduct
- List of clinical site possibilities in the area of residence
- Course transfer/waive request (if applicable)
- Interview with an MFT faculty member
- Background check (All applicants that currently live or who have ever lived in the United States are required to complete a background check through NCU's

designated provider prior to acceptance in the MFT program. International students and students holding a current MFT license are exempt from the requirement.)

Full Acceptance Requirements - Certificate Programs

Post-Baccalaureate Certificates

- Admission to a Northcentral University Post-Bachelor's Certificate program requires a conferred bachelor's level or higher degree from a regionally or nationally accredited academic institution.

Post-Master's Certificates

- Admission to a Northcentral University Post-Master's Certificate programs requires a conferred master's degree and/or a doctoral degree from a regionally or nationally accredited academic institution. Examples of acceptable doctoral degrees include doctor of philosophy (PhD), doctor of education (EdD), doctor of business administration (DBA), juris doctorate (JD), doctor of medicine (MD), doctor of osteopathic medicine (DO), doctor of chiropractic (DC), doctor of dental surgery (DDS), and doctor of veterinary medicine (DVM).

Full Acceptance Requirements - Doctoral Programs

Admission to a Northcentral University Doctoral program (including the Education Specialist – EdS – program) in the School of Education requires a conferred post-baccalaureate master's degree and/or doctoral degree from a nationally or regionally accredited academic institution. Examples of acceptable doctoral degrees include doctor of philosophy (PhD), and doctor of education (EdD).

Admission to the Doctoral program in the **School of Business and Technology Management** will be determined by the degree used to meet the basis for admission.

Doctoral program in the School of Business and Technology Management - In order to enter the doctoral program, applicants are required to have a conferred master's degree from a nationally or regionally accredited academic institution. There are two options for entering the doctoral program in the School of Business and Technology Management.

- **Direct Entry** – Individuals may immediately begin the doctoral program through the DBA or PhD track with a previously completed master's degree in one of the following:

  o A generalized business area such as business management or business administration,

  o Specialized business area (e.g. Master of Finance, Master of Human Resources Management) AND an undergraduate degree in business OR

  o A previously completed master's degree in any field AND an undergraduate in business.

- **Evaluation Track** – Individuals not meeting the direct entry requirements are required to take SKS7001-8 Doctoral Strategic Knowledge Studies as part of their degree plan.

  Students in the Evaluation track will begin their degree plan with BTM7101-8 Foundations for Doctoral Studies in Business followed by SKS7001-8 Doctoral Comprehensive Strategic Knowledge Studies and upon successful completion of SKS7001-8 take the remaining courses in their degree plan.

  Students who feel that they have the business background and knowledge are allowed to take a test-out exam that covers the major business areas. The student must score 70 or above on the exam and can be taken no later than two weeks prior to the beginning of SKS7001-8 Comprehensive Strategic Knowledge Studies course. This can be discussed with your enrollment or student academic advisor.

Ed.D with Specialization in Nursing Education - In addition to general requirements for admission to an Ed.D program, applicants to the Ed.D program with specialization in **Nursing Education** must provide a copy of the following:

- A valid and active RN license from the United States

Admission to the Doctoral programs in the **Department of Marriage and Family Sciences** will be determined by the degree used to meet basis of admission and/or clinical experience.

Doctorate of Philosophy in Marriage and Family Therapy (PhDMFT) Program – In order to enter the PhDMFT program, applicants must have earned a master's degree from a nationally or regionally accredited university. The qualifying master's degree must have been completed in a clinical training program (e.g., MFT, psychology, social work, counseling). There are two options for entering the doctoral program in MFT:

- Applicants with a previously completed master's degree in marriage and family therapy from a COAMFTE accredited program meet the educational requirements to enter the 69 credit Ph.D. program. These applicants will still need to complete the additional application steps outlined below (e.g. complete MFT specific applicant packet, one-on-one interview with MFT faculty, complete a national background check.)
- Applicants with a completed master's degree in a clinical discipline (counseling, clinical psychology, or social work) and who are licensed or license eligible (i.e., in the process of pursuing licensure) in a clinical discipline must have their previous transcripts evaluated for potential waiver credit to meet some or all of the standard curriculum requirements (taken from the MAMFT program).

Doctorate in Marriage and Family Therapy (DMFT) Program – In order to enter the DMFT program in Marriage and Family Therapy (MFT), applicants must have earned a master's degree from a nationally or regionally accredited university. The qualifying master's degree must have been completed in a clinical training program (e.g., MFT, psychology, social work, counseling).

Those with a master's degree in marriage and family therapy can begin the program immediately. Those needing fundamental knowledge of systems theory and MFT models will be required to complete up to four master's level courses following completion of the initial DMFT course.

In addition to evidence of the conferred degree, applications for admission to the Department of Marriage and Family Sciences' Doctoral programs require prior to the first date of attendance, submission of:

- Current resume or CV
- Statement of intent
- Licensure plan (not required for applicants with an existing MFT license)
- Statement of professional ethics and conduct
- List of clinical site possibilities in the area of residence
- Course transfer/waive request (if applicable)
- Interview with an MFT faculty member
- Background check (All applicants that currently live or who have ever lived in the United States are required to complete a background check through NCU's designated provider prior to acceptance in the MFT program. International students and students holding a current MFT license are exempt from the requirement.

Admission to the Doctoral programs in the **Department of Psychology** will be determined by the degree used to meet basis of admission and/or clinical experience.

Doctoral Program in Psychology – In order to enter the doctoral (PhD) program in psychology, applicants must have earned a master's degree from a nationally or regionally accredited university. There are two options for entering the doctoral program in psychology:

- **Direct Entry** – Individuals with a previously completed master's degree in any area of Psychology, Mental Health Counseling, Marriage and Family Therapy, or Social Work may immediately begin the 60 credit PhD program.
- **Evaluation Track** – Individuals who have previously completed a master's degree in an area other than one listed above must have their transcripts evaluated to determine if previous coursework meets some or all of the Standard Curriculum requirements (see below). Students in the Evaluation Track would begin their degree plan with PSY7101 and PSY7102 and then take all required Standard Curriculum courses prior to taking the remaining courses in their degree plan.

Admissions Procedures

Applications may be submitted using the online application form at https://apply.ncu.edu or by contacting Enrollment Services at 866-776-0331 for assistance. Additional documents may be submitted by mail, fax, or email. Fields are available on the online application form to securely store credit card information and social security information, which should never be transmitted by email.

Incomplete applications will not be evaluated.

Applicants must request official transcripts be sent directly to Northcentral University from prior colleges and universities during the application process. Acceptance may be granted based on unofficial transcripts. However, all official, sealed transcripts must be received from U.S. institutions within 90 days of the start of the first course, and from foreign institutions within 6 months of enrollment.

Applicants using academic documents issued by non-U.S. academic institutions for admissions consideration may be required to have these official documents sent directly from the academic institution to the credential evaluating agency. Please refer to the section in this Catalog entitled Credential Evaluation for current information regarding accepted Credential Evaluation agencies and procedures involved or see: http://www.ncu.edu/northcentral-global/consumer-information/internal-admissions

Address for Submission of Transcripts

Transcripts should be sent to the Office of the Registrar for processing at:

Office of the Registrar
Northcentral University
8667 E. Hartford Drive, Suite 110
Scottsdale, AZ 85255

Online Requirements

Northcentral University uses electronic communications. To complete the admissions process, applicants need to have access to the World Wide Web readily available to them. Northcentral requires all applicants to submit an online application by completing the application form at: https://apply.ncu.edu

It is highly recommended that applicants review the minimum technology requirements outlined on the Northcentral University public Web site: http://www.ncu.edu/northcentral-global/consumer-information/technical-requirements.

Students should also periodically review these requirements.

Students must also be able to navigate the World Wide Web. Students are responsible to check the Northcentral University student's web site weekly, including electronic

communications sent via the Northcentral messaging system, and to advise the University of any related problems.

English Proficiency

English is the language of instruction at Northcentral, and Northcentral University students work with English-speaking faculty. The programs rely heavily on writing; therefore students must be able to communicate effectively in written English. Applicants who do not hold a conferred degree from a secondary or post-secondary school where English was the primary language of instruction are required to demonstrate English proficiency. The Northcentral University catalog describes current testing procedures and current requirements for writing competency.

How to Demonstrate English Proficiency

Official Test Scores

- Testing of English as a Foreign Language (TOEFL) – Northcentral University accepts internet-based (iBT) and paper-based (pBT) TOEFL test results and requires a minimum score of 79 for iBT and 550 for pBT. Go to www.toefl.org for complete information. Test results must be sent directly to the Northcentral University registrar's office. When test results are ordered or applicant takes a test for the first time, Northcentral University School Code of 4572 must be noted.
- International English Language Testing System – ACADEMIC VERSION ONLY (IELTS) - Northcentral University requires a score of 6.5 on the academic version of IELTS. Go to www.ielts.org for complete information. Test results must be sent directly to the Northcentral University registrar from IELTS.
- Pearson Test of English (PTE) – Northcentral University requires a score of 53. Go to www.pearsonpte.com for complete information. Test results must be sent directly to the Northcentral University registrar's office from PTE.

If the applicant has already taken the TOEFL, IELTS, or PTE test results cannot be more than two (2) years old. The applicant contacts the appropriate testing agency and has the results sent to the Northcentral University Enrollment Team from the testing agency. Test scores must be submitted prior to acceptance and enrollment being granted.

Proficiency Score Thresholds for Tests Accepted by NCU			
TOEFL iBT	TOEFL pBT	IELTS	Pearson PTE
79	550	6.5	53

Exemption

If within two years prior to applying for admission to Northcentral University, the potential student completed a minimum of 15 academic semester credit hours with a cumulative GPA of 3.0 or better from a secondary or postsecondary institution where English was the primary language of instruction, he or she will not be required to demonstrate English proficiency through an official exam.

Exception

Applicants who can demonstrate exceptional levels of proficiency via documentation regarding employment history or prior academic work may be considered for exception by the Dean's Office.

Credential Evaluation

Applicants submitting diplomas, degrees, and course transcripts from non-U.S. institutions should have their academic credentials evaluated. The evaluation will determine if an applicant's education meets admission requirements, and if any transfer credits will be awarded. Be sure to accommodate a credential evaluation in your enrollment timeline.

Northcentral University will accept credential evaluations through any evaluation agency accredited by the National Association of Credential Evaluation Services (NACES). In addition, credential evaluations by the American Association of Collegiate Registrars and Admissions Officers (AACRAO) are accepted.

Official documents must be sent directly to the evaluation agency; it is important to list Northcentral University as a copy recipient on the application so that Northcentral will be electronically notified when the evaluation is complete. Please note that the Northcentral Registrar's office cannot assist you in facilitating your credential evaluation through AACRAO.

I-20 Documents and F-1 Status

Northcentral University is not authorized to issue I-20 documents, nor will full-time attendance at Northcentral University by a non-citizen satisfy F-1 student status. International students with a visa status other than F-1, as well as those F-1 visa students attending and resident at another university approved as a study site for students who are not United States citizens, may be eligible for study at Northcentral University. If the student visits the United States, Northcentral University invites students to meet with their Academic Advisor and School Dean, but travel is not required for a Northcentral University degree.

Non-Degree Applicants

Some students do not intend to obtain a new degree, but pursue studies to enhance their personal and professional knowledge. There is no limit on the number of courses a student can take while in a non-degree status.

Tuition will be charged for all undergraduate courses at the current rate for the bachelor's program at the time of course registration. Tuition will be charged for all graduate courses at the current rate for doctoral programs at the time of course registration. The Academic Advisor will advise the applicant if there are prerequisites for the course requested.

If the student later applies for admission to a degree program, he or she will have to formally apply to the degree program and submit all required documentation. Any non-degree study will be evaluated as to whether the course work will be applied to the degree requirements. The student will be evaluated as a new applicant, and must meet tuition requirements, graduation requirements, and policies in effect at the time of making application to the degree program.

Transfer of Credit

Requests for course transfer credit must be made along with the Application for Admission so that an appropriate Degree Plan can be developed and accepted by the student. Requests by the student for consideration of additional transfer credit can be made at any time prior to Graduation provided the maximum number of transfer credits permissible has not already been accepted by the University. Review of transfer credit requests after the initial evaluation may require a re-evaluation fee. The School Dean or designee must approve all requests for transfer credit. Transfer courses are evaluated for currency, relevancy to Northcentral University degree programs, and whether they meet Northcentral University's academic standards. Evaluators will document which courses are accepted in transfer and which Northcentral University requirements the course satisfies. The number of semester credit hours that will be accepted in transfer is documented in the Acceptance Letter. If quarter credit hours have been earned for a course to be accepted as satisfying an Northcentral University requirement, they are converted to semester credit hours by multiplying them by 2/3 and rounding up to the next whole credit.

Any credit hours to be considered for transfer into a Northcentral University academic program must:

- Have been completed at a regionally or nationally accredited academic institution;
- Be equivalent to the degree program requirements, including specified electives;
- And appear on an official transcript from the institution where they were earned.

Note: If students submit a transcript for basis for admission and the transcript has pending coursework or grades not posted to courses, those courses will not be evaluated for transfer credit until a transcript is submitted with final grades for those courses. NCU is not responsible for duplication of transferable courses that the student may have taken and received credit from a prior institution.

Transcript Evaluation for Students Using VA Educational Benefits

In addition to transcripts needed to meet NCU's Basis for Admission requirements, for students electing to use VA Educational Benefits, such as GI Bill® , NCU will inquire about all previous education and training, and request transcripts from students for all prior institutions. This includes transcripts for military training, traditional college coursework, and vocational training. A copy of an unofficial transcript is sufficient for the purpose of an initial evaluation. Transcripts for education and training from prior institutions will be evaluated and credit will be granted, as appropriate, per NCU's Transfer of Credit Policy.

Credits from Foreign Institutions

Northcentral University may accept transfer or waive credit if an official course-by-course evaluation from a Northcentral-approved credential evaluation agency is supplied. Northcentral University will accept credential evaluations through any evaluation agency accredited by the National Association of Credential Evaluation Services (NACES). In addition, credential evaluations by the American Association of Collegiate Registrars and Admissions Officers (AACRAO) are also accepted.

Undergraduate

The School Dean or designee uses the following criteria to evaluate proposed transfer credits at the undergraduate level:

- Completed at regionally or nationally accredited post-secondary institution;
- Do not exceed a maximum of 90 lower and upper division semester credits;
- Earned with a grade of "C" or better.

Credit for Examinations - For the award of undergraduate academic credit, Northcentral University will accept the minimum scores recommended by the American Council on Education (ACE) on all exams offered by:

- Advanced Placement Credit
- College Level Examination Program (CLEP),
- Defense Activity for Non-Traditional Education Support (DSST/DANTES),
- Council for Adult and Experiential Learning (CAEL) Prior Learning Assessment Portfolio, and
- Excelsior College (formerly Regents College) Exams.

In addition, the University will accept the amount of academic credit and the academic level recommended by ACE for a passing score on each of the exams with the exception of Composition exams. A minimum score of 65 is required for the acceptance of a CLEP composition exam for transfer credit. Northcentral University has sole discretion in determining which and how many of these credits will be accepted toward degree requirements. Credit is not given where (1) it duplicates credit previously earned at or accepted in transfer by Northcentral University or (2) it is more elementary than a course for which the applicant has already received credit.

Education Specialist Programs

The School Dean or designee uses the following criteria to evaluate transfer credits at the Education Specialist level:

- Completed within seven (7) years prior to acceptance at Northcentral University, while enrolled in an advanced graduate or doctoral program at a regionally or nationally accredited institution;
- Do not include any credits from a conferred Doctoral or EdS degree;
- No more than 12 semester credits can be applied from a non-conferred external EdS program to a Northcentral University EdS degree;
- Credits must be earned with a grade of "B" or better or an equivalent satisfactory grade;
- No more than 9 semester credits can be applied to specialization courses.

Credits earned at Northcentral University have the same time limits stated above for migration and applications to current programs and degree plans, based on the date the corresponding course grade was posted.

Master's Programs

The School Dean or designee uses the following criteria to evaluate proposed transfer credits at the graduate level; exceptions may be made at the Dean's discretion:

- Completed at regionally or nationally accredited post-secondary institution;
- Completed within last five calendar years of acceptance at Northcentral;
- Do not include any credits from a conferred Master's degree;
- Grade received in the proposed transfer course must be a B or higher.

- Do not exceed a maximum of 12 graduate semester credits for all programs (M.Ed, MBA, MAPSY, MSOL) except the MAMFT which allows 15 semester credits; exceptions to the stated maximum may be granted by the School Dean with approval of the Provost;
- If proposed to satisfy the statistics course requirement of a Northcentral University Master's degree, must be equivalent to Northcentral University statistics courses, as demonstrated by a transfer course description.

The **Master of Arts in Marriage and Family Therapy** may accept a maximum of 15 semester credit hours in transfer toward the master's degree for graduate coursework completed toward a non-conferred graduate degree at an accredited college or university with a grade of "B" or better. Transfer credit is only awarded for course work that is evaluated to be substantially equivalent in content to the required course work in the Master degree program in Marriage and Family Therapy.

Doctoral Programs

The School Dean or designee uses the following criteria to evaluate transfer credits at the doctoral level; exceptions may be made at the Dean's discretion:

- Completed within seven (7) years prior to acceptance at Northcentral University; while enrolled in a doctoral program in a regionally or nationally accredited institution;
- Do not include any credits from a conferred Doctoral or EdS degree; No more than 9 semester credits can be applied to specialization courses;
- Earned with a grade of "B" or better or an equivalent satisfactory grade.

Credits earned at Northcentral University have the same time limits stated above for migration and application to current programs and degree plans, based on the date the corresponding course grade was posted.

The **PhD and DMFT degree programs in Marriage and Family Therapy** may accept a maximum of 12 semester credit hours in transfer toward the PhD degree for graduate coursework completed toward a non-conferred doctoral degree at an accredited college or university with a grade of "B" or better. Transfer credit is only awarded for course work that is evaluated to be substantially equivalent in content to the required course work in the PhD degree program in Marriage and Family Therapy.

Prior Learning Credits

Prior Learning Credit is credit that students are given for learning that has taken place outside of a traditional academic environment. The experience must match the learning experience provided in a university course. This could include on-the-job training, military service, seminars, hobbies, volunteer work in the community, independent study, and/or noncredit courses. The student must demonstrate how his/her prior learning experiences are equivalent to the selected University course through an evaluative process such as the design and development of a portfolio, taking college

board tests, or ACE credit evaluations. To receive Prior Learning Credits in exchange for a course in an academic area of specialization, a student must:

- Be an undergraduate student who is enrolled in a Northcentral University academic program;
- Complete a minimum of 30 course credit hours at Northcentral University, including his/her final 15 credit hours. Additionally, within the 30 credit hours of course work required, a minimum of 9 credit hours of course work must be completed in the student's program specialization at Northcentral University.
- Be a student who has prior learning experience relevant to the applicable course he or she is seeking to acquire credit. This is evaluated by CAEL.
- Be a student who has evidence that he or she has acquired the applicable prior learning experience using credible artifacts that will be investigated. This will be evaluated by CAEL.

For more information on earning course credits through prior learning, visit the LearningCounts.Org website at http://www.learningcounts.org/Pages/Default.aspx.

Applying Credit Between Northcentral University Degree Programs

Undergraduate students in good academic standing, and who are in their final 30 credits of their degree program may enroll in up to 15 credits of Northcentral University Master's level courses to satisfy undergraduate degree requirements. Students who earn a minimum of a B in a Master's level course may satisfy up to 15 credits into their Northcentral University Master's degree program. For external transfer students, the total number of credits transferrable into a Northcentral Master's degree program is 15 credits, that may include a total of 6 external transfer credits and 9 internally transferred credits. The School Dean (or their designee) must verify that courses satisfy both degree requirements.

Northcentral University students, except School of Business and Technology Management students, who continue their graduate studies from Master's to Doctoral are permitted to satisfy a maximum of 6 master's or doctoral credits into their doctoral program based on the current program of study and with written verification from the School Dean (or their designee) that the courses meet requirements for both degrees.

School of Business and Technology Management students who continue their graduate studies from Master's to Doctorate are permitted to apply a maximum of 6 master's credits toward their doctoral program. The master's courses permitted for transfer include MBA5102-8 to replace BTM7101-8.

The majority of the credits from the conferred Northcentral University EdS program may satisfy a maximum of 27 credits toward the Northcentral EdD. Students that migrate to the EdD, from the same specialization as the conferred EdS are required to complete research methods, comprehensive examination, and dissertation courses based on the current program requirements. Students that elect a specialization different than their conferred EdS are required to satisfy all EdD degree requirements.

For all degree programs, to participate in between degree program transfer credit, a student must:

- Be academically eligible for the next degree (meet BFA at the required GPA)
- At the undergraduate level, for courses to count toward the Master's, these courses must earn a "B" or higher
- Be in good financial standing

Transfer of Credit - Military

As recommended by the American Council on Education (ACE), United States military training, testing, and other appropriate academic experience may be considered for transfer into a Northcentral University academic program. Except for military training courses specifically designated by ACE as equivalent to graduate coursework, military transfer credit will be limited to Northcentral University's bachelor's programs.

Northcentral University will accept the minimum semester credits, levels of study, and subject areas recommended by the American Council on Education (ACE) on all military training courses, selected Military Occupation Specialties (MOS) and Ratings.

Acceptable Transcripts

Military training and experience must be documented on an official military transcript system supported by ACE credit recommendations. These include AARTS (Army American Council on Education Registry Transcript System), SMARTS (Sailor Marine American Council of Education Registry Transcript System), CCAF (Community College of the Air Force), USCGI (United States Coast Guard Institute), or similar.

College transcripts sent directly to the Army National Guard Institute or other partnership agency and forwarded to Northcentral University with the original envelope showing that it was not received by the student may be accepted as official transcripts.

The recommended ACE credit must appear on an official transcript from the institution where they were earned. Work that is not documented on an official military transcript system may be considered on an individual basis when proper military documentation of military course completion is presented to Northcentral University for assessment.

Coursework Credits

Transfer credit for military or veteran applicants at the undergraduate level toward the Bachelor's degree are accepted by Northcentral University on the following basis:

- The maximum number of credits acceptable in transfer toward the Bachelor's degree is 90 lower and upper division semester credits.

- Undergraduate credits must be completed at a regionally accredited post-secondary institution and must be earned with a grade of "C" or better.

- Military training or coursework must have been evaluated by an outside agency (i.e. ACE, institutions of higher learning) for academic content and semester credit equivalency.

- Courses accepted in transfer must relate to the program and degree being pursued and must be equivalent to the degree program requirements, including specified electives.

Military Experience Credits

Credit for military experience may be awarded based on Army MOS, Navy Ratings, Marine Corps MOS, and/or Coast Guard Ratings. The School Dean or designee shall determine the equivalency and transfer credit for each MOS or rating matched to a bachelor's degree program or concentration.

Credit awarded based on a rating or MOS may not duplicate any credits given for military training. Credit awarded is limited to primary ratings and duty ratings with a minimum of one year experience. Credit for Army MOS will be limited to levels 30-50 and will not include secondary MOS. Similar levels will be effective for other services.

Acceptance to the University

Upon receipt of the Application for Admission materials, the University will evaluate the applicant's experience and goals to ensure the desired degree program is appropriate. The academic evaluation includes a review of the applicant's educational intent, prior college work, professional experiences, and future goals.

Applicants will be notified of their admission status and the requirements for the degree program.

Letter of Acceptance

A Letter of Acceptance and Enrollment Agreement to the potential student is generated by the Enrollment Specialist and a link included in the notification of acceptance. The letter contains, at a minimum, the following information:

- The program to which the applicant is being accepted
- The terms of acceptance (financial responsibility, etc.)

Policy

Applicants have up to 90 days from the date of application to accept their enrollment and register for a course. The course must begin within 150 days of the application date.

All payment arrangements for the first course(s) must be made before the first course(s) will be issued. Those students wanting to use student financial aid must complete all

required eligibility paperwork and make the required payment arrangements before the first course(s) will be issued.

Students who do not become vested in a course with a start date that occurs within 150 days of their application date are considered "no starts."

Upon acknowledgment of the degree plan and receipt of initial payment, the student is enrolled in the University. Tuition payment options are specified in the Catalog (See Section 3 - Financial Information) and on the course request.

Readmission

All students seeking to resume attendance at Northcentral University are subject to readmission criteria. All students seeking to re-enroll at Northcentral University must meet the basis for admission criteria in effect at the time of their readmission. This includes voluntary withdrawals in addition to dismissals for reasons such as non-attendance, non-payment, or violation of Satisfactory Academic Progress (SAP).

Students dismissed due to a violation of the Student Code of Conduct, the University's Academic Integrity policy, or due to any other legal or ethical matters, do not qualify for readmission to Northcentral University.

General Readmission Guidelines

In most cases, upon re-entry, students will return in the same SAP status as when they left unless there has been a substantial program change (see below). If it is mathematically impossible for a student to achieve Good Standing for SAP by returning to the same program, readmission will be denied and the student should consider a different program.

Returning students are subject to the current course catalog at the time of re-entry, including current tuition rates and fees, and program requirements.

If a student returns to Northcentral for an additional degree, unsuccessful attempts at coursework constituting a portion of the conferred degree shall not negatively impact a student's SAP status in subsequent programs, nor shall time elapsed in pursuit of a conferred degree affect the time remaining in subsequent programs.   Minimum grade requirements and other transfer credit policy still apply.

Mandatory Program Comparison

When a student is re-entering the University, any programs the student had started prior to leaving the University are compared to the program he/she wishes to enter. If the comparison results in a determination of a substantial change as described below, the student is considered to be entering a new program. In such cases, SAP may reset. Students are only permitted to make a substantial program or degree change once per degree level in their tenure with the University.

If the degree plan comparison determines there has not been a substantial change since the student left the University, it is considered a re-entry into the same program. SAP does not restart and all previously taken courses count for purposes of calculating Course Completion Rate, Maximum Timeframe and Program GPA. A SAP Appeal will need to be filed and approved for all program extensions needed for readmission to the same program when it has been determined that a student cannot complete his or her program within the allowed attempted credit limits per their individual program requirements and will need more time to complete their degree program.

For doctoral candidates, as a condition of approval, students must sign a learning contract. The learning contract will detail academic expectations that must be met during the extension period. Failure to meet learning contract specifications will result in dismissal from the University.

A doctoral candidate with more than six months to the Maximum Timeframe may be asked to sign a learning contract. In this case, the student will complete a SAP appeal and the learning contract for review by the SAP committee. If the appeal is approved, the doctoral candidate will receive an additional year program extension beyond the Maximum Timeframe.

However, no program comparison is required for students returning to Northcentral University who:

- Withdrew from Northcentral University with 75% or more of the credits completed that were required by their degree program at the time of exit, AND
- Are returning within 90 days of their date of withdrawal

Under these circumstances, students may reapply to resume the same program from which they withdrew, without adjustment being made to the courses required to complete the program. SAP does not restart.

Military students returning to the University from military service-related time away will be reviewed on a case by case basis to determine if a comparison is needed. In many cases, these students may re-enter into their previous program version.

Definition of Substantial Change

A substantial change is a change to a program that is fundamentally distinct from the program in which the student was previously enrolled at Northcentral University, as evidenced by a change of school or degree type. A student may change to a substantially different program without a SAP appeal only one time per degree level and tenure with the University. However, changing between different doctoral degree types within the same school is not considered a substantial change. Examples of substantial change include:

- Student moves from EdD to MBA
- Student moves from DBA to MBA

- Student moves from MAPSY to MEd
- Student moves from PHD PSY to PHD MFT

In most of these cases, SAP will be reset. There may be cases when a substantial program change is made and a course migrates to the new program. If this occurs, an adjustment to SAP is made rather than resetting it.

A substantial change is not a change in concentration or specialization, catalog change, or a change from a Doctor of Philosophy program to the corresponding professional doctoral degree program offered in the same school or vice versa. Examples of changes that are **NOT** considered substantial include:

- Student moves from PhD in Health Psychology to PhD in Industrial Organizational Psychology
- Student moves from PhD in E-Learning to EdD in Curriculum and Teaching
- Student moves from DBA in Marketing to DBA in International Business

In these instances, an adjustment to SAP is made rather than resetting it. Any course that migrates to the student's current program will be included and calculated for SAP. If a completed instance of the course migrates, then all instances of the course, including failed or withdrawn instances, count for SAP. All changes in specialization or concentration will be evaluated by the Transcript Evaluation Team, in accordance with guidelines stated in the Transfer of Credit Policy.

Out-Dated Courses Treatment

When a student re-enters the University or an active student makes a school or degree change, outdated courses not being applied to the current degree program because of age will not be counted. Master's degree courses must be less than five years old. Doctoral courses must be less than seven years old. To calculate if the course is outdated or not, use the date recorded when the grade was posted. These courses that are not being applied or migrated, do not count for SAP calculations or for graduation requirements.

Transfer of Credits to Reentry Program

Whether the student is re-entering a new program or the same program, the University determines which previously completed courses are given credit in the student's re-entry program and creates a new degree plan accordingly.

Readmission after Withdrawal for Non-Payment

All prior financial obligations must be paid before a withdrawn student may resume attendance at the University. It is the returning student's responsibility to work with the Accounting Office directly at acct@ncu.edu or toll free 888-327-2877 x 8097 regarding any previous financial obligation to the University.

Readmission after SAP Dismissal

A student who does not meet SAP standards may appeal to the SAP Appeal Committee as detailed in the SAP policy. If it is mathematically impossible for a student to achieve Good Standing for SAP by returning to the same program, then students in this circumstance should consider re-entering a different program offered by the University. The Catalog contains information for current degree programs offered.

03 - FINANCIAL INFORMATION

Tuition and Fees

The Northcentral University Catalog includes the tuition and fees in effect at the time of publication.

Northcentral's inclusive program pricing covers all costs associated with a student's particular courses or degree program: registration, dissertation, technology, online instruction, mentoring and tutoring, online library resources, and graduation fees. Students pay separately for items not directly related to their coursework, such as tuition finance fees, transcript copies and cap and gown. Students also purchase books separately, allowing them to locate the lowest prices available.

Payment method/details must be on record prior to course registration (see Statement of Financial Responsibility, below).

Students utilizing tuition assistance programs are responsible for timely payment of tuition and fees to Northcentral University, and must recognize this may mean the student must pay the financial obligations to the University before receiving reimbursement from his/her tuition assistance source.

The University reserves the right to change tuition and fees as it deems necessary. Prepayment of the entire tuition for a program of study does not exclude a student from changes to tuition and fees.

Waivers of Tuition and/or Fees

In general, Northcentral University does not grant waivers of tuition or fees. However, in the rare instance that a waiver is considered, it must be recommended by the Provost or Senior Director of Student Services and pre-approved by Registrar or the Chief Financial Officer or designee.

If a student would like to request a waiver, a student must submit the request in writing, including the reason or justification. Contact your Student Account Specialist for more information.

Method of Payment

Students have access to a variety of financing options when attending Northcentral University and should consult with their Enrollment Specialist or Financial Aid representative for assistance in determining which options are appropriate for their circumstances. These financing options are described in the Financial Aid and Financial Information sections of this Catalog and include:

- Self-Pay
- Federal Student Aid Loans and Grants
- Private Loans
- Internal and External Scholarships
- Veterans Educational Benefits, including the Yellow Ribbon Program
- Military Tuition Assistance
- Tribal Funding
- Employer Tuition Assistance
- Employer Vouchers
- Northcentral University Payment Plans

Students may also find additional information about financing their education at Northcentral University at http://www.ncu.edu/northcentral-admissions/financing.

Statement of Financial Responsibility

Students are required to maintain current credit card and/or eChecking account information on file in their student records. Payment information, including the methods of payment listed in this Catalog, is used to secure payment for all current and future fees and tuition charges incurred by the student. Students also agree to Northcentral University's Attendance and Continuous Enrollment policy, which enrolls students into courses on a scheduled timeline. Students authorize Northcentral University to charge their account on record for all applicable fees and tuition charges for each subsequent course without further authorization.

Tuition and Fee Information

- All applicable tuition is charged and due at the time the student enters a course room.
- A one-time only, per program Learning Management Fee of $450 will be charged when a student vests in his or her first course.
- The University reserves the right to change tuition rates as it deems necessary.
- Alumni needing a replacement copy of the Northcentral University Diploma or Certificate are charged a replacement fee.

Miscellaneous Program Fees

Description of Miscellaneous Fees	Fee Amounts
Learning Management Fee, one-time, per program as noted in **Total Estimated Cost of Program** section.	$450.00
Official Transcript Fee	$10.00
Declined Credit Card Fee	$25.00
Late Payment Fee	$25.00
Returned Check Fee	$25.00

*The student is responsible for the full cost of the replacement book or materials as well as the processing fee.

Miscellaneous Fee Information:

- **Official Transcript Fee** is charged for each official transcript requested
- **Returned Check Fee** is charged if a check is returned for non-sufficient funds.
- **Credit Card Declined Fee** is charged if a charge to a credit card account is declined.

NOTE: All fees are non-refundable.

Program Costs

General

The cost of the program may vary depending on how many credits are transferred into the program at Northcentral University and other factors that may apply such as leveling courses, repeated courses, start date, etc. The information listed below provides an estimated total cost (by program length). Please contact an Enrollment Advisor for further details at 866-776-0331.

As an online university, Northcentral University uses the total program tuition cost (which includes registration and graduation fees; and dissertation fees for doctoral students; plus the one-time per program Learning Management Fee) in its estimated cost of attendance calculation. Non-institutional grants and scholarships, Northcentral University affiliation preferred tuition rates, or any other forms of tuition reduction will affect the estimated cost of attendance calculation. Northcentral University does not

include the room, board, textbook costs, transportation, childcare, or personal expenses in its calculation of the estimated cost of attendance.

NOTE: The following course and program costs are effective for new and re-entering students beginning courses on or after October 5, 2015.

School of Business and Technology Management

Undergraduate Program (Bachelor's Degree)*

Total Number of Credit Hours Required to Complete Program	60
Number of Courses	20
Cost Per Course	$1,296
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$26,370*

*Northcentral University Estimated Cost of Attendance is calculated by Program Length. Students entering a Bachelor Degree program on or after June 22nd, 2012, will have a maximum program length of 60 credit hours.

Post-Baccalaureate Certificate - Business

Total Number of Credit Hours Required to Complete Program	12
Number of Courses	4
Cost Per Course	$2,550
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$10,650*

Master of Business Administration (MBA)

Total Number of Credit Hours Required to	30

Complete Program	
Number of Courses	10
Cost Per Course	$2,550
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$25,950***

Master of Science in Organizational Leadership

Total Number of Credit Hours Required to Complete Program	30
Number of Courses	10
Cost Per Course	$2,331
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$23,760***

Post-Master's Certificate - Business Administration

Total Number of Credit Hours Required to Complete Program	18
Number of Courses	6
Cost Per Course	$2,922
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$17,982***

Professional Doctoral Degree Program - Doctor of Business Administration (DBA)

Total Number of Credit Hours Required to Complete Program	54-57

Number of Courses	18-19
Cost Per Course	$2,922
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$53,046 - $55,968*

Doctor of Philosophy Degree Program (PhD) - Business Administration

Total Number of Credit Hours Required to Complete Program	60-63
Number of Courses	20-21
Cost Per Course	$3,387
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$68,190 - $71,577*

Doctor of Philosophy Degree Program (PhD) in Organizational Leadership

Total Number of Credit Hours Required to Complete Program	60
Number of Courses	20
Cost Per Course	$3,342
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$67,290*

School of Education

Undergraduate Program (Bachelor's Degree)*

Total Number of Credit Hours Required to Complete Program	30
Number of Courses	10
Cost Per Course	$1,296*
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$13,410***

*There is a $75 placement fee for each of the field experience courses (ED4003-A, -B, and -C, and ED4004-A, -B, and -C) in the BEd program administered jointly with Rio Salado College. The fee is added to each of the respective course's tuition. However, students in this program may be eligible for a tuition reduction; consult your Enrollment Advisor for more information.

Post-Baccalaureate Certificate - Education*

Total Number of Credit Hours Required to Complete Program	12
Number of Courses	4
Cost Per Course	$1,884
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$7,986***

**With the Exception of English Language Arts Excellence in the Common Core and Mathematics Excellence in the Common Core (below)*

Post-Baccalaureate Certificate - Education

English Language Arts Excellence in the Common Core
Mathematics Excellence in the Common Core

Total Number of Credit Hours Required to Complete Program	12
Number of Courses	4

Cost Per Course	$1,449
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$6,246*

Master of Education (MEd) - PK-12 Principal Leadership Specialization*

Total Number of Credit Hours Required to Complete Program	36
Number of Courses	12
Cost Per Course	$1,884
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$23,058*

*Prepares candidates for Arizona PK-12 Principal Certification

Master of Education (MEd) - All Other Specializations

Total Number of Credit Hours Required to Complete Program	30
Number of Courses	10
Cost Per Course	$1,884
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$19,290*

Post-Master's Certificate - Education

Total Number of Credit Hours Required to Complete Program	18

Number of Courses	6
Cost Per Course	$2,706
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$16,686***

Education Specialist Program (EdS)

Total Number of Credit Hours Required to Complete Program	33
Number of Courses	11
Cost Per Course	$2,547
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$28,467***

Professional Doctoral Degree Program – Doctor of Education (EdD)

Total Number of Credit Hours Required to Complete Program	54-66
Number of Courses	18-22
Cost Per Course	$2,706
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$49,158 - $59,982***

Doctor of Philosophy Degree Program (PhD) - Education

Total Number of Credit Hours Required to Complete Program	60

Number of Courses	20
Cost Per Course	$3,387
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$68,190*

School of Social and Behavioral Sciences

Department of Marriage and Family Sciences

Program requirements may vary, please reference Marriage and Family Therapy information in Section 13 of this catalog for details regarding leveling credits and/or additional courses needed for state licensure.

Note: In the Marriage and Family Therapy training programs (MA and PhD), in some cases, students may be required to pay for local supervision. This will depend on the clinical placement location, local clinical placement, and/or local supervisor they contract with to complete their practicum and internship requirements. The decision to pay for local supervision is entirely up to the student and not a requirement of Northcentral University.

Post-Baccalaureate Certificate - Marriage and Family Therapy (MFT)

Total Number of Credit Hours Required to Complete Program	12
Number of Courses	4
Cost Per Course	$2,544
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$10,626*

Master of Arts - Marriage and Family Therapy (MFT)

Total Number of Credit Hours Required to Complete Program	45-60

Number of Courses	15-20
Cost Per Course	$2,544
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$38,610 - $51,330***

Post-Master's Certificate - Marriage and Family Therapy (MFT)

Total Number of Credit Hours Required to Complete Program	18
Number of Courses	6
Cost Per Course	$3,144
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$19,314***

Doctor of Philosophy Degree Program (PhD) - Marriage and Family Therapy (MFT)

Total Number of Credit Hours Required to Complete Program	69-105
Number of Courses	23-35
Cost Per Course	$3,144
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$72,722- $110,490***

Doctorate of Marriage and Family Therapy

Total Number of Credit Hours Required to	60

Complete Program	
Number of Courses at 3 Credits	18
Number of Courses at 1 Credit	6
Cost Per 3 Credit Course	$3,144
Cost Per 1 Credit Course	$1,048
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$63,330*

Department of Psychology

Undergraduate Program (Bachelor's Degree)*

Total Number of Credit Hours Required to Complete Program	60
Number of Courses	20
Cost Per Course	$1,296
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$26,370*

*Northcentral University Estimated Cost of Attendance is calculated by Program Length. Students entering a Bachelor Degree program on or after June 22nd, 2012, will have a maximum program length of 60 credit hours.

Post-Baccalaureate Certificate - Psychology

Total Number of Credit Hours Required to Complete Program	12
Number of Courses	4

Cost Per Course	$2,256
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$9,474*

Master of Arts in Psychology (MA)

Total Number of Credit Hours Required to Complete Program	36
Number of Courses	12
Cost Per Course	$2,256
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$27,522*

Post-Master's Certificate - Psychology

Total Number of Credit Hours Required to Complete Program	18
Number of Courses	6
Cost Per Course	$3,105
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	*$19,080*

Doctor of Philosophy Degree Program (PhD) - Psychology

Total Number of Credit Hours Required to Complete Program	60-75
Number of Courses	20-24

Cost Per Course	$3,105
Learning Management Fee, one-time per program	$450
Total Estimated Cost of the Program	***$62,550 - $74,970***

Non-Degree Base Per Course Tuition Rates

 (Refer to http://www.ncu.edu/tuition-and-admissions/tuition)

Degree Type	**Base Per Course Tuition Rate**
Non-Degree (Undergraduate)	$1,296
Non-Degree (Graduate)	$2,706

*With the Exception of English Language Arts Excellence in the Common Core and Mathematics Excellence in the Common Core

Total program costs reflected are calculated based on standard degree program credits exclusive of the program's potential evaluation track. The actual cost of program is determined on the program and track student enters, transfer credits if any and other unique student factors. For more information: please contact Admissions.

Note: Tuition rates may vary based on a variety of factors. Contact your Student Finance Advisor if you have questions about your tuition rate.

Refund Policy and Procedure

Students have the right to withdraw from the University at any time. Northcentral University team members who receive a request to withdraw from the University will process the request on behalf of the student, using the date they received the request as the Request Date.

Students may also be dismissed from the University for Non-Attendance, Non-Payment, lack of Satisfactory Academic Progress, or violation of the Code of Conduct or Academic Integrity policy. See the Administrative Dismissal policy.

Dismissed or withdrawn students receiving Federal Financial Aid are subject to return of Title IV funds.

Course Drop

Students may drop a course at any time. However:

- If the course is dropped more than 7 days from and including the course start date, full tuition is charged.
- If the date given in Course Registration Information as the last date to drop without academic penalty has passed, a grade will be awarded rather than a Withdrawn code.
- Students receiving Federal Financial Aid may be subject to return of Title IV funds.

Once a student is registered for a course, the start date may not be moved. To start the course at a later time, the student must drop the course and re-register.

Calculating Refunds

In the event of course drop or withdrawal from the University, refunds are based on amounts already paid by the student and on when the drop and/or withdrawal are requested.

Withdrawal or Drop Prior to Course Registration

Pre-paid tuition for courses in which the student is not yet registered is refunded 100%.

Withdrawal or Drop within 7 days from and Including Course Start Date

Students may request withdrawal or course drop and receive a full refund of all monies paid to date if:

- The Withdrawal Request Date is no more than 7 days from (and including) the course start date
- A course is dropped no more than 7 days from (and including) the course start date.

Over 7 days from and including Course Start Date

Full tuition is charged for any courses for which the student has entered the course room and more than 7 days including the course start date have elapsed.

Refund Processing Time

Tuition refunds are provided within 30 days of the Withdrawal Request Date or date the course is dropped. The student will be notified if a balance is due to the University.

Meeting Financial Obligations

Importance of Meeting Financial Obligations

Northcentral University considers all financial obligations payable immediately, unless otherwise stated. Upon completion of the degree program, any outstanding financial balance is due and payable immediately. Northcentral University withholds certificates, diplomas, and transcripts and prohibits participation in the graduation ceremony and/or the conferring of a degree until all unpaid financial accounts have been satisfied.

Personal Responsibility

It is the personal responsibility of each applicant and student to determine how to pay for his or her education.

Northcentral University expects applicants and students to actively search for the best funding option(s) available through review of all available information on the Northcentral University Web site at www.ncu.edu. Northcentral University, through its numerous partnerships, articulations, and agreements with corporations, businesses, educational organizations, the U.S. military, and other agencies, offers tuition benefits to employees or those entities. Northcentral University staff will assist students in clarifying eligibility for any funding option offered by the University.
It is the sole responsibility of the individual applying to Northcentral University to ensure and confirm his or her eligibility for any funding options prior to enrollment and first course request.

After enrolling, if a student becomes aware of a tuition benefit that reduces the student's financial liability, the student will need to notify the University by e-mail or in writing. Submit tuition benefit inquiries to the Financial Services Office at financialaid@ncu.edu. After a review and approval of the written request, Northcentral University will adjust the student's tuition rate. The postmark date or e-mail receipt date of final supporting documentation shall be the effective date of change.

Northcentral University does not accommodate requests from students for retroactive consideration.

Forbearance and Deferment Options

Northcentral University is proud of its ability to provide an accredited bachelor's, master's and doctoral degree programs in an online environment at a highly competitive price. Students and prospective students seeking financial relief while continuing their education should contact student Financial Services or their lenders to discuss forbearance or other deferment options.

Forbearance may be granted at the lender's discretion for a variety of other reasons. The terms and conditions of forbearance are determined by each individual lender and

may vary from student to student based upon loan indebtedness, past payment history, or other factors deemed appropriate by the lender.

There are several deferment options including active military, public service, economic hardship, and others. These deferment options do not require school certification.

Northcentral University recommends that students and prospective students address their forbearance or deferment needs with their respective lender(s) to clarify the eligibility requirements for forbearance or deferment.

Default of Financial Obligation

If the student's financial obligations are in default (defined as not paying a financial obligation within 30 days of the due date), Northcentral University may declare the entire balance due without further notice and require full payment immediately. Failure to pay the unpaid balance within 10 days may result in any or all of the following:

- Denial of registration, transcripts, diplomas, grades, and graduation
- Assignment of the account for collection
- Reporting the delinquent account status to a credit bureau
- Financial dismissal from the University

In the event an account is delinquent, Northcentral University as well as outside agencies working on its behalf have the right to communicate with the student via email and/or cell phone regarding an outstanding balance. When an account is turned over for collection, the student is obligated to pay Northcentral University's collection expenses. If a lawsuit or other action is filed, litigation falls under Arizona state jurisdiction and the student agrees to pay Northcentral University's attorney's fees as fixed by the trial court. If any party appeals any part of the trial court's decision, the student promises to pay Northcentral University's attorney's fees for the appeal as fixed by the appellate court.

04 - FINANCIAL AID PROGRAMS, ASSISTANCE, AND PAYMENT PLANS

General Federal Student Aid (FSA) Student Eligibility Requirements

To be eligible for FSA funds, a student must meet the criteria listed below. Northcentral University ensures that eligibility requirements are met before the awarding of aid occurs. A student must:

- Be enrolled as a regular student in an eligible program
- Not be enrolled simultaneously in elementary or secondary school
- Demonstrate financial need (for some FSA programs)
- Sign the certification statement on the Free Application for Federal Student AID (FAFSA) status that he or she:

- o Is not in default on a federal student loan and does not owe money on a federal student grant; and
- o Will use federal student aid only for educational purposes
- Show he or she is qualified to obtain a college education by:
  - o Having a high school diploma or a recognized equivalent such as a General Education Development (GED) certificate;
  - o Completing a high school education in a homeschool setting approved under state law (or - if state law does not require a homeschooled student to obtain a completion credential - completing a high school education in a homeschool setting that qualifies as an exemption from compulsory attendance requirements under state law); or
  - o Enrolling in an eligible career pathway program and meeting one of the "ability-to-benefit" alternatives:
    - Passing an approved "ability-to-benefit" test; or
    - Completing six credit hours or equivalent coursework toward a degree or certificate
- Have a valid Social Security Number with the Social Security Administration
- Be a U.S. citizen or eligible noncitizen
- Be registered with Selective Service, if required
- Not be in default on a Title IV loan or, if in default, have made satisfactory repayment arrangements with the loan holder
- Have not obtained loan amounts that exceed annual or aggregate loan limits made under any Title IV loan program
- Not be liable for an overpayment of a Title IV grant or Federal Perkins Loan or, if liable, have made satisfactory repayment arrangements with the holder of the debt
- Be making satisfactory academic progress (SAP)
- Not have property which is subject to a judgment lien for a debt owed to the U.S. or, if subject to a judgment lien, have made satisfactory repayment arrangements with the debt holder
- Not have been convicted of an offense involving the possession or sale of illegal drugs that occurred while enrolled and receiving Title IV aid
- Have completed repayment of funds to either ED or the holder of a loan, as applicable, if the student has been convicted of, or pled guilty to, a crime involving fraud in obtaining Title IV aid

Student must complete the Free Application for Federal Student Aid (FAFSA) and have the results sent to Northcentral. Once the results are received by Northcentral, they are reviewed to ensure that the student meets all eligibility criteria. If a student is deemed ineligible due to one of the above issues, Student Financial Services will inform the student of the issue so that the student can work towards resolution.

If the student meets the eligibility criteria for federal financial aid and all the required documents have been received, he/she is then awarded financial aid funds.

Transfer coursework is used to establish grade level for loan eligibility. Credit evaluations from unofficial transcripts are accepted to determine loan eligibility.

Financial Aid Programs and Assistance at Northcentral University

Overview

Northcentral University participates in a variety of financial aid programs. Assistance may include scholarships, grants, and loans. Scholarships and grants are gift awards that do not need to be repaid. Loans are considered self-help awards, since repayment is required. The type and amounts of aid awarded depends upon the student's financial need and the cost of attendance.

Northcentral participates in the following Federal Student Aid (FSA) programs:
- Federal Pell Grant Program
- Federal Direct Loan Program which includes:
  - Stafford Subsidized and Unsubsidized loan programs
  - Parent Loan for Undergraduate Students (PLUS) program
  - GradPLUS loan program

Federal Pell Grant Program

The Federal Pell Grant Program is an entitlement program for students pursuing their first undergraduate degree. Students must demonstrate financial need to qualify. Students who have already earned a bachelor's degree are not eligible for Federal Pell Grant funds.

The Federal Pell Grant Program is federally funded with the purpose of helping financially needy students meet the cost of postsecondary education. This program is centrally administered by the federal government and is typically the foundation of an undergraduate student's aid package.

In order to determine eligibility for the Federal Pell Grant, Northcentral must receive the results of the Free Application for Federal Student Aid (FAFSA) in the form of a valid Institutional Student Information Report (ISIR) from the Department of Education's Central Processing Service (CPS). The Federal Pell Grant Scheduled Award is based upon the official Expected Family Contribution (EFC) and the Federal Pell Grant Cost of Attendance (COA). Students cannot receive more than 100% of the Federal Pell Grant Scheduled Award within an award year, and a student's maximum duration of Pell Grant eligibility is six scheduled awards, as measured by the percentage of lifetime eligibility used (one scheduled award equals 100% lifetime eligibility used). A student is ineligible to receive further Pell Grant funds if they have reached or exceeded the 600% limit.

All Undergraduate students enrolled at Northcentral are considered to be full-time students for purposes of calculating the Federal Pell Grant Scheduled Award.

The amount of Federal Pell Grant awarded is based upon the length of the payment periods to be funded and the EFC indicated on the student's valid SAR/ISIR.

The portion of the enrollment that is funded based upon a particular year's SAR/ISIR depends upon the student's payment periods that begin in that year. Payment periods are normally funded from the year in which they begin.

When a payment period falls into two award years (crosses over July 1st), it is called a "crossover payment period". Northcentral will assign crossover payment periods to the award year that best meets the needs of its students and maximizes a student's eligibility over the two award years in which the crossover payment period occurs.

For an academic year, the student is awarded the full Federal Pell Grant Scheduled Award determined by the EFC and COA. When less than a full academic year is to be funded, the Scheduled Award is prorated appropriately.

Federal Pell Grant funds are generally scheduled for disbursement at the beginning of each payment period, in conjunction with the achievement of Satisfactory Academic Progress. The funds scheduled represent, at maximum, funding for all credits that should be earned during the payment periods to be funded from the appropriate award year.

Federal Pell Grant funding is scheduled for all eligible students who submit a final and valid SAR/ISIR while enrolled and prior to the end of the award year.

Federal Direct Subsidized Stafford Loan

The Federal Subsidized Stafford Loan Program provides low-interest, deferred-payment loans to undergraduate students who demonstrate financial need. These loans assist students with educational expenses.

The U.S. Department of Education subsidizes the interest on these loans while the students are enrolled in school at least half-time and during grace and deferment periods.

Students apply for the Federal Direct Subsidized Stafford loan by completing the Free Application for Federal Student Aid (FAFSA) and the Master Promissory Note (MPN). All first-time Northcentral borrowers must also complete entrance counseling prior to receiving loan funds. All students who have had Stafford loans disbursed while attending Northcentral must complete exit counseling prior to graduation. Those borrowers who terminate attendance by means other than graduation or those who were not able to attend exit counseling sessions will be contacted and informed of loan responsibilities in writing. All borrowers may also complete the required entrance and exit counseling on-line.

The total aggregate amount of Subsidized Stafford loans that may be borrowed is $23,000 for undergraduate students and $65,500 for graduate students.

All degree programs at Northcentral are at least an academic year in length.

Federal Direct Unsubsidized Stafford Loan

The Federal Unsubsidized Stafford Loan Program provides low-interest, deferred-payment loans to undergraduate and graduate students regardless of financial need. These funds assist students with educational expenses.

Unlike the Subsidized Stafford loan program, the U.S. Department of Education does not subsidize the interest on these loans while the students are enrolled at least half-time and during grace and deferment periods.

Students apply for the Federal Unsubsidized Stafford loan by completing the FAFSA and the Master Promissory Note (MPN). All first-time Northcentral borrowers must complete entrance counseling prior to receiving funds. All students who had Stafford loan disbursed while attending Northcentral must complete exit counseling prior to graduation. Those borrowers who terminate attendance by means other than graduation or those who were not able to attend exit counseling sessions will be contacted and informed of loan responsibilities in writing. All borrowers may also complete the required entrance and exit counseling on-line.

The total aggregate amount of Unsubsidized Stafford loans that may be borrowed is $31,000 for dependent undergraduate borrowers ($23,000 of which may be Subsidized Stafford loan funds), $57,500 for independent undergraduate borrowers ($23,000 of which may be Subsidized Stafford loan funds), and $138,500 for graduate borrowers. Annual limits are noted in the chart below. The total amount of Subsidized and Unsubsidized loans may not exceed the maximum amounts.

Dependent students may receive an Unsubsidized Stafford loan if they do not have the financial need to qualify for a Subsidized Stafford loan. Dependent students may also qualify for an "additional Unsubsidized" Stafford loan if their parents are not eligible to receive a Federal PLUS loan.

All degree programs at Northcentral are at least an academic year in length.

Annual Stafford Loan Limits

Dependent Undergraduates	Base Subsidized & Unsubsidized	Additional Unsubsidized	Maximum Subsidized & Unsubsidized
First Year	$3500	$2000	$5500
Second Year	$4500	$2000	$6500
Third Year and	$5500	$2000	$7500

Beyond			
Independent Undergraduates (and dependent undergraduates whose parents cannot borrow PLUS loan)			
First Year	$3500	$6000	$9500
Second Year	$4500	$6000	$10500
Third Year and Beyond	$5500	$7000	$12500
Graduate and Professional Students			
Each year until lifetime aggregate is met	$0	$20500	$20500

Federal Direct PLUS Loans

Federal Direct Parent Loan for Undergraduate Students (PLUS)

The Federal PLUS loan provides non-subsidized low-interest-rate loans to the parents of dependent students regardless of need. These funds assist students with educational expenses.

The PLUS loan may be awarded up to the cost of attendance less any other aid awarded.

The parent borrower must meet the citizenship criteria and not be in default or owe a repayment on a Title IV loan or grant. The parent must also be able to meet the credit criteria established by the Federal Direct Loan Program. A credit check will be done for parents applying for a PLUS.

Federal Direct PLUS Loan for Graduate and Professional Students (GradPLUS)

The GradPLUS provides a non-subsidized loan option to graduate and professional students. Students must also be able to meet the credit criteria established by the Federal Direct Loan Program, complete a GradPLUS Master Promissory Note (MPN) and complete GradPLUS entrance counseling. A credit check will be done for students applying for GradPLUS.

The Grad PLUS loan may be may be awarded up to the cost of attendance less any other aid awarded.

Employer Reimbursement

Any "employer reimbursement" or "tuition assistance" is included as part of the student's estimated financial assistance (EFA) for the purpose of determining need.

Employer reimbursement or tuition assistance is included based on the student's response on the Northcentral University Financial Aid Application. Northcentral University assumes that an answer of "yes" without an explanation of terms means full tuition remission. Employer reimbursement or tuition assistance is used to cover tuition and fees only, unless otherwise noted by the student.

Veterans Educational Benefits

Students who are or may be eligible for educational benefits from the U.S. Department of Veterans Affairs are required to contact Student Financial Services to complete the enrollment process. Each benefit program is unique and requires that program specific paperwork be completed to facilitate processing a claim. Additionally, Veterans programs vary extensively in terms of compensation, dependent upon such factors as time in service and rate of progression through the degree program.

To begin the process of applying for GI Bill® benefits, visit; http://www.gibill.va.gov/ and click on "Apply for GI Bill® Benefits" completing the appropriate form. A copy of this completed application containing a confirmation code should be sent to Student Financial Services for evaluation. This required documentation will be kept on file with Northcentral University and used to complete the electronic certification upon enrollment in each course.

Prospective students are also advised to contact their local Military Education Officer to discuss benefit options. In addition to this, it is advisable to contact the Veterans Certifying Official upon enrollment as he/she is trained to answer questions and provide assistance during the enrollment process. Northcentral University is committed to assisting Veteran students in every possible way so as to take full advantage of the benefits earned in service to our country.

Northcentral University complies with the Veterans Administration's Principals of Excellence by providing prospective students who are eligible to receive Federal military and veterans educational benefits with a personalized and standardized form displaying financial aid information.

Yellow Ribbon Program

The Yellow Ribbon Program is a provision of the Chapter 33, Post 9/11 GI Bill®. It is designed to help students pay for of their out-of-pocket tuition and fees associated with their education programs after exhausting the annual funding limit for the VA academic

year (August 1 to July 31) of their Post 9/11 GI Bill® benefits. The annual limit for a student receiving 100% Post 9/11 GI Bill® benefits in the 2015-2016 academic year is $21,084.89.

As a Yellow Ribbon participating school, Northcentral University (NCU) will contribute up to $2,000 for tuition and fees after a student exhausts the annual funding limit. The Veterans Administration (VA) matches that amount and issues payment directly to NCU.

These additional funds are available for a student's education program without an additional charge to their entitlement. However, only individuals entitled to the maximum benefit rate (based on service requirements) may receive this funding. The following individuals are eligible for Yellow Ribbon benefits:

- Veterans and their spouses, through transfer of entitlement, eligible at the 100% benefit level (based on service requirements).
- Dependent children, through transfer of entitlement, if the sponsor is eligible at the 100% benefit level, regardless of the sponsor's active duty status.

Individuals should complete and submit the application form available online at http://www.benefits.va.gov/gibill/. Individuals will receive written notification explaining the VA's decision regarding eligibility for the program. If you are eligible, your Certificate of Eligibility will also advise you if your service meets the requirements for the Yellow Ribbon Program. You should provide your Certificate of Eligibility to the NCU VA Education Benefits Team to certify your enrollment to the VA, including Yellow Ribbon.

Military Tuition Assistance

As an active duty, National Guard, or Reserve Uniformed service member, students may be eligible for military Tuition Assistance (TA) to help pay tuition. TA benefits may even cover the entire cost of Northcentral University education with the special tuition rates Northcentral University offers in conjunction with TA.

TA funds are earned proportionally during an enrollment period, with unearned funds returned directly to the military service based upon when a student stops attending. The University will return any unearned TA funds on a proportional basis as follows: withdrawals through the end of week one of the period for which the funds were provided will be refunded at 100%; and withdrawals after week one of the period for which the funds were provided will be refunded at 0%.

In instances when a service member stops attending due to a military service obligations, the University will work with the affected service member to identify solutions that will not result in a student debt for the returned portion of unearned TA funds.

Tribal Funding

Northcentral University participates in Title IV federal financial aid programs and in completing Tribal Funding Need Analysis Forms, follows the guidelines stated in Estimated Cost of Attendance (COA). As an online university, Northcentral University uses tuition costs only as its estimated cost of attendance calculation. Grants, scholarships, Northcentral University partnership discounts, or any other forms of tuition reduction will affect the estimated cost of attendance calculation.

Private Education Loan Information

A private education loan is a non-Federal Student Aid (FSA) loan that is made to a borrower expressly for postsecondary education expenses, regardless of whether the loan is provided through the educational institution that the student attends or directly to the borrower from the private educational lender. In either case, borrowers should know that they may qualify for FSA loans or other assistance from FSA programs, and that the terms and conditions of a FSA loan may be more favorable than the provisions of private education loans. Accordingly, Northcentral University (NCU) encourages students needing financial aid to pay for their education to complete the Free Application for Federal Student Aid (FAFSA) to determine their eligibility for FSA. NCU may certify a student's private education loan in situations where a student may not be immediately eligible for a FSA loan.

NCU does not participate in a preferred lender arrangement with private education loan lenders, but those lenders that will make loans available to NCU students or parents can be viewed on the FASTChoice website at https://choice.fastproducts.org/FastChoice/home/3813300/1. NCU does not endorse these lenders. Borrowers can choose to use any private education loan lender that will make loans to the borrower for attendance at NCU, but many private education loan lenders require a credit check. This means that lenders look at borrowers' financial history to determine if they can approve a loan, and if so, what terms they will offer the borrower.

Overview of Northcentral University Payment Plans and Fees

Overview

Description of Northcentral University Payment Plans and Fees	Fee Amounts
Pay-in-Full Payment Plan Processing Fee	$0
Pay-by-Term Payment Plan Processing Fee	$0
Monthly Payment Plan Processing Fee - Undergraduate	$25.00 Per Course

Monthly Payment Plan Processing Fee - Graduate and Non-Degree	$50.00 Per Course
Late Payment Fee	$25.00
Returned Check Fee	$25.00
Declined Credit Card Fee	$25.00

Payment Plans and Fee Information:

- Students utilizing financial assistance programs are responsible for timely payment of tuition and fees.
- Students must pay their financial obligations to the University before receiving reimbursement from their financial assistance source.
- A Late Payment Fee is charged if a student fails to meet the terms and conditions of his or her payment plan.
- A Returned Check Fee is charged when a student's payment by check does not clear his or her account.
- A Declined Credit Card Fee is charged when a student payment by credit card is denied by the issuing credit card company.

Undergraduate Payment Plans

Pay-in-Full (Length of Program) - Students may pre-pay the tuition for their entire degree program at the beginning of their program at Northcentral University. Such pre-payment will confirm the tuition rate for the duration of the student's entire program (excluding additional or retaken courses).

Pay-by-Course - Tuition is due at the time the student requests his or her course(s). The University reserves the right to change tuition rate as it deems necessary.
Northcentral University Payment Plan - This monthly payment plan covers the direct Northcentral University tuition costs for each course only.
- At the time of a student's Course Acceptance, a payment plan is initiated by the student requiring monthly payments made directly to the University.

- The University reserves the right to change tuition rates as it deems necessary.

Procedural Steps for the Northcentral University Payment Plan:

Step One: At the time attendance is confirmed in the course, the student submits the initial payment plan fee and schedules the subsequent monthly payments as required by the payment plan. The first payment and payment plan fee are processed on the eighth (8th) day of the course.

Step Two: The student's two remaining monthly payments will be processed in 28-day increments beginning 36 days from the start of the course.

Other Important Details about Northcentral University Payment Plans:

- Credit Card: The student's credit card on file is charged automatically each month until tuition and fees for the term are paid in full.
- Fees: A $25 Late Payment Fee will be charged for each month that a payment is not received on time.
- If a credit card payment is declined or a check is returned due to insufficient funds, a $25 Declined Credit Card or Returned Check Fee will be charged.
- If a student who has prepaid tuition withdraws or is dismissed from his or her degree program prior to graduating, any tuition reduction applied to such tuition prepayment is invalid. The student is charged the applicable tuition for all completed courses based on the full tuition rate in effect at the time each course began. The difference resulting from any tuition reduction and the amount charged at the full tuition rate in effect at the time each course began is deducted from the remaining credit balance prior to the refund payout.

Post-Baccalaureate Certificate, Master's Degree, Post-Master's Certificate, and Doctoral Degree Payment Plans

Pay-in-Full (Length of Program) - Student may pre-pay the tuition for their entire degree program at the beginning of their program at Northcentral University. Such pre-payment will confirm the tuition rate for the duration of the student's entire program (excluding additional or retaken courses).

Pay-by-Course - Tuition is due at the time the student requests his or her course(s). The University reserves the right to change tuition rate as it deems necessary.

Northcentral University Payment Plan - This monthly payment plan covers the direct Northcentral University tuition costs for each course.

- At the time of the student's Course Request, a payment plan is initiated by the student requiring monthly payments made directly to the University.
- Students cannot register for a new course until all outstanding tuition and fees balances are paid in full.
- The University reserves the right to change tuition rates as it deems necessary.

Procedural Steps for the Northcentral University Payment Plan:

Step One: At the time attendance is confirmed in the course, the student submits the initial payment plan fee and schedules the subsequent monthly payments as

required by the payment plan. The first payment and payment plan fee are processed on the eighth (8th) day of the course.

Step Two: The student's two remaining monthly payments will be processed in 28-day increments beginning 36 days from the start of the course.

Other Important Details about Northcentral University Payment Plans:

- The student's credit card on file is charged automatically each month until tuition and fees for the term are paid in full.

- Fees: A $25 fee will be charged for each month that a payment is not received on time.

- If a credit card payment is declined or a check is returned due to insufficient funds, a $25 Declined Credit Card or Returned Check Fee will be charged.

- If a student who has prepaid tuition withdraws or is dismissed from his or her degree program prior to graduating, any tuition reduction applied to such tuition prepayment is invalid. The student is charged the applicable tuition for all completed courses based on the full tuition rate in effect at the time each course began. The difference resulting from any tuition reduction and the amount charged at the full tuition rate in effect at the time each course began is deducted from the remaining credit balance prior to the refund payout.

Application and Forms

The financial aid process begins when a student indicates their interest in financial aid during the application process and discusses their intent with a Student Finance Advisor. Students may be eligible to receive Federal Student Aid (FSA) funds once they have completed the entire financial aid process.

Forms

FSA forms, applications and/or instructions for applying are available on the FSA website at https//:studentloans.gov. This site is a resource of information from the U.S. Department of Education about how to apply for and manage student loans. These forms and instructions include, but are not limited to:

- Free Application for Federal Student Aid (FAFSA) is a need analysis document published by the Department of Education. Students must complete the FAFSA and receive a valid federal output document in order to be eligible for Title IV funds.

- Federal Direct Loan Master Promissory Note for Federal Direct Stafford Loans and/or PLUS or GradPLUS loans are required only of those students interested in borrowing through the William D. Ford Direct Loan Program.
- Entrance Counseling is required for all first time borrowers and first time students at any post-secondary education institution.

Students must complete these applications, forms and processes electronically in order for the SFS Department to determine eligibility.

Application Process

1. FAFSA

Each applicant requesting federal financial aid must have a current and valid Institutional Student Information Report (ISIR) on file with Northcentral and the U.S. Department of Education. The FAFSA must be completed on-line at: www.fafsa.ed.gov.

From the application data, the SFS department obtains the Expected Family Contribution (EFC) and makes a preliminary determination of Federal Pell Grant eligibility. The application data is also used to determine the amount of a student's Federal Stafford Loan eligibility.

A FAFSA is required for each award year in which a student wishes to receive aid, but in some cases, an ISIR may be used for multiple award years. Students starting courses before June 21, 2016 may complete the 2015/2016 FAFSA. New students starting courses after June 21, 2016 must complete the 2016/2017 FAFSA.

2. Verification:

Students selected for Verification must complete a Verification Worksheet. In most cases, a completed Verification Worksheet is sufficient to complete Verification when students use the IRS Data Retrieval Tool available when completiong the FAFSA online.

Additional information may be needed to be verified depending on which verification group a student is placed in. See the Verification section of the Catalog for a list of the verification groups and corresponding information that must be verified.

3. Master Promissory Note (MPN)

In order to be eligible to receive a Stafford loan, a student must sign an MPN. The MPN will be completed by the student on the MPN web site, which will include the Borrower's Rights and Responsibilities.

Under the multi-year feature of the MPN for Stafford loans, students are able to obtain additional loans without having to sign a new MPN for each academic year. However, a new MPN will be required at Northcentral in the following situations:

- No disbursements were made on the MPN within 12 months of the date the borrower signed the MPN; or
- Ten years have passed since the date the student signed the MPN. If a portion of the loan is made on or before the ten-year limit on the signature date, remaining disbursements of that loan can be made.

The Financial Aid Office can refuse to certify a student's loan application on a case-by-case basis, if the reason is documented for its action and the office provides the reason to the student in writing.

4. Entrance Counseling

Entrance counseling is required before students can receive a first Direct Loan as an undergraduate student, or a first Direct Graduate PLUS Loan as a graduate student. Student access entrance counseling by logging in to www.StudentLoans.gov using his or hear FSA ID. Additional Loan counseling is required for students borrowing Graduate PLUS loans with endorsers or adverse credit history.

Financial Aid History

Prior to disbursing FSA program funds, Northcentral will check the financial aid history for a student who has received aid at another institution. This will be done by reviewing the financial aid history from the National Student Loan Data System (NSLDS).

Verification

Verification is the selective confirmation of certain student and parent-reported data (for dependent students). Applications are selected for verification either by the Central Processing System (CPS) or by the Financial Aid Office. The Financial Aid Office verifies all applications selected by the CPS. Any Institutional Student Information Record (ISIR) may be selected for verification, even if the prior ISIR was not selected.

On a case-by-case basis, the Financial Aid Office may institutionally select an application for verification if there is a discrepancy or a condition that is unusual and warrants review.

To minimize award notification updates and post-award questions, NCU packages and disburses funds only after completing any necessary verification. The verification process must be completed for selected applicants before any Title IV aid (excluding PLUS and Unsubsidized Stafford loans if those loans represent the only award) will be disbursed. A student will receive an updated award letter if, based on verification documentation, Title IV award amounts have changed.

Information that must be verified and the acceptable documentation for students selected for verification are determined annually and published before the start of an award year. In accordance with the new regulation, Northcentral University may verify different items from year to year.

Student Notification of Verification

Applicants selected for verification will be notified via email notice of:

- The documentation needed to satisfy the verification requirements,
- The student responsibilities with respect to the verification application information, including the deadlines for completing the process and the consequences of failing to complete the process,
- The notification methods if the award letter changes as a result of verification and the time frame for such notification,
- When the verification process is complete.

The Financial Aid Office will provide a written verification notice to the student of the documents required to complete the process. The student must submit these documents to the Financial Aid Office in order to receive any Title IV aid for the award year.

Students cannot avoid the verification process by choosing to decline a Pell Grant or Subsidized Stafford loan, resulting in Unsubsidized Stafford funds only.

Submission of Verification Documents

In most cases a completed Verification Worksheet is sufficient to complete verification, when the student uses the IRS Data Retrieval Tool available when filling out the FAFSA online. As a practice, and unless the student is selected for the verification process, the Financial Aid Office does not request Form W-2 Wage and Tax Statements with tax transcripts. W-2 forms are only requested when determining a separation of income, making a professional judgment, when the student is a nontax filer, and/or resolving conflicting data.

In the event the student has a qualified IRA rollover NCU will request a written statement from the tax filer indicating the amount of the distribution that was included in the IRA rollover.

A student must submit all verification documents by the earlier of 120 days after the last day of the student's enrollment or by the deadline published in the *Federal Register* (generally at the end of September following the end of the award year). Verification is considered complete when all requested documentation has been received, all errors have been corrected, and a valid ISIR is on file.

If required verification documentation is not submitted by the deadline, the student will not be eligible for any Title IV aid for the period of time the selected ISIR was used to determine eligibility.

Once a student is no longer enrolled, he may still submit verification documentation (using the deadline above) and receive a late disbursement if, during the time he was enrolled, the U.S. Department of Education had processed an ISIR with an official Expected Family Contribution (EFC). If the EFC changes based on the documentation received, any Pell grant award will be based on the higher EFC. As a reminder if the student is a Pell Grant recipient, certain Lifetime Eligibility Used (LEU) restrictions may apply.

Verification Exclusions

Applicants who fall into the following categories are exempt from the verification requirements unless there is conflicting data present in the file. Use of verification exclusions will be documented in the applicant's record.

- Spouse Unavailable – applicant's data must still be verified according to other requirements. This exception is only for spousal data in which the:
  - Spouse is deceased or mentally incapacitated,
  - Spouse is residing in a country other than the United States and cannot be contacted by normal means,
  - Spouse cannot be located because his or her address is unknown and the applicant cannot obtain it.
- Parents Unavailable – applicant's data must still be verified according to other requirements. This exception is only for parental data in which the:
  - Applicant's parents are deceased or mentally incapacitated,
  - Parents are residing in a country other than the United States and cannot be contacted by normal means,
  - Parents cannot be located because their address is unknown and applicant cannot obtain it.
- Death of a student - if an interim disbursement has been made and the student dies before verification is completed, no further verification is required. No additional funds can be disbursed, including disbursement to any of the student's beneficiaries.
- NCU re-verifies students who may have completed the verification process for the same award year while attending another institution. An exception is made for undergraduate students who transfer from Rio Salado Community College.
- Unsubsidized and/or PLUS funds – as these funds are not based on the EFC, verification is not required if these are the only awards and the student was not otherwise eligible for a Pell grant or Subsidized Stafford Direct loan.

- Not a Title IV Recipient – if a student will not be receiving federal student aid for reasons other than the failure to complete verification, verification is not required.

If any of these exclusions apply, the appropriate documentation is maintained in the student's file.

Verification Tracking Groups

Students who are selected for verification will be placed in one of the six following groups. The group determines which FAFSA information must be verified.

Standard Verification Group. Students in this group must verify the following if they **are tax filers:**

- Adjusted gross income
- U.S. income tax paid
- Untaxed portions of IRA distributions
- Untaxed portions of pensions
- IRA deductions and payments
- Tax-exempt interest income
- Education tax credits
- Household size
- Number in college
- Supplemental Nutrition Assistance Program (SNAP) benefits, if indicated on the ISIR
- Child support paid by the student (or spouse), the student's parents, or both, if indicated on the ISIR

Students who are not tax filers must verify the following:

- Income earned from work
- Number of household members
- Number in college
- SNAP benefits, if indicated on the ISIR
- Child support paid by the student (or spouse), the student's parents, or both, if indicated on the ISIR

Child Support Paid Verification Group - Students in this group must verify child support paid by the student (or spouse), the student's parents, or both, if indicated on the ISIR.

Custom Verification Group - Students in this group must verify high school completion status, provide an identity/statement of educational purpose,SNAP benefits if indicated

on the ISIR, and child support paid by the student (or spouse), the student's parents, or both, if indicated on the ISIR.

Aggregate Verification Group - Students in this group must verify high school completion status and provide an identity/statement of educational purpose in addition to the items in the Standard Verification Group.

Household Resources Group - Students in this group must verify, in addition to the items in the Standard Verification Group, the following if they are tax filers:

- Other Untaxed Income on the FAFSA–
    - Payments to tax-deferred pension and savings
    - Child support received
    - Housing, food and other living allowances paid to members of the military, clergy and others
    - Veterans non-education benefits
    - Other untaxed income
    - Money received or paid on the applicant's behalf

Separation of Income

To reflect a student's (or parent's) financial situation properly when a change in family status occurs between the prior calendar tax year and the current time period, a Separation of Income form is required. This form enables the student (or parent) to assess the dollar amount of funds reported on the prior year tax return and/or FAFSA that are attributable to the student (parent).

This amount is then used in the EFC calculation, as it more accurately reflects the student's (or parent's) financial situation.

Conflicting and Inaccurate Information

If the results of the FAFSA indicate that further verification is needed, such as citizenship proof, proof of non-citizen eligibility, or proof of registration with Selective Service, additional documentation may be required. The Financial Aid Office is required to resolve conflicting data if there is a reason to believe that any information on an application used to calculate the EFC is inaccurate.

Filing a Tax Extension

When a student files a tax extension, proof of the filed extension must be provided. This consists of the documentation the student received from the IRS when the extension was filed. Once the taxes have been filed, the student must provide a copy of the tax transcript to the Financial Aid Office. No interim disbursements of financial aid will be made for students who are selected for verification while they are completing the verification process.

Time Limits

- There is no time limit for evaluating information to determine if a conflict exists.
- NCU will resolve the conflict expeditiously.
- NCU will not disburse aid (or make additional disbursements of aid) until the conflict is resolved.
- No further action is needed if:
    - All aid for the period of enrollment has been disbursed; or
    - At the time of disbursement, there was no conflicting information; or
    - The student is no longer enrolled at NCU and has not told NCU he intends to re-enroll,
- Post Withdrawal Disbursement: If aid remains to be disbursed, NCU will resolve the conflict before making the late or post withdrawal disbursement.

Handling Conflicts in Taxable Income

- Determine if the applicant/spouse/parent(s) were required to file a tax return.
- Determine if the student/parent filed using the correct filing status. For example, one individual filed as Married Filing Separately, but both claimed Head of Household.
- Determine if interest and dividend income or capital gains are reported on the income tax return, but there are no assets are reported on the FAFSA.
- Compare the verification worksheet and the tax transcript to the FAFSA/ISIR. Inconsistent information represents conflicting information. If the FAFSA or the ISIR disagrees with the income tax transcript, either the FAFSA/ISIR or the income tax return must be corrected. The Financial Aid Office can insist the family submit a corrected tax return and then submit to the University an IRS generated tax transcript. Aid will not be disbursed until the conflict is resolved.
- Determine if a conflict exists regarding the relationship reported in the exemption section of the tax return and other information reported.
- Verify Social Security Numbers reported by student and/or parents.
- Verify marital status reported by student and/or parents.
- Determine if a person was claimed as a tax exemption by more than one person.
- Determine if the applicant reported a low income figure.
- Determine if untaxed income needs to be resolved.

Resolution

NCU is required to document the resolution regarding conflicting information, including what it determines the correct information to be. This may be confirmation that an earlier determination is correct.

Examples of documentation to support resolution of conflicting information include:

- A signed federal tax transcript,
- A letter from the tax preparer or accountant that adequately explains the situation,
- A letter from the IRS,
- A signed statement from the student/spouse/parent(s),
- FAFSA/ISIR with information corrected by the student, or
- An IRS generated letter to reflect the data from an amended tax return.

Referral of Fraud Cases

All suspicion of financial aid fraud should be reported to the Director of Human Resources and to the Vice President of Student Financial Services, who will evaluate the evidence and report suspected fraud to the Office of Inspector General of the U.S. Department of Education.

Database Matches

Database matches requiring clearance of Reject or C-Codes fall into six categories and must be resolved prior to award and disbursement of Federal Student Aid (FSA).

- Selective Service
  - Data match
  - Registration
- Department of Homeland Security (DHS)
  - Primary verification of citizenship
  - Secondary verification of citizenship
- Social Security Administration (SSA)
  - Social Security Number (SSN)
  - Citizenship
  - Date of Death
- Veteran's Affairs (VA) - Veteran Status
- National Student Loan Data System (NSLDS)
  - Default
  - Overpayment
  - Financial Aid History
- Department of Justice (DOJ) - Drug Abuse hold file

Students with a Database match, Reject, or C-Code are notified via their Student Aid Report (SAR). The Financial Aid Office also sends a written notice to the student requesting any documents required to complete the process.

The student must submit these documents to the Financial Aid Office in order to receive any FSA for the award year.

Documentation received requiring corrections to the Institutional Student Information Record (ISIR) will be used as the source for corrections by the Financial Aid Office. Documentation used for resolution will be held on file by the Financial Aid Office.

Selective Service

Males in the United States born on or after January 1, 1960 are required to register with the Selective Service between the age of 18 and 25. To resolve a Selective Service match, the student must provide specific information.

- If still between the ages of 18 and 25, provide proof of registration with Selective Service
- If beyond the age of registration and did register when eligible, provide proof of registration
- If beyond the age of registration and did not register, provide proof that they were exempt
- If active in the armed services and on active duty, provide a copy of a current Military ID
- If a former member of the armed services, provide a copy of the DD214 long form showing a discharge other than dishonorable
- If beyond the age of registration and did not register and were not exempt, provide the Financial Aid Office with documents to show that the failure to register was not knowing or willful. Eligibility to be determined through Professional Judgment.

Department of Homeland Security (DHS)

To be eligible for Title IV aid, a student must be a U.S. citizen, or eligible non-citizen as qualified through the United States Citizenship and Immigration Services (USCIS) within the DHS. Eligible statuses are:

- U.S. citizen or national
- U.S. permanent resident
- Citizens of the Freely Associated States: The Federated States of Micronesia and the Republics of Palau and the Marshall Islands
- Other eligible noncitizens

If a parent wants to take out a PLUS loan for a dependent undergraduate student, both the parent and the student must be U.S. citizens or nationals, or eligible noncitizens.

When students complete their Free Application for Federal Student Aid (FAFSA) the Central Processing System (CPS) will match the student's information to validate the student's name, date of birth (DOB), U.S. Citizenship status, Social Security number (SSN), and possible date of death.

For proof of citizenship, a student will need to provide a copy of one of the following:

- U.S. Birth Certificate
- Certificate of Birth Abroad
- Certificate of Citizenship
- U.S. Passport
- Certificate of Naturalization

Older versions of the Certificates of Naturalization and Citizenship instruct the holder not to photocopy the document. The USCIS has advised that these documents may be photocopied for lawful purposes, such as documenting eligibility for Title IV aid.

If the student is an eligible noncitizen, they will need to provide at least one of the following:

- I-94 or I-94A stamped "Processed for I-551"
- I-151 Receipt Card
- I-151 Resident Alien Card
- Machine Readable Immigration Visa (MRIV)
- Foreign Passport stamped "Processed for I-551"

This list is not inclusive of all documents that may resolve a DHS match for eligibility.

Should DHS not confirm eligibility at Primary Verification, CPS will attempt automated Secondary Confirmation from DHS. The Automated Secondary Confirmation process may take as little as 5 days but no longer than 15 business days. If the student does not pass automated Secondary Confirmation and still wants Title IV aid, the Financial Aid Office will initiate the paper Secondary Confirmation process to resolve the discrepancy.

Secondary Confirmation performed by the Financial Aid Office requires the student to provide proof of their immigration status and the Financial Aid Office then completes the G-845 form and submits the form to USCIS with the appropriate immigration documents from the student.

Social Security Administration (SSA)

The purpose of the SSA database match is to verify that the student's SSN, DOB, and name reported on the FAFSA match the SSA records. The SSA database match will also verify citizenship in conjunction with the USCIS.

If the student's SSN is not found in the SSA database, the student's FAFSA application will be rejected and the student will receive instruction on their SAR to correct their SSN. SSA rejects can occur when:

- The student reports the wrong SSN on the FAFSA
- There is an error in the SSA database
- No match of SSN to name or DOB
- Name, DOB, or signature are missing from the FAFSA
- The student reports an invalid SSN
- The SSN has an associated date of death

Students from the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Palau are not required to provide SSNs, but are instead assigned an identification number by CPS when indicating their state of legal residence.

Means of resolving SSA database codes include, but are not limited to:

- The student/parent making corrections directly to the FAFSA via Student Aid Report (SAR) or FAFSA on the web (FOTW), if fields were left blank on the ISIR or were entered in error
- Providing a copy of the student's/parent's birth certificate
- Providing a copy of the student's/parent's Social Security card
- The student/parent contacting the SSA to update SSA records

Veteran's Affairs (VA)

FAFSA information is also sent via CPS to the Department of Veteran's Affairs for a status match. If the student answers 'Yes' to the FAFSA question asking if they are a Veteran, the VA scans its databases to see if it considers the student to be a veteran. There is no minimum amount of time the student has to serve in order to be considered a veteran.

Criteria for a student to meet Title IV aid requirements as a Veteran are:

- The student has served in the U.S. Armed Forces (U.S. Army, Navy, Air Force, Marines, or Coast Guard) and has been on active duty (does not include those in the Reserves that have not been called to active duty).
- The student was released from the military under a condition other than dishonorable.
- The student is currently serving in the Armed Forces, provided documents confirm intended release prior to the end of an award year. The student has

attended a U.S. military academy or U.S. preparatory school (U.S. MAPS or NAPS, not high school academies) for at least one day and was released under conditions other than dishonorable.

- o Students currently attending a U.S. military academy or ROTC students are not veterans
- The student is a member of the Reserves or Coast Guard, provided the student has been called to active duty for purposes other than training
- The student has served in the Reserves or Coast Guard and has been discharged for any reason other than a dishonorable discharge

The student may be asked to provide documentation to substantiate their Veteran status if the VA returns a C-Code for non-match. Items which may be requested to resolve veteran status:

- DD214, Report of Separation
- A letter or memo from a commanding officer stating the intent to release the student prior to the end of the award year
- A letter from the Department of Veterans Affairs that states its records have been updated to show the student is a veteran

National Student Loan Data System (NSLDS)

NSLDS records the financial aid history of a student across all schools where they may have been awarded financial aid funding in loan or grant form. When the student applies using the FAFSA, CPS will match the student to NSLDS.

Database matches from NSLDS will require resolution from the student prior to being offered any award from the Financial Aid Office. The following is a list of possible database matches that require resolution:

- The student is in default on a federal student loan
- The student owes on an overpayment on a federal student loan or grant
- The student has exceeded annual or aggregate loan limits
- A match is found for SSN, but does not match the student name or DOB
- The student has had at least one federal student loan discharged due to disability

The following Non-Database Matches require resolution if Northcentral University or the Financial Aid Office is aware of the situation specific to a student:

- The student has been convicted of, or has pled no contest or guilty to a crime involving fraud in obtaining Title IV aid.
- The student is subject to a judgment lien for a debt owed to the United States (such as a lien from the Internal Revenue Service on a student's property for failure to pay federal tax debt).

Means to resolve NSLDS matches include but are not limited to the following:

- If the SSN is found but name and DOB do not match:
  - A copy of the student Social Security Card
  - A copy of the student Birth Certificate
- If a previous loan was discharged due to disability:
  - A student and Physician statement indicating the student may engage in substantial gainful activity
  - Student statement acknowledging that they are aware any new federal loans may not be discharged on the basis of present impairment unless the condition substantially deteriorates meeting the definition of total and permanent disability
- If related to defaulted loans or overpayments
  - A copy of satisfactory repayment from the loan holder(s) from the student

Department of Justice (DOJ)

If the student receives a Drug Abuse/Drug Conviction C-Code or reject code from CPS it may indicate that there is a problem with how the student answered the drug conviction question on the FAFSA. Student convicted of a federal or state offense of selling or possessing illegal drugs while receiving federal student aid may still be eligible for federal student aid, and if not, may still be eligible for state or institutional aid.

The question asks if the student has ever been convicted of possessing or selling illegal drugs while the student was receiving federal student aid.

If the student answers yes or leaves the question blank the student will be required to complete the Drug Abuse/Drug Conviction Worksheet to determine if there was a drug conviction and if it affects the student's eligibility for aid.

Student denied eligibility for an indefinite period can regain it only after successfully completing a qualified drug rehabilitation program or if a conviction is reversed, set aside, or removed from the student's record so that fewer than two convictions for sale or three convictions for possession remain on the record. In such cases, the nature and dates of the remaining convictions will determine when the student regains eligibility. It is the student's responsibility to certify to the Financial Aid Office that they have successfully completed the rehabilitation program; as with the conviction question on the FAFSA, the Financial Aid Office is not required to confirm the reported information unless there is conflicting information.

Student Budgets

POLICY

Student budgets are an important component in the financial aid process. Standard student budgets are used to award financial aid by reflecting the cost of attendance for the average student population at a modest, but adequate, standard of living. Special budget considerations for additional costs are approved by the Student Financial Services Team on a case-by-case basis as covered through a Professional Judgment decision.

Direct and Indirect Costs

Students apply for financial assistance to help pay for costs related to receiving an education at Northcentral University. Some costs are direct charges such as tuition, books, and fees, while other costs are considered to be indirect costs such as housing, utilities, food and other incidental personal expenses. Indirect costs are included in the student budget because they are costs a student must consider when determining the expense to attend the University. The student may apply for student financial assistance to help cover education-related expenses such as these.

How Budgets Are Derived and Updated

Northcentral University reviews student budgets each year to determine current and reasonable expenses to attend Northcentral University. Northcentral University has chosen to use CollegeBoard guidelines. Expenditure Survey (CES) and the Indexes of Comparative Costs, both produced by the U.S. Bureau of Labor Statistics. Because a standardized budget is used, students are not asked to provide receipts to prove expenses. The budget will not be increased unless unusual or exceptional circumstances exist and are approved through a Professional Judgment decision.

A student budget consists of anticipated charges. These charges include average tuition and fees based on degree level, average books and supplies, and an estimated amount for indirect costs. Indirect costs include items such as room and board, transportation and miscellaneous personal expenses. The institution uses a standardized amount for indirect costs to determine financial aid eligibility.

There are times when students have additional educational expenses based on program requirements. Northcentral University will consider adjustments to cost of attendance in these situations, if requested by a student, on a case-by-case basis.

Costs in the budget include:

- Tuition and fees: The average tuition amount for the academic year is based upon degree level, mandatory fees including a one-time learning management fee, and estimated loan fees.

- Books, supplies, transportation and miscellaneous personal expenses: These expenses are based on estimates from CollegeBoard.
- Room and board: The standardized amount is based upon the student attending a distance education University. It includes the estimated cost for such things as rent, utilities and food.

The budgets for 2015-2016 are:

| | Number of courses in the academic year | | | | | | | |
	1	2	3	4	5	6(+)	7	8(+)
Undergraduate	$3,296	$6,592	$9,888	$13,184	$16,480	$19,776	$23,072	$26,
Masters and Post-Bacc Certificates	$4,798	$9,595	$14,393	$19,190	$23,988	$28,785		
Doctoral and Post-Masters Certificates	$5,505	$11,010	$16,515	$22,020	$27,524	$33,029		

Budget Restrictions

Certain student categories are restricted with regard to allowable budget components:

Student Category	Restriction(s)
Correspondence students	N/A - Northcentral University is an online education institution and does not offer correspondence courses
Incarcerated students	• Are limited in COA determination to tuition and fees, required books, and supplies • Are ineligible for Federal Student Aid (FSA) loans • If in a federal or state penal institution are ineligible for Pell grants
Less-than-half-time students	N/A - All students at Northcentral University are considered full-time
Active Military Students and Students Receiving Military Tuition Assistance	Active Military students and students receiving military tuition assistance may have reduced budgets to allow for BAH payments and reduced tuition, when

	applicable.
Employee Voucher	Employees with approved vouchers are not charged for tuition -therefore the cost of tuition is not included in an employee budget
Students using Title IV funding concurrently at another institution.	Northcentral University will only award direct cost to student using Title IV funding at another institution.
Students requiring additional dissertation time	Northcentral University will only award direct cost to students adding additional dissertation time.

Budget Appeals

A written appeal can be submitted to the Student Financial Services Team if the student believes they have unusual expenses not reflected in the standard budget. The appeal letter must include a description of the unusual circumstances and in some cases, additional documentation may be required. The Student Financial Services Team will notify the student of the decision.

Awarding/Packaging Financial Aid

The University's institutional packaging philosophy ensures students are awarded aid from the Title IV student financial assistance programs in a consistent and equitable manner. Students are informed of the amount of Title IV aid for which they are eligible. A member from the Financial Aid Office will counsel the student regarding their rights and responsibilities. It is the student's decision to determine the amount of student loan debt they believe is appropriate for them to cover their education costs, which may include direct and indirect costs.

Federal financial aid awards are intended to meet the student's level of financial need. Financial aid recipients who qualify can expect to receive a Pell grant (a grant based on financial need) and scholarships first in order to reduce future loan indebtedness. The Pell grant program is available for students in an undergraduate program if the student meets all other eligibility criteria.

Packaging Overview

The combination of Title IV student financial aid programs offered to a student is referred to as packaging. Students are packaged with federal aid after all required documentation has been received, including an ISIR. An ISIR is accepted for release of payment from Title IV federal student financial aid programs when any conflicting

information is resolved, additional information requested by the U.S. Department of Education in the ISIR is provided, and/or when students have completed the verification process.

Title IV federal student financial aid is awarded on the basis of an academic year. For graduate students, the academic year is at least 18 credits and at least 30 instructional weeks. For undergraduate students, the academic year is at least 24 credits and at least 30 instructional weeks.

Estimated Financial Assistance

Outside resources, also known as estimated financial assistance, include private education loans, grants, tuition and fee waivers, scholarships, and fellowships.

Students are encouraged to seek assistance from outside resources. All outside financial assistance must be reported to the Financial Aid Office. All forms of student financial aid, including outside resources, may not exceed the student's direct and indirect costs. Therefore if a student has received an award from the Financial Aid Office and subsequently receives an outside award, an adjustment to the original funding may be necessary.

Federal Pell Grants

All undergraduate students are eligible to apply for a Federal Pell Grant before any other source of Title IV aid. The University disburses a Pell Grant based upon an annual award for the academic year according to the student's academic pace.

The student's official Expected Family Contribution (EFC) from a valid Institutional Student Information Report (ISIR) is used in conjunction with the student's cost of attendance to determine the amount of the scheduled award.

There is a Lifetime Eligibility Used (LEU) limit for students eligible for a Pell Grant. If the sum of all Pell Grants received for multiple years equals or exceeds 600% of Pell eligibility for that award year, the student may no longer receive Pell Grant funding. Similarly, a student whose LEU is greater than 500% but less than 600% remains eligible for Pell but will not receive a full award the following year. The amount of Federal Pell Grant funds a student may receive over his lifetime is limited to the equivalent of six years of Pell Grant funding. Since the maximum amount of Pell Grant funding a student can receive each year is equal to 100 percent, the six-year equivalent is 600 %.

Lifetime Eligibility Used (LEU):

The U.S. Department of Education keeps track of a student's LEU by adding together the percentages of the student's Pell Grant scheduled awards received for each award year. When a student is close to the LEU or exceeds the LEU, a comment code will be noted on the SAR.

For Northcentral University undergraduate students, an academic year consists of a minimum of 24 credits and 30 instructional weeks. Within each academic year, there are two payment periods. The student's award for each payment period is calculated as follows:

Scheduled Award X	Credits in Payment Period
	Credits in the student's Borrower-Based Academic Year

When a payment period falls into two different award years, it is referred to as a crossover payment period. The student can be paid from either award year as long as he has a valid ISIR from that award year. If more than six months of a payment period fall within an award year, the payment should be made from that award year. The decision about which award year to use is usually based on the student's remaining eligibility in the earlier award year.

Eligibility for a Pell Grant award is determined using the following calculation:

Cost of attendance - EFC = student's financial need

Stafford Loans

Students may receive subsidized and unsubsidized Stafford loans, depending on need and eligibility, to meet educational costs at Northcentral University.

Eligibility for a subsidized Stafford loan is based on need. Graduate students are not eligible for subsidized Stafford loans. A student's need is calculated as follows.

Cost of attendance - EFC - Pell award - estimated financial assistance = student's need

Eligibility for an unsubsidized Stafford loan is based on the cost of attendance. Eligibility is calculated as follows:

Cost of attendance - Pell award - estimated financial assistance - subsidized Stafford loan = student's eligibility for unsubsidized Stafford loan

Based on the student's grade level, he or she may borrow up to the annual maximum loan amounts available. If a student does not qualify for a subsidized Stafford loan, he may qualify to borrow an unsubsidized Stafford loan. For undergraduate programs greater than an academic year in length with a final period of enrollment shorter than an academic year, loan award amounts are prorated according to the following formula:

Annual loan limit X	Credits in Payment Period
	Credits in student's Borrower-Based Academic Year

A graduate student's academic year must be a minimum of 18 credits and 30 instructional weeks. Graduate loan awards are not prorated for less than an Award Year.

Note that an unsubsidized Stafford loan can be used to offset all or part of the EFC.

First-time borrower's eligibility for Direct Subsidized Stafford loans may not exceed 150% of the length of the borrower's educational program. Under certain circumstances, first-time borrowers who exceed the 150% limit lose the interest subsidy on their subsidized loans.

PLUS Loans

A parent of a dependent student may request up to the student's cost of attendance less any estimated financial assistance in the form of a PLUS loan.

A student or parent who owes a repayment on a Federal Student Aid award or is in default on a federal student loan is not eligible for additional federal student aid.

Award Package Notification and Appeals

Students receive notice of their financial aid awards via an award letter. Students are also informed of their right to make changes and the process for requesting changes in the financial aid package.

A student may request a change to the award by the later of the first day of the payment period or 14 days after the student is notified of the award. The student may make changes to the offered amounts by contacting the Financial Aid Office.

Students who wish to appeal an awarded amount may do so by contacting the Financial Aid Office. The student's request must meet the requirements for a Professional Judgment, and the student must follow the Professional Judgment process.

Northcentral University does not disburse the loan until the borrower is notified of the proposed loan package and the time given to respond, 14 days, has elapsed. The borrower only needs to take action if he/she wants to decline the loan or make adjustments to the amount of the loan.

Award Revisions

Once an award letter has been issued to a student, an appeal or other circumstance may require a change to the original notification. The Financial Aid Office reviews a student's circumstances, makes an adjustment to the award, and sends a revised award letter as soon as possible. The revised award letter supersedes the original award notice, which is then no longer valid.

The Financial Aid Office will routinely consider a revision in a student's aid package when any of the following occurs:

- There is conflicting information in the file.
- There are changes resulting from verification.
- An error has been made by the Financial Aid team member.
- There is a change to the student course schedule.
- Additional funding has been identified.

Overawards

An overaward occurs when the student's disbursed financial aid (federal, institutional, and outside aid) and other resources exceed the cost of attendance for the award period. There are several possible reasons why overawards occur:

- The student has additional resources greater than those used to calculate the award.
- The Financial Aid Office has inadvertently made an error.

Also, the student may have intentionally deceived or misrepresented information in order to obtain funds. If a determination is made that an overaward has occurred because of fraud, the Financial Aid Office will report the suspected fraud to the Office of Inspector General of the U.S. Department of Education. Before reducing an aid package because of an overaward, the Financial Aid Office attempts to eliminate the overaward by:

- Increasing the student's budget using allowable expenses, or
- Adjusting the EFC. or
- Adjusting undisbursed funds for the current payment period (all undisbursed financial aid funds are adjusted in the case of an overaward).

If eliminating the over award is not possible, the Financial Aid Office reduces aid in the next payment period and requests that the student be billed for any remaining amount due.

Professional Judgement

The Director of Student Financial Services has the authority to exercise professional judgment based upon unusual and special circumstances on a case-by-case basis.

Circumstances That May Justify a Professional Judgment

Professional judgment is an opportunity for the parent, student, or the University to account for exceptions in certain areas that might allow more financial aid eligibility. The goal of Professional Judgment is to consider whether current circumstances are hindering a student from receiving adequate financial assistance.

Following are some examples of reasons for which a student and/or parent may request a Professional Judgment, but these are not the only reasons why Professional Judgment may be appropriate:

- Job loss or income reduction
- Illness or death of a spouse
- Medical and dental expenses not covered by insurance
- Unusually high child/dependent care expenses
- Parents enrolled in college
- Elementary and secondary school tuition
- Early distribution from retirement plans
- Loss of benefit
- Roth IRA rollovers
- Male students who failed to register for Selective Service
- Dependency override

Limits on the use of Professional Judgment

Professional Judgment may not be used to modify the EFC formula tables used in the EFC calculation.

Processing Requests for Professional Judgment

Students are required to submit a request for Professional Judgment review to the Financial Aid Office.

All requests for the use of Professional Judgment are considered on a case-by-case basis and documented in detail in the student's file. If an adjustment is made, documentation includes the reason for the adjustment and how it relates to the special circumstances that have arisen.

Professional Judgment may be applied to adjust either the cost of attendance in the student budget or a data element in the ISIR. If the data element in the ISIR is adjusted, the University will use the resulting EFC consistently for all federal student aid funds awarded to undergraduate students.

An aid administrator's decision regarding adjustments is final and cannot be appealed.

Disbursement Process

Definition of Disbursement and Disbursement Methods

Federal student aid funds are considered disbursed when they are credited to a student's account.

Academic Year Definitions:

- Undergraduate Academic Year – 24 semester credits and at least 30 instructional weeks
- Graduate Academic Year – 18 semester credits and at least 30 instructional weeks.

Payment Period Definitions:

- Undergraduate Payment Period – 12 semester credits and at least 15 instructional weeks
- Graduate Payment Period – 9 semester credits and at least 15 Instructional weeks

An academic year consists of two payment periods. Each payment period is half of the credits and half of the weeks within the academic year. Students must complete both the credits and the weeks in the payment period to be considered to have completed the payment period.

Loan funds awarded for the academic year are equally awarded for each payment period. Pell Grant funds are awarded for each payment period within the Award Year.

Students must be making Satisfactory Academic Progress and all required documents must have been submitted to the Financial Aid Office before any disbursement can be made. The University reserves the right to make multiple disbursements within each payment period to align with the timing of charges being assessed.

Tuition and fees are charged to the account after the seven day drop/add period and for which they have demonstrated participation in the course. More than one course may be taken at the same time, and therefore charges are accrued simultaneously.

Students must complete ½ of the semester credits AND ½ of the instructional weeks in the academic year before a subsequent payment period's disbursement of aid can be credited to their account.

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Responsibility for Disbursement of Funds

Federal regulations require a clear and distinct separation of functions between the student Financial Aid Office and the Accounting Department.

The Financial Aid Office ensures the accurate and appropriate awarding of aid. The Financial Aid Office also verifies the student's eligibility and enrollment status at the time of disbursement. The results of the review are then forwarded to the Accounting Department for funds to be either credited to the student's account or returned to the funding program.

The Accounting Department has the responsibility for disbursing and posting loan, grant and scholarship funds to the appropriate student's account. The Accounting Department credits the student's account within three business days of receipt of the funds.

Disbursement Eligibility

To be eligible for the first disbursement of financial aid, a student must:

- Complete Federal Direct Loan Entrance Counseling (this only applies to first time borrowers who are also first time students.
- Complete Federal Direct Loan Master Promissory Note(s)
- Agree to be responsible for charges and to begin participation in the first course of the payment period
- Not owe a previous balance to Northcentral University that exceeds $200*

*A student may authorize the University to pay up to $200 in previous charges.

Late Disbursements

Generally, if funds are received after the end of the loan or Pell period, if a student has withdrawn after completing more than 60% of the academic year half, or if the student has graduated, the student may be eligible for a late disbursement. Student eligibility for a late disbursement is contingent on the following:

Stafford Loans and PLUS/Grad PLUS Loans:

- The loan must be originated on or before the end of the loan period or graduation date.
- The student must meet all other eligibility criteria (i.e., Satisfactory Academic Progress (SAP), started the loan period within 30 days, completed prior academic year, met admission criteria, and so on).
- The disbursement must be made within 180 days after the date the student becomes ineligible.

- In the case of a late disbursement, if there is a withdrawal date in the academic year (AY), and the student has completed more than 60% of the AY half, the student may be eligible for a late disbursement.

- In the case of a late 2nd disbursement, if there is a withdrawal date in the AY, the student may be eligible for a late disbursement if he or she has successfully completed the period for which the loan was intended.

Grants:

- A valid ISIR for the award year has been received prior to the student's withdrawal date, or the Department of Education's ISIR deadline dates, whichever is earlier.

- The student has met all other eligibility criteria (i.e. SAP, completed prior academic year credits, met admission criteria, and so on).

- The disbursement must be made by the Department of Education's payment deadlines for the given award year or within 180 days after the date Northcentral University determined that the student withdrew, whichever is earlier.

- If there is a withdrawal date in the AY and the student has completed more than 60% of the academic year half, the student may be eligible for a late disbursement.

- If there is no withdrawal date in the academic year or the student has graduated, the student may be paid retroactively for any completed payment periods subject to the above stated deadlines.

Loan Disbursement Notification

Students and parents (if applicable) are notified of the amount of Title IV loan funds they can expect to receive. The notification outlines the type of loan (such as Subsidized or Unsubsidized), the disbursement date, and the amount. Students and parents are notified in writing of the date and the amount of the disbursement no earlier than 30 days before or no later than 7 days after crediting the student's account. The notice explains the borrower's right to cancel all or a portion of the disbursement and the procedures for doing so.

Student/Parent Authorizations

NCU uses federal student aid funds to cover current year outstanding charges for tuition and fees. NCU obtains authorization from a student (or parent borrower) to carry out the following activities:

- Use federal Title IV aid funds to pay for allowable educationally related charges other than tuition and fees (if applicable).

- Apply federal Title IV aid funds to minor prior-year charges that total no more than $200.

The authorization from a student allows NCU to carry out the activities for which authorization is provided for the entire period that the student is enrolled at the University. The student may cancel or modify the authorization at any time.

Credit Balances

The University disburses funds within 14 days after the Federal Student Aid (FSA) credit balance occurs.

Return of Title IV Funds

Title IV funds are awarded to a student under the assumption the student will attend Northcentral University during the entire period for which the assistance was awarded.

When a student does not complete the payment period in which the student is currently enrolled or if the student ceases to participate in a course for more than 28 consecutive days, the University is required to determine whether any Title IV funds must be returned to the federal student aid programs. The percentage of earned and unearned portions of Title IV aid is calculated based upon the scheduled number of days in the payment period and either the date in which the student withdrew from the University or when the student ceased participating in their course work for more than 28 consecutive days. For purposes of determining the percentage of Title IV aid earned, and with the exception of a student not returning from an approved Leave of Absence, the date of withdrawal is determined to be the last date the student participated in a course. For students who have ceased participating in their course for more than 28 consecutive days, the University will record in the Return of Title IV calculation worksheet, the 14th day after the last date the student participated in the course as the date of determination. For those students, federal funds will be returned within 45 days from that date.

As mandated by the U.S. Department of Education, the Return of Title IV calculation determines what portion of Title IV funds, whether disbursed or could have been disbursed, that can be used to pay institutional and non-institutional charges.

For students subject to a Return of Title IV calculation, the calculation accounts for the initial charges that are assessed for the payment period. Initial charges may only be adjusted by those changes Northcentral University makes prior to the student's withdrawal (for example, dropping a course unrelated to a withdrawal).

The following Title IV aid programs in which Northcentral University participates are covered in the Return of Title IV calculation and are referred to as the Title IV aid programs:

- Federal Pell Grant,
- Direct Stafford loan,
- Direct PLUS loan, and
- Grad PLUS loan

If the calculation results in the return of funds, those funds will be returned first to the federal loan programs. If the remaining amount exceeds the amount of the loan disbursements, the remaining amount will be returned to the federal grant programs. The order in which Title IV aid is returned, if required, is as follows:

Order of Distribution

When the Return of Title IV calculation is complete, Northcentral University returns any unearned aid to the following sources, in the following order of distribution, up to the total net amount disbursed from each source:

1. Unsubsidized Stafford Loan
2. Subsidized Stafford Loan
3. PLUS (Graduate Student)
4. PLUS (Parent)
5. Pell Grant

Withdrawal Date

Northcentral University determines when a student ceases to attend the institution. Determination occurs when:

- a student notifies Northcentral University of his intent to withdraw, or
- the institution dismisses the student, or
- the student ceases attending the institution, or
- a student fails to return from an approved Leave of Absence (LOA)

When a student fails to return from an approved LOA, the withdrawal date is the last date the student performed an academic-related activity.

When a student ceases attending the institution, the withdrawal date is the last date the student performed an academic-related activity. The date of determination is:

- the date the student notified the University of their intent to withdraw, or
- the date the University dismissed the student; or
- the end date of an approved LOA; or
- 14 days after the student's last date of attendance.

The withdrawal process begins on the date of determination.

From the date of determination, NCU makes no further disbursements of Title IV aid and holds any credit balances due the student until the Return of Title IV calculation is completed. NCU returns funds within 45 days of the date of determination. The exception to this rule is if the student or parent (dependent student) is eligible for a post withdrawal disbursement of funds earned but not disbursed.

Calculation for the Return of Title IV Funds

Northcentral University performs all Return of Title IV calculations using official software or official worksheets provided by the U.S. Department of Education.

Percent of Aid Earned - The percent of Title IV aid funds earned is based on the following formula:

Calendar days completed in the payment period divided by the total calendar days scheduled in the payment period, excluding days when the student was on an approved leave of absence or a regularly scheduled break that is 5 or more consecutive days.

If the result (percentage of aid earned) is greater than 60 percent, then 100 percent of the Title IV aid funds disbursed, or that could have been disbursed, are considered earned, and funds need not be returned to the Title IV federal financial aid programs.

Dollar Amount of Aid Earned - If the Percent of Aid Earned is 60 percent or less, a return to the Title IV aid programs is required and Northcentral University must determine the dollar amount of aid earned. The amount of Title IV aid funds earned is determined based on the following formula:

Percent of aid earned multiplied by the amount of aid disbursed and/or that could have been disbursed during the payment period.

Institutional Charges

Institutional charges are used to determine the portion of unearned Title IV aid that the school is responsible for returning. Institutional charges do not affect the amount of Title IV aid a student earns when he or she withdraws. The institutional charges in the calculation are the charges that were initially assessed the student for courses started within the payment period.

Amount to be Returned

A comparison is performed to determine the amount of Title IV aid which must be returned to the federal aid programs. A comparison is made between two calculations and the lesser amount is the amount of unearned Title IV aid which must be returned to the federal student aid programs. These are the two calculations:

A. The amount of Title IV aid earned is subtracted from the Title IV aid disbursed in the payment period. This is the amount of Title IV aid that must be returned.

B. The institutional charges for the payment period are multiplied by the percentage of unearned Title IV aid calculated.

The University notifies the student via email regarding the funds which have been returned on their behalf. The Direct Loan Servicing Centers are informed of the student's date of withdrawal.

The amount of unearned Title IV funds the University must return when the student completes 60 percent or less of the payment period is determined in the calculation. The amount of Title IV funds returned by the University reduces the student's outstanding Title IV student loan balance

Post-Withdrawal Disbursement

A post-withdrawal disbursement (PWD) is required when the Dollar Amount of Aid Earned is greater than the amount disbursed. The amount for the PWD is determined by this formula:

The Dollar Amount of Aid Earned – (minus) the total Title IV aid disbursed for the payment period.

If the amount is greater than zero, a PWD can be made if all other requirements are met.

The University sends eligible students an offer letter for any amount of a PWD that is not credited to the student's account within 30 days of the date of determination. The offer letter will include:

- Type and amount of Title IV aid funds that make up the PWD
- Type and amount of Title IV aid funds that have been credited to the student's account
- An explanation that the student or parent may accept or decline some or all of the PWD that is not credited to the student's account
- An explanation that informs the student or parent that no PWD will be made if the student or parent does not respond within 30 days of the letter date
- Instructions that the student or parent must submit the response in writing directly to the Financial Aid Office by either e-mail or fax.

Post-Withdrawal Grant funds are always processed and made available before loan funds. Grant Funds are disbursed directly to the student account within 45 days of the date of determination.

Northcentral University disburses loan funds within 180 calendar days of the date of determination. The amount the student is eligible for is determined at the time of the return calculation, and the amount of the Post-Withdrawal Disbursement may be less than the full eligibility amount if the student or parent accepts less than the total amount.

The student, or parent to whom a PLUS loan has been made, must accept the loan PWD offer within 30 days of the date of the offer letter. However, if the student (or parent/borrower on a PLUS loan) returns an accepted offer letter after 30 days but within 180 days of the date of determination, the Financial Aid Office will disburse funds.

05 - ACADEMIC POLICIES

Program, Course Start Date

The program start date is the start date of the first course in the student's program. Courses are available to begin on Monday of each week.

Once a student is registered for a course, the start date may not be moved. To start the course at a later time, the student must drop the course and re-register. Compliance with the Attendance policy is mandatory regardless of any courses dropped or added.

The University recommends students request courses 14 days in advance to allow sufficient time before the course start for delivery of course materials. Students may contact their Academic Advisor for assistance in determining the latest date they may start a course without violating the Attendance policy.

The course outline and syllabus, and the course room page, are available to the student as soon as the Course Registration Information (CRI) is issued. Coursework may not be submitted until the course start date.

Northcentral University makes every effort to recruit the highest caliber of faculty available in their field of scholarship and assesses on a regular basis the standard of instruction provided by each individual faculty member. When enrolling for a course, students will be assigned an appropriate faculty member from the pool of instructors available; and a choice of instructor will not usually be possible. Similarly, faculty teaching research courses and acting as Chair of a Dissertation Committee will be decided by School Deans on the basis of appropriate qualifications and availability; however, in this circumstance, students are encouraged to approach faculty whom they would like to have serve on their Dissertation Committee and they to make requests for such assignments through their Academic Advisor. In these situations, students may express preferences for particular faculty members by consulting with their Academic Advisor, but the University has final authority over all teaching assignments.

Attendance Requirements

Northcentral University requires students to be in attendance at least once every 28 calendar days from the last date of recorded attendance.

When doctoral candidates are not actively enrolled in a course, they have limited communication with NCU support staff and may not engage in certain activities related to their research. Specifically, doctoral candidates must be actively enrolled in a course to have contact with their dissertation chair. Doctoral candidates must also be actively enrolled in a dissertation course with NCU in order to recruit, obtain informed consent, have any contact with participants, or perform data collection if their Institutional Review Board (IRB) application has been approved.

Attendance is officially recorded each Sunday at 11:59 P.M. Arizona time. The student is determined to be in attendance if he or she has:

- Submitted a course assignment on any day during the current week (Monday through Sunday), or
- Participated in an academic-related activity on any day during the current week (Monday through Sunday).

Examples of attendance related activities include, but are not limited to:

- Posting an assignment (e.g., paper, project) in the Activities section of the online course room (accessible through the Student Portal)
- Participating in the Discussion Forum section of the online course room (e.g., commenting on a discussion question posted by the faculty member, providing feedback to another student), provided that the discussion is related to the course content.
- Initiating contact with your faculty member through the course room to discuss course content.

All students are required to maintain continuous enrollment as defined below:

Initial Course Participation: For each course for which a student is registered, the student must enter the course room and agree, when prompted, to participate in the course and accept financial responsibility for the course. Failure to agree to the prompt within the first 7 days will render the course unavailable to the student. The course will then automatically be dropped, and a "DR" grade will be issued.

Program Attendance: To comply with continuous enrollment, students must be officially recorded in attendance at least once every 28 consecutive calendar days or they will be dismissed from the University.

Doctoral Candidates in Dissertation Sequence: Doctoral candidates are encouraged to remain continuously enrolled throughout the dissertation sequence. However, a maximum one-week break between dissertation courses is allowed. If a candidate exceeds this one week break, they will be dismissed from the University.

Student Services monitors continuous enrollment for each student and the Office of the Registrar will administratively dismiss a student on the 29th day after their last date of attendance. Notification by the Academic Advisor does not need to occur for dismissal to take place.

Academic Maximum Time to Degree Completion

Northcentral University requires students to complete all degree or certificate program requirements within specific time limits as outlined in the Catalog to be eligible for graduation. Students who do not complete their degree or certificate program within the required time limits may be academically dismissed from the University. The program

completion guidelines outline the maximum timeframes allotted to students and do not supersede the obligation to maintain satisfactory academic progress through the student's program of study. Program completion deadlines are calculated based on the first date of attendance in the student's program version. In extenuating circumstances, with accompanying documentation, Deans may approve an extension to the maximum time to completion. Approved extensions may not to exceed the requirements to maintain satisfactory academic progress.

Program Type	Maximum Timeframe
Bachelor's Degrees	180 attempted credit hours
Master's Degrees - 36 credit hours or less	5 years
Master's Degrees - More than 36 credit hours	6 years
Certificate of Advanced Graduate Studies (CAGS)	2 years
Education Specialist Degree (EdS)	5 years
Doctoral Degrees - 60 credits hours or less	7 years
Doctoral Degrees - More than 60 credit hours	8 years

Refunds

See the Refund Policy and Procedure for refund information.

Military students may have special circumstances that may inhibit their ability to academically participate on a regular schedule. Such students should contact their instructor, through Northcentral University's messaging system, to establish a schedule for submitting their coursework.

Submission of Assignments

The Academic Affairs Committee determines policy and procedures on submission of assignments and causes them to be published in all syllabi.

Semester Credit Hours

Semester Credit Hours

Northcentral University awards credit earned based on semester credits. Most courses carry 3 semester credits. It is expected that a student taking a 3-credit course will need

to spend approximately 135-144 hours on learning experiences such as reading and study; research; faculty -student interaction; demonstration of defined learning outcomes through assignments, papers and projects; examinations; and assessment of performance.

Student Workload

Active students enrolled in undergraduate courses may take a maximum of 12 credits at a time without Dean approval. Undergraduate students requesting to take more than 12 credits simultaneously must be approved by their school Dean.

Active students enrolled in graduate courses may take a maximum of 6 credits at a time without Dean approval. Graduate students requesting to take more than 6 credits simultaneously must be approved by their school Dean.

Grading Policy

The University awards letter grades in recognition for academic performance in each course. Grade points are assigned to each academic performance grade, with the exception of S, U, and R and used to calculate a Grade Point Average (GPA) for each student. The University considers a grade of "D" to be the minimum passing grade for undergraduate courses, and a grade of "C" to be the minimum passing grade for graduate courses. Students earning a grade below the minimum must repeat the course or take an alternate course as described below. Students are required to have a minimum of a 3.0 before entering into CMP exam courses to ensure they are meeting the minimum GPA requirement for graduation.

Administrative course codes are entered instead of a letter grade when a student does not pay for a completed course, or retakes a course. **Administrative course codes do not contribute to the calculation of the GPA.**

Academic Performance Grades

Grades are based on the faculty member's academic judgment that the student has demonstrated a specified level of performance based on objective and subjective evaluations such as papers, presentations, assignments, examinations, projects, and discussions. Students are graded according to their individual performance in the course and not on a curve. Students are not compared with each other to determine a grade or performance ranking. Criteria for awarding grades for achievement may include, but are not limited to:

- Preparation of assignments, including accuracy, legibility and promptness;
- Contribution to faculty member-student discussions;
- Demonstrated understanding of concepts on exams, papers, assignments, etc.;
- Application of skills and principles to new and real-life situations;
- Organization, presentation and professionalism of written and oral reports; and

- Originality and reasoning ability demonstrated in working through assignments.

Grade points are assigned to each of the following grades as indicated and used to calculate a Cumulative Grade Point Average (CGPA) for each student:

All Courses		Undergraduate Courses Only	
A =	4.00	C- =	1.66
A- =	3.66	D+ =	1.33
B+ =	3.33	D =	1.00
B =	3.00		
B- =	2.66		
C+ =	2.33		
C =	2.00		
F =	0.00		

- S (Satisfactory) denotes satisfactory progress in a dissertation course, practicum or internship. For the Comprehensive Examination course, an "S" can be awarded only if the examination is passed with all four questions receiving a score of 80% or higher. The "S" grade does not contribute to the calculation of GPA.
- U (Unsatisfactory) denotes unsatisfactory progress in a dissertation course, practicum or internship. For the Comprehensive Examination course, a "U" is awarded when the examination is not passed. The "U" grade does not contribute to the calculation of GPA.

Assignment Deadlines and Final Course Grades

Assignments submitted after the course end date will not be graded and calculated in the final grade for the course. If additional time is needed in the course, students must demonstrate the need by requesting an "I" grade. See "I" grade policy in the Administrative Course Code section for additional information on eligibility criteria.

Repeating Courses

A student has the option of repeating the course or enrolling in an alternate course of equal credit (if such an alternate is available) that will meet the degree program

requirements. The student's Academic Advisor must concur with the course request. Whether the course is repeated or an alternate course is taken, the student will be required to pay tuition for the course and to complete all course requirements.

If an alternate course is taken, the grade for both courses will appear on the student's transcript and both grades will be used in computing the cumulative grade point average.

If a course, other than a dissertation course, practicum, internship, or Comprehensive Examination course, is repeated, the original course grade will be changed to an "R" (retaken). All courses may only be repeated once without prior approval from the Dean or the Program Chair. A denial of a third attempt of a required course or a third failed grade in any course listed on a student's degree plan as required for graduation will lead to dismissal.

In his/her current program (as defined by the Readmission Policy), a student may utilize the R grade no more than 5 times. After the 5th R grade is posted, all future grades earned will count towards the student's GPA. For example, should a student retake a course after the 5th R grade has already been posted, the original grade and the grade earned during the retake will both appear on the transcript and be used to calculate GPA.

Unsatisfactory Grades for Doctoral Students

- Comprehensive Exam (CMP) - Any student who receives a "U" grade in the CMP course must repeat the course. If the student receives a second "U" in the CMP course, he/she will be dismissed from the University.
- Dissertation (DIS) Sequence - Any student who receives a third "U" will be dismissed from the University. This applies to *any combination* of three "U" grades in the DIS sequence, whether the three grades are received in the same course or different courses.

Administrative Course Codes

The following Administrative course codes do not contribute to the calculation of the GPA:

Code	Explanation
DR (Dropped)	This course code is assigned when a student cancels his/her participation in a course during the first week of the course session. Dropped courses do not appear on the student's transcript. Students dropping a course are eligible for a full or partial refund in accordance with the University's refund policy.
EXT	An EXT may be granted in rare extenuating circumstances. If a grade has been posted, once an extension is approved, the EXT

(Extension)	code can replace that grade until a final grade is determined. An EXT is used for administrative purposes only and will be replaced by the final grade.
I (Incomplete) Grade	In the event that an unforeseen circumstance threatens a student's ability to complete a course by the course end date, the student may request an Incomplete Grade. Incomplete Grades may be approved by a faculty member if the student qualifies based on Northcentral University's eligibility criteria. Faculty members are not obligated to approve an Incomplete Grade request and the faculty's decision is final (not to be appealed). Students may be eligible for an "I" grade if: • The student has completed 75% of the course • The student is earning a passing grade in the course at the time the "I" grade is requested Courses with CMP and DIS prefixes are not eligible for Incomplete Grades. Students are required to adhere to University policies during the "I" grade extension period. These include but are not limited to: • Northcentral University's Attendance Policy. Students are expected to continue participation and posting attendance throughout the "I" grade period. • Students may not be on a leave of absence (LOA) during the "I" grade extension period.
NG (No Grade)	The Offices of the Provost or Registrar authorize use of this code to indicate a student has been allowed to drop a course without academic penalty after the official 7-day drop period. An NG remains permanently on Northcentral records but does not appear on the student's transcript. An NG may be granted in rare extenuating circumstances. Reasons for granting an NG code and the name of the approving party must be fully documented in the student journal and on the NG Grade Form, which is retained in student records.
R (Retaken)	An "R" grade is indicated on the transcript when the student repeats a course and the original grade awarded has been superseded by the later grade.
W (Withdrawal)	The student has canceled participation in the course within the first 71% of the course duration. The last date to cancel and receive a "W" rather than a letter grade appears in Course Registration Information for each course. A withdrawal may only be granted <u>after</u> the first 71% of the course

	duration if the student has a passing status in the course and the School Dean has given approval. A student may not withdraw from a course after the faculty member has submitted a grade or after the course end date. Students must send requests to withdraw from a course to his/her Academic Advisor. Students withdrawing from a course within the first 7 days of a course session, regardless of course length, are eligible for a full refund. No refunds are given on the 8th or subsequent days of the course. If the student elects to repeat the course, full tuition for the retaken course will be charged.
WL (Withdrawal Military Leave)	"WL" indicates that a student has taken a Leave of Absence due to Military Deployment before the course end date. Students returning from a Military Leave of Absence may continue in the course where left off without paying course tuition again. When completed, the "WL" will be replaced by the final academic performance grade.

Appealing a Final Grade

A student may appeal a final course grade if the grade posted does not reflect the grade earned or there were unforeseen, extenuating circumstances during the course. The appeal must be made through the appeals link to the faculty member from whom the grade was received. Appeals must be submitted, along with supporting documentation, no more than 10 business days after the student received notification of the final course grade. All appeals are reviewed by the applicable School Dean or designee. The appeal decision made under the authority of the Dean or designee is final.

Note: The final grade appeal process is not designed to accommodate issues such as, but not limited to, time management concerns, submission of an assignment after course end date, IT related issues, or job demands.

PROCEDURE: APPEALING A FINAL COURSE GRADE

Responsibility	Action
Student	1. Appeals must be submitted no more than 10 calendar days after the student receives notification of the final course grade. If the student has not been migrated to the new course room, then he or she must go to the Student Portal and click on the Grade Appeal Link inside the Concerns Management Center box. a. Provide the required information, including the course number, course name, faculty name, the reason for the appeal, and the remedy or resolution being requested.

	b. Click on Submit. If the student has been migrated to the new course room, then he or she must go to the Grade Appeal link under the Office of Academic Affairs tab. Follow the instructions to begin the appeal. **Notification** - When an appeal is submitted, the student receives an automated message confirming submission. The applicable faculty member and the Dean or designee also receive notification.
Faculty Member	2. On receipt of notification, review the appeal and input your comments, within 5 business days. **Notification –** When the faculty member submits his or her response to the appeal, the School Dean or designee receives notification instructing him or her to review the response. The student also receives a copy of faculty member's response.
Dean (or Designee)	3. On receipt of faculty member input regarding a grade appeal, review the corresponding appeal and input your decision, within 5 business days. **Notification** - When the Dean or designee submits his or her decision, the faculty member, Registrar, and the Academic Advisor receive a notification to take appropriate action, if any. The student receives a message informing him or her of the final appeal decision.

Satisfactory Academic Progress

Satisfactory Academic Progress (SAP) is the standard by which Northcentral University measures students' progress toward completion of a degree or certificate program. The three components of SAP are Grade Point Average (GPA), Course Completion Rate (pace), and Maximum Timeframe. If, at any time, a student is not meeting the minimum requirements for SAP, he/she receives an email notification in his/her University Student Portal as well as an email to the address on file. However, it is ultimately the student's responsibility to know these requirements, and failure to receive notification does not nullify the SAP status.

SAP Component Definitions

Program Grade Point Average (GPA) - A Cumulative Program GPA is calculated using only grades earned at the University for the student's current program of study. The minimum GPA requirement for undergraduate students is 2.0. The minimum GPA requirement for graduate students is 3.0.

Course Completion Rate (Pace) - Students must earn a passing grade in two-thirds or no less than 66.66% of the course credit hours attempted toward

completion of their program of study. The Course Completion Rate is calculated by dividing the cumulative number of credit hours successfully completed by the cumulative number of credit hours attempted. All courses count as attempted except for drops and withdrawals for Military Leave of Absence ("WL" grade). Only courses for which the student receives a passing grade count as completed.

Maximum Timeframe -The Maximum Timeframe to complete a program cannot exceed 150% of the published length of the student's active program and is measured in credit hours. For example, if an undergraduate program consists of 120 credit hours, the student must successfully complete the program after attempting no more than 180 credit hours. See the table below.

Maximum Timeframe resets for SAP only if there has been a substantial change in program. Refer to the substantial change definition in the Readmission policy for more   information. A SAP Appeal will need to be filed for all program extensions when it has been determined that a student cannot complete his or her program within the allowed attempted credit limits per their individual program requirements and will need more time to complete their degree program.

Program Type	Course Completion Rate	Minimum GPA	Maximum Timeframe
Bachelor's Degrees- 120 credit hours	No less than 66.66% of total course credit hours attempted	2.0	180 attempted credit hours
Post-Baccalaureate Certificate -12 credit hours	No less than 66.66% of total course credit hours attempted	3.0	18 attempted credit hours
Master's Degrees - 30 credit hours	No less than 66.66% of total course credit hours attempted	3.0	45 attempted credit hours
Master's Degrees - 36 credit hours	No less than 66.66% of total course credit hours attempted	3.0	54 attempted credit hours
Post-Master's Certificate -18 credit hours	No less than 66.66% of total course credit hours attempted	3.0	27 attempted credit

			hours
Education Specialist (EdS) -33 credit hours	No less than 66.66% of total course credit hours attempted	3.0	49.5 attempted credit hours
Doctoral - 54 credits hours	No less than 66.66% of total course credit hours attempted	3.0	81 attempted credit hours
Doctoral - 60 credit hours	No less than 66.66% of total course credit hours attempted	3.0	90 attempted credit hours

Treatment of Courses and Credits

Course Repetitions - Only the most recent grade for a repeated course is counted in the Program GPA. All attempted courses are counted toward the Course Completion Rate and the Maximum Timeframe for program completion.

Dropped Courses -Courses dropped before the end of the drop period are not included in SAP calculations. Courses from which the student withdraws due to an approved Military Leave of Absence or for which an "NG" (No Grade) is granted are treated as dropped courses and are also excluded from SAP calculations.

Applied/Migrated Credits Within the University - All credits earned at Northcentral University that are accepted into the student's current program of study are considered as both attempted and completed credits for calculation of the Course Completion Rate, are counted toward the Maximum Timeframe, and are included in Program GPA calculations.

If comparison of the original program and the program the student is entering results in determination of a substantial change by the Provost or designee, the student is considered to be starting a new program. In this case, SAP will restart. See the Readmissions Policy for further information.

Transfer Credits From Another Institution - All accepted transfer credits from another institution transferred into the student's current program of study are considered both attempted and completed credits for purposes of calculating the Course Completion Rate. Graduate transferred credits are not included in Maximum Timeframe or Program GPA calculations. Undergraduate transfer credits are included in Maximum Timeframe but not in Program GPA calculations.

Course Withdrawals - All courses from which a student withdraws after the end of the drop period receive a "W" on the student's transcript. These courses are considered attempted credits for calculation of the Course Completion Rate and are counted toward the Maximum Timeframe. If a student completed a course and received a "WN" grade when it was still being issued, it counts as attempted but not completed the same as a "W."

Changing Programs - Students are only permitted to make a substantial program or degree change once per degree level in their tenure with the University. If comparison of the original program and the program the student is entering results in determination of a substantial change by the Provost or designee, SAP will restart. The substantial change definition remains the same for both readmission and continuing students who wish to change programs. Refer to substantial change section in Readmission policy for more details.

Evaluation Schedule

Undergraduate Programs – Students enrolled in undergraduate programs are evaluated for SAP after every12 credit hours attempted in their programs.

Graduate Programs –Students enrolled in graduate programs are evaluated for SAP after every 9 credit hours attempted in their programs.

SAP Evaluation Statuses

Good Standing – A student is in Good Standing if: 1) No grades have been posted yet, or 2) If SAP has not been evaluated yet, or 3) Student is meeting minimum SAP requirements at time of evaluation, or 4) Student regained Good Standing after being placed on an Academic/Financial Aid Warning or Academic Probation/Financial Aid Probationary period.

Academic/Financial Aid Warning – A student is in an Academic/Financial Aid Warning status when he/she is not maintaining Good Standing pursuant to the terms of this policy at the time of any SAP evaluation. Financial aid may be received while in this status. If SAP is regained by the next scheduled SAP evaluation period, he/she is returned to Good Standing status.

Academic Probation – A student is in an Academic Probation status when he/she did not regain Good Standing after being placed on an Academic/Financial Aid Warning. If the student wishes to maintain his/her financial aid, he/she will need to submit an Appeal. See below for directions on the Appeal process. All students in Academic Probation status will be placed on an Academic Plan that includes monitoring. If the student fails to follow the Academic Plan, he/she will be Academically Dismissed. If SAP is met by the next scheduled evaluation period and the Academic Plan was successfully followed, the student will regain Good Standing status.

Financial Aid Probation – A student is in Financial Aid Probation status only if he/she was first placed on Academic Probation and then decided to Appeal to reinstate federal financial aid. All students in Financial Aid Probation status will be placed on an Academic Plan that includes monitoring. If the student fails to follow the Academic Plan, he/she will be Academically Dismissed and will no longer be eligible to receive financial aid. If SAP is met by the next scheduled evaluation period and the Academic Plan was successfully followed, the student will regain Good Standing status and will also remain eligible for federal financial aid.

Extended Probation - Special circumstances may permit a student to continue on Extended Probation and possibly receive federal financial aid for an additional evaluation period. A student is in Extended Probation status only if he/she was placed on Academic or Financial Aid Probation and fails to regain Good Standing status before the next evaluation point and has then decided to Appeal based on special circumstances. If the appeal is approved, the current Academic Plan will remain in effect until the next evaluation point. If the student fails to follow the Academic Plan, he/she will be Academically Dismissed and will no longer be eligible to receive federal financial aid. If SAP is met by the next scheduled evaluation period and the Academic Plan was successfully followed, the student will regain Good Standing status and will also remain eligible for federal financial aid.

SAP Dismissal - This status indicates a student was in a probationary SAP period and either 1) did not regain good standing by the next SAP evaluation, and/or 2) did not successfully follow the academic plan. Students may appeal the dismissal to be reinstated to the University. If ever it is determined that it is mathematically impossible for the student to regain Good Standing within the current program, the student may consider a different program. A student can only change programs one time throughout his/her tenure at the University.

*To protect the integrity of Northcentral University, a student may also be Administratively Dismissed. Refer to the Code of Conduct policy for further details.

Right to Appeal

Occasionally, a student's academic progress may be delayed by circumstances beyond his/her control. A student may appeal:

- For federal financial aid to continue after the student has been placed on Academic Probation, or
- For an extension when it has been determined that a student cannot complete his or her program within the allowed attempted credit limits per their individual program requirements and will need more time to complete their degree program, or
- To get permission to make a substantial change of program if he/she has already made a substantial change once, or

- To be reinstated in the University and his/her program of study after being Academically Dismissed. All Academic Dismissal Appeals must be submitted within 10 calendar days of the dismissal notification.

Students must be able to regain good standing status by the next SAP evaluation point. Appeals by students who cannot mathematically attain good standing by the next evaluation point will not be considered.

Students able to regain good standing status who wish to appeal for any of the above reasons should email their academic advisor or SAPHELP@ncu.edu to request a SAP appeal form. Completed SAP appeal forms, including supporting documentation, should be emailed to SAPhelp@ncu.edu for the SAP Appeal Committee to review. The SAP Appeal Committee comprised of various University leaders who meet on a periodic basis to review student appeals. Committee appeal decisions are made within 15 business days of receipt and are final. Students may not submit a second appeal for the same situation without new information documenting any extenuating circumstances not previously disclosed.

For doctoral candidates, as a condition of approval, students must sign a learning contract. The learning contract will detail academic expectations that must be met during the extension period. Failure to meet learning contract specifications will result in dismissal from the University. A doctoral candidate with more than six months to the Maximum Timeframe may be asked to sign a learning contract. In this case, the student will complete a SAP appeal and the learning contract for review by the SAP committee. If the appeal is approved, the doctoral candidate will receive an additional year program extension beyond the Maximum Timeframe.

For consideration, students should provide the following:

- An explanation and/or document that he/she has suffered from extenuating circumstances such as death of a relative, injury, disability, illness or other special circumstances;
- Specific information in the Appeal regarding why he/she failed to meet SAP;
- And an explanation as to what has changed in the student's situation that will allow him/her to achieve SAP by the next evaluation.

NOTE: Dismissal for violations of Code of Conduct, Academic Integrity, or Attendance and Continuous Enrollment are discussed in Section 8 of the Catalog.

Time Limits for Degree Completion

Students at Northcentral University are held to two standards regarding time to degree completion: Satisfactory Academic Progress and Academic Maximum Time Frame.

Satisfactory Academic Progress (SAP) is a standard by which Northcentral University measures students' progress toward completion of a degree or certificate program. The three components of SAP are Grade Point Average (GPA), Course Completion Rate (pace), and Maximum Time Frame. For Academic Maximum Time Frame, NCU sets the

deadline in calendar years. SAP Maximum Time Frame rules will supersede Academic Maximum Time Frame when it comes to financial aid eligibility.

SAP Maximum Time to Completion

Graduate students who are within six months of reaching the SAP maximum time limits stated below and need more time to complete his/her degree program may file a Satisfactory Academic Progress (SAP) appeal by following the procedures given in the Satisfactory Academic Progress policy. Maximum Time Frame extensions are determined on a case-by-case basis.

For undergraduate programs, the Maximum Time Frame to complete a program cannot exceed 150% of the published length of the students' active program and is measured in credit hours. For example, if an undergraduate program consists of 120 credit hours, the student must successfully complete the program after attempting no more than 180 credit hours. For graduate program time requirements, see the table below.

Program Type	Course Completion Rate	Minimum GPA	Maximum Timeframe
Post-Baccalaureate Certificate -12 credit hours	No less than 66.66% of total course credit hours attempted	3.0	18 attempted credit hours
Master's Degrees - 30 credit hours	No less than 66.66% of total course credit hours attempted	3.0	45 attempted credit hours
Master's Degrees - 36 credit hours	No less than 66.66% of total course credit hours attempted	3.0	54 attempted credit hours
Post-Master's Certificate - 18 credit hours	No less than 66.66% of total course credit hours attempted	3.0	27 attempted credit hours
Education Specialist (EdS) -33 credit hours	No less than 66.66% of total course credit hours attempted	3.0	49.5 attempted credit hours
Doctoral - 54 credits hours	No less than 66.66% of total course credit hours	3.0	81 attempted credit hours

	attempted		
Doctoral - 60 credit hours	No less than 66.66% of total course credit hours attempted	3.0	90 attempted credit hours

Academic Maximum Time to Completion

Northcentral University requires students to complete all degree or certificate program requirements within specific time limits as outlined in the Catalog to be eligible for graduation. Students who do not complete their degree or certificate program within the required time limits may be academically dismissed from the University. The program completion guidelines outline the maximum time frames allotted to students and do not supersede the obligation to maintain satisfactory academic progress through the student's program of study. Program completion deadlines are calculated based on the first date of attendance in the student's program version. In extenuating circumstances, with accompanying documentation, Deans may approve an extension to the maximum time to completion. Approved extensions may not exceed the requirements to maintain satisfactory academic progress.

Program Type	Maximum Timeframe
Bachelor's Degrees	180 attempted credit hours
Master's Degrees - 36 credit hours or less	5 years
Master's Degrees - More than 36 credit hours	6 years
Certificate of Advanced Graduate Studies (CAGS)	2 years
Education Specialist Degree (EdS)	5 years
Doctoral Degrees - 60 credits hours or less	7 years
Doctoral Degrees - More than 60 credit hours	8 years

Changing Degree Programs

Changes of school, degree level, specialization, and changes from a professional doctorate to a doctorate of philosophy or vice versa, require Dean approval.

All degree program changes also require re-evaluation of the student's transcript in accordance with guidelines stated in the Transfer of Credit Policy. If approved by the Transcript Advisor a new degree plan and Enrollment Agreement will need to be signed by the student. The Registrar and Accounting Offices will be notified of the change, including the tuition and fees applicable to the new program.

Students who change degree programs after federal financial aid has been disbursed must be evaluated by Student Financial Services to determine the impact on federal financial aid eligibility. In some cases, the change will result in a return of federal aid per the withdrawal from the initial program and the immediate re-packaging of federal aid that will apply towards the new program.

Dropping a Course

Students may drop a course during the first seven days of the course session. The dropped course will be given a "DR" grade, and will not be counted in the units attempted.

Once a student is registered for a course, the start date may not be moved. To start the course at a later time, the student must drop the course and re-register.

Students who discontinue a course after seven days are subject to the Withdrawal policy.

Refunds of tuition for a dropped course will be made as described in the [Financial Information Section](#) of this Catalog.

Academic Leave of Absence

Northcentral University programs are designed to allow students to pursue their educational efforts full-time while managing other responsibilities. Northcentral will consider granting an Academic Leave of Absence (ALOA) for a student who is experiencing hardships that make effective progress in his/her academic course of study unusually difficult. A leave of absence is defined as a temporary break from academic registration with a clear intent to return to the program of study.

Leaves are only available to students who have provided their official transcripts and have been officially admitted to the university, are currently in active status and have proceeded beyond the drop period in at least one course since beginning their program of study. Students on approved ALOA who receive Federal Financial Aid are not

considered withdrawn, and a return of funds is not required. Students may not receive Federal Financial Aid disbursements while on an ALOA.

Policy and procedure for students who require a leave of absence due to military deployment are given in the Military Leave of Absence policy.

Requesting an ALOA

Students considering an Academic Leave of Absence must contact an Academic Advisor to discuss strategies to help them continue their studies prior to requesting an ALOA.

Students who require an ALOA, and who are not eligible for a military leave of absence, must complete a Request for Leave of Absence form, available in the Student Portal on the Student Programs page. The request is submitted for approval to the Academic Liaison, who is responsible for determining if the student is eligible for a leave. Not all requests will be approved, additional documentation may be required, and all Leave of Absence decisions are final.

When a Leave request is approved, the Academic Liaison notifies the student, faculty and Faculty Services (if the student is in an active course), Academic Advisor, Registrar, and Student Financial Services. At that time, the Academic Liaison specifies the length of time approved for the ALOA, and the course start date on which a student must start the next course after the approved ALOA return date.

A student who is in an active course at the time he or she is granted an academic leave of absence (ALOA) receives a "W" (Withdrawn) grade provided the request is made on or before the last day to withdraw from the course. Otherwise a letter grade, based on course work completed to date will be given.

Length of Leave

The permissible length of each ALOA is evaluated on a case-by-case basis by the Academic Liaison.   Calendar days are used to calculate the length of time a student spends on ALOA, and the maximum number of calendar days permissible in any case is 90 per ALOA. The allowed length of the ALOA will be determined during the approval process by the Academic Liaison based on the circumstances of each leave requested.

The date specified as the beginning date of the Academic Leave of Absence is the date the student submits the request for leave. However, the total amount of time on leave covers the student's total time out of attendance. Therefore the total amount of time on leave is calculated from the day following the student's last date of attendance (LDA).

Regardless of whether the ALOA begins while a student is in a course or in between courses, the maximum allowable time out of a course is 90 days. The student must return from their ALOA on a start date such that the 90 day leave limit is not exceeded. Back-to-back requests that comprise more than 90 days of leave total are not permitted. Leave of absences are restricted to no more than 180 days in a rolling calendar year.

Time spent on ALOA counts toward program length and is included when determining if a student can complete his or her degree program within the maximum time limits.

Number of Leaves

As of the effective date of this ALOA policy, the number of leaves a student may take during the total duration of his/her program depends on the program:

- Students in a certificate program may take one ALOA.
- Students in a Master's Degree program may take up to two ALOAs.
- Students in a Doctoral Degree program may take up to three ALOAs.
- The total number of ALOAs approved for undergraduate students is evaluated on a case-by-case basis.

No leaves are permitted for students in non-degree programs.

Access to University Resources during Leave

Students on leave do not maintain access to faculty, the electronic Courseroom, the Academic Success Center coaching service. Other Academic Success Center resources and the Northcentral Library remain available through the student portal.

When doctoral candidates are not actively enrolled in a course, they have limited communication with NCU support staff and may not engage in certain activities related to their research. Specifically, doctoral candidates must be actively enrolled in a course to have contact with their dissertation chair. Doctoral candidates must also be actively enrolled in a dissertation course with NCU in order to recruit, obtain informed consent, have any contact with participants, or perform data collection f their Institutional Review Board (IRB) application has been approved.

Return from Leave

Students returning from ALOA remain in the degree program in which they were enrolled at the time the ALOA was approved.

Students who do not vest into the eighth day of the returning course immediately following the date of return from leave will be administratively withdrawn from the University. It is the responsibility of the student to work with his or her Academic Advisor to begin a course on or before the date specified as the date of return from leave.

Military Leave of Absence

A student may request a Military Leave of Absence (MLOA) online or by contacting his or her Academic Advisor and submitting a copy of supporting documents. A copy of the student's military orders, a letter from his/her commanding officer, or other documentation will be required to support the request for military leave. The student

may request any length for the leave, so long as it does not begin more than 30 days prior to the assignment date, and does not conclude more than 90 days after the end date stated on the assignment papers. The return from the MLOA must coincide with a valid course start date.

Students are eligible for readmission if, during their leave, they performed or will perform voluntary or involuntary active duty service in the U.S. armed forces, including active duty for training and National Guard or Reserve service under federal authority, for a period of more than 30 consecutive days, and received a discharge other than dishonorable or bad conduct. In general, the cumulative length of absence and all previous absences for military service (service time only) must not exceed five years.

Leave Duration

By default, all students requesting a Military Leave of Absence are granted the longest possible leave without exceeding 90 days beyond their assignment end date. Academic Advisors ensure that the MLOA return date coincides with a valid course start date, and contact students on Military Leave of Absence within 30 days after the end of their deployment to confirm or adjust the timing of their return as needed.

Example:

Date of MLOA Request	Assignment Start Date	Soonest MLOA Begin Date	Assignment End Date	Assignment End Date + 90 Days	Latest MLOA Return Date*
11/1/2010	12/1/2010	11/1/2010	3/10/2011	6/8/2011	6/5/2011

*The 90 day rule provides the student up to June 10th to return, however, the course start date of 6/5/2011 is the last that occurs before the student exceeds the 90 day limit. Therefore, the student must return on 6/5/2011.

Courses in Progress

Students going on military leave are given a WL grade for all in-progress courses. Such MLOA students are considered in Leave status. When they return from their critical military duty, the student is reissued the course(s), with the same faculty if available. Students on military leave return to their studies without incurring financial penalty.

Satisfactory Academic Progress is not negatively affected by a WL grade. In addition, time away while on an approved MLOA is not counted in the calculation of a student's maximum timeframe for their program if the student has been continuously enrolled and is in good standing.

Additional Guidelines

- Active Duty or Veteran support as needed (ex: medical or personal emergencies)
- Boot Camp
- Department of Defense (example: nurses in combat zones)
- Deployment (This may be in excess of one calendar year)
- National Guard
- PCS (Permanent Change of Station; transfer of permanent duty station)
- Reservist
- Restricted duty (Service members may serve in areas where access to online communication is restricted or unavailable)
- Separation from service
- Special missions
- TDY (Temporary duty assignment, which could be for military training, school or medical evaluation)
- Technical School
- Written Requests from Commanding Officer

Student Withdrawal from the University

Students have the right to withdraw from the University at any time. Northcentral University team members who receive a student request to withdraw from the University will process the request on behalf of the student using the date they received the student's request as the Request Date. The Registrar issue a "W" grade if the last day to withdraw without academic penalty, as stated in the student's Course Registration Information (CRI), has not passed. Students who withdraw after 60 days for 12 week courses or 40 days for 8 week courses will receive a letter grade, A through F, (or S or U for designated courses), based on all work required for the course. For those students who withdraw after 71% of the course duration, unsubmitted assignments will be issued an "F" grade, and the grade on all unsubmitted assignments will factor into the final course grade issued after withdrawal. The Registrar will notify:

- Student's Academic Advisor
- Student's instructor(s), if withdrawing (receiving a "W") from course(s)
- Accounting Department
- Student Financial Services

Refunds

See the Refund Policy and Procedure for detailed information.

Readmission

See the Readmission Policy for detailed information.

Readmission

All students seeking to resume attendance at Northcentral University are subject to readmission criteria. All students seeking to re-enroll at Northcentral University must meet the basis for admission criteria in effect at the time of their readmission. This includes voluntary withdrawals in addition to dismissals for reasons such as non-attendance, non-payment, or violation of Satisfactory Academic Progress (SAP).

Students dismissed due to a violation of the Student Code of Conduct, the University's Academic Integrity policy, or due to any other legal or ethical matters, do not qualify for readmission to Northcentral University.

General Readmission Guidelines

In most cases, upon re-entry, students will return in the same SAP status as when they left unless there has been a substantial program change (see below). If it is mathematically impossible for a student to achieve Good Standing for SAP by returning to the same program, readmission will be denied and the student should consider a different program.

Returning students are subject to the current course catalog at the time of re-entry, including current tuition rates and fees, and program requirements.

If a student returns to Northcentral for an additional degree, unsuccessful attempts at coursework constituting a portion of the conferred degree shall not negatively impact a student's SAP status in subsequent programs, nor shall time elapsed in pursuit of a conferred degree affect the time remaining in subsequent programs.   Minimum grade requirements and other transfer credit policy still apply.

Mandatory Program Comparison

When a student is re-entering the University, any programs the student had started prior to leaving the University are compared to the program he/she wishes to enter. If the comparison results in a determination of a substantial change as described below, the student is considered to be entering a new program. In such cases, SAP may reset. Students are only permitted to make a substantial program or degree change once per degree level in their tenure with the University.

If the degree plan comparison determines there has not been a substantial change since the student left the University, it is considered a re-entry into the same program. SAP does not restart and all previously taken courses count for purposes of calculating Course Completion Rate, Maximum Timeframe and Program GPA.. A SAP Appeal will need to be filed and approved for all program extensions needed for readmission to the same program when it has been determined that a student cannot complete his or her program within the allowed attempted credit limits per their individual program requirements and will need more time to complete their degree program.

For doctoral candidates, as a condition of approval, students must sign a learning contract. The learning contract will detail academic expectations that must be met during the extension period. Failure to meet learning contract specifications will result in dismissal from the University.

A doctoral candidate with more than six months to the Maximum Timeframe may be asked to sign a learning contract. In this case, the student will complete a SAP appeal and the learning contract for review by the SAP committee. If the appeal is approved, the doctoral candidate will receive an additional year program extension beyond the Maximum Timeframe.

However, no program comparison is required for students returning to Northcentral University who:

- Withdrew from Northcentral University with 75% or more of the credits completed that were required by their degree program at the time of exit, AND
- Are returning within 90 days of their date of withdrawal

Under these circumstances, students may reapply to resume the same program from which they withdrew, without adjustment being made to the courses required to complete the program. SAP does not restart.

Military students returning to the University from military service-related time away will be reviewed on a case by case basis to determine if a comparison is needed. In many cases, these students may re-enter into their previous program version.

Definition of Substantial Change

A substantial change is a change to a program that is fundamentally distinct from the program in which the student was previously enrolled at Northcentral University, as evidenced by a change of school or degree type. A student may change to a substantially different program without a SAP appeal only one time per degree level and tenure with the University. However, changing between different doctoral degree types within the same school is not considered a substantial change. Examples of substantial change include:

- Student moves from EdD to MBA
- Student moves from DBA to MBA
- Student moves from MAPSY to MEd
- Student moves from PHD PSY to PHD MFT

In most of these cases, SAP will be reset. There may be cases when a substantial program change is made and a course migrates to the new program. If this occurs, an adjustment to SAP is made rather than resetting it.

A substantial change is not a change in concentration or specialization, catalog change, or a change from a Doctor of Philosophy program to the corresponding professional

doctoral degree program offered in the same school or vice versa. Examples of changes that are **NOT** considered substantial include:

- Student moves from PhD in Health Psychology to PhD in Industrial Organizational Psychology
- Student moves from PhD in E-Learning to EdD in Curriculum and Teaching
- Student moves from DBA in Marketing to DBA in International Business

In these instances, an adjustment to SAP is made rather than resetting it. Any course that migrates to the student's current program will be included and calculated for SAP. If a completed instance of the course migrates, then all instances of the course, including failed or withdrawn instances, count for SAP. All changes in specialization or concentration will be evaluated by the Transcript Evaluation Team, in accordance with guidelines stated in the Transfer of Credit Policy.

Out-Dated Courses Treatment

When a student re-enters the University or an active student makes a school or degree change, outdated courses not being applied to the current degree program because of age will not be counted. Master's degree courses must be less than five years old. Doctoral courses must be less than seven years old. To calculate if the course is outdated or not, use the date recorded when the grade was posted. These courses that are not being applied or migrated, do not count for SAP calculations or for graduation requirements.

Transfer of Credits to Reentry Program

Whether the student is re-entering a new program or the same program, the University determines which previously completed courses are given credit in the student's re-entry program and creates a new degree plan accordingly.

Readmission after Withdrawal for Non-Payment

All prior financial obligations must be paid before a withdrawn student may resume attendance at the University. It is the returning student's responsibility to work with the Accounting Office directly at acct@ncu.edu or toll free 888-327-2877 x 8097 regarding any previous financial obligation to the University.

Readmission after SAP Dismissal

A student who does not meet SAP standards may appeal to the SAP Appeal Committee as detailed in the SAP policy. If it is mathematically impossible for a student to achieve Good Standing for SAP by returning to the same program, then students in this circumstance should consider re-entering a different program offered by the University. The Catalog contains information for current degree programs offered.

Honor Societies

Northcentral University schools hold membership in honorary societies listed below. Acceptance into these programs is based on academic excellence.

All Schools: Golden Key International Honor Society

- Membership is by invitation only to all Northcentral University students who meet the prescribed criteria below. Invitations are sent on a bi-annual basis typically in the Spring or Fall of each year.
- Eligibility is determined by Grade Point Average (GPA) and number of credits completed.
  - Minimum GPA of 3.8 on a 4.0 scale
  - Must have completed at least 30 credits towards degree program

Additional information is available at www.goldenkey.org

School of Education: Kappa Delta Pi

- Chapter membership is based on a 3.8 grade point average in at least five courses.
- An installation ceremony is held once a year at graduation.

School of Business: Delta Mu Delta, "Through Knowledge, Power"

- Delta Mu Delta is an honor society only open to ACBSP accredited schools.
- Invitation to the student is offered by the School of Business.
- Eligibility for Active students on or after April 9, 2007.
- Undergraduate degree students have to be in the top 20% of the junior class.
- Master's degree students have to be in the top 20% of the class at the completion of 75% of the program.
- Doctoral students in the PhD or DBA programs have to be in the top 20% of the class after the completion of the comprehensive exam course.
- Membership Benefits include lifetime recognition of outstanding academic achievement, resume enhancement, scholarship program, lifetime contact through national newsletter, and other benefits.

To find out more about Delta Mu Delta go to http://www.deltamudelta-lambdaeta.org

School of Business: Alpha Phi Sigma

- Alpha Phi Sigma is the only National Criminal Justice Honor Society for students in the fields of criminal justice, homeland security and criminal justice related fields.

- The Society recognizes academic excellence of undergraduate and graduate students of criminal justice/homeland security specializations.

- Alpha Phi Sigma is well represented in the professional ranks of all areas in the criminal justice field.

- Undergraduate students shall be enrolled in Northcentral University or a graduate of Northcentral University with a specialization in criminal justice or homeland security fields, have completed at least 50% of their program, have a minimum grade point average of 3.5 on a 4.0 scale with a minimum grade point average of 3.5 in courses in criminal justice and/or homeland security, and who are in the top 20% of their class. A minimum of four courses of the above course work shall be in the criminal justice or homeland security specialization.

- Graduate students shall be enrolled in a graduate program in Master's, or Doctorate in the criminal justice specialization or homeland security specialization, have a minimum grade point average of 3.5 on a 4.0 scale and a 3.5 grade point average in criminal justice and homeland security courses.

- Undergraduate and Graduate students must have declared a specialization in either Homeland Security or a Criminal Justice specialization, or related field.

Department of Marriage and Family Sciences: Delta Kappa International

- Delta Kappa International is an honor society only open to COAMFTE accredited schools.

- Invitation to the student is offered by the Department of Marriage and Family Sciences.

- An installation ceremony is held twice e a year – one at graduation and a virtual ceremony.

- Eligibility for active students on or after October 1, 2013.

- Master's degree students have to achieve and maintain a 3.75 cumulative GPA.

- Membership benefits include a lifetime recognition of outstanding academic achievement, resume enhancement, scholarship program, lifetime contact through national newsletter, and other benefits.

Graduation

Time Limits

To graduate, all degree-seeking students must complete their degree program within the maximum time limits specified in the University's catalog under the Time Limits for Degree Completion policy.

Degree Requirements

For all degree-seeking students, degree conferral requirements include:

- Cumulative grade point average of 2.0 (letter grade of "C") or better for undergraduate students and 3.0 (letter grade of "B") or higher for graduate students
- Official documents on file for basis for admission from a regionally or nationally accredited academic institution
- Official transcripts on file for all transfer credit hours accepted by the University
- Completion of all degree program credit requirements
- University approval of dissertation manuscript and successful completion of dissertation defense for doctoral students

Diploma Application and Degree Conferral

Students must submit a Diploma Application through the student portal, which triggers a final degree audit. The audit process confirms that the student has met all academic and programmatic requirements and is financially clear. The Diploma Application final degree audit is reviewed and completed by the academic advisor, the School of the degree program to be conferred, Student Financial Services, and the Office of the Registrar.

Upon successful completion of the final degree audit, the student is degree conferred and the diploma order is submitted to NCU's third-party diploma vendor for processing.

A student's program completion date is the end date of the last course in their program. This date will be used as the student's degree conferral and diploma date.

If a doctoral student successfully defends their dissertation **prior** to the end date of the last dissertation course, the University will use the date the student defended their dissertation as the degree conferral and diploma date.

Example: End date of last course is March 14th; doctoral student defends dissertation on March 8th. Degree conferral date and diploma date is March 8th.

Honors

Honors are only designated for undergraduate degrees. Graduate degrees do not qualify for honors designation. Students must have earned at least 30 semester credits with letter grades (A through F) at Northcentral University for honors to be determined.

- Summa Cum Laude (with highest honors) GPA 4.00
- Magna Cum Laude (with high honors) GPA 3.75 - 3.99
- Cum Laude (with honors) GPA 3.50 - 3.74

Diplomas and Certificates

The student's name in the official record will be printed on their diploma. Students may type out how they want their name to appear on the diploma in the diploma application,

however; only minor deviations from the name will be allowed (e.g., omission or inclusion of middle name or suffix, abbreviated or nickname). If a student wants a different name than what is on record, he or she must complete a change of information request prior to submitting the diploma application. Contact the Office of the Registrar at registrar@ncu.edu for additional assistance.

Northcentral University uses a third-party vendor to print and ship diplomas and certificates on a monthly basis. If a student is degree conferred during the last week of the month, they will be included in the next calendar month's diploma order

NCU provides students with one free diploma and diploma cover upon completion of the degree conferral audit and approval process. Students may request duplicate diplomas. There is a $50.00 order-processing fee for each additional diploma and cover.

Commencement Ceremony

The current commencement ceremony calendar and general information about the Northcentral University graduation process and ceremony schedule can be found at http://ncu.edu/graduation

Students may order their regalia from NCU's third-party regalia vendor. The third-party vendor's website and contact information is published on www.ncu.edu.

To participate in commencement activities:

- Bachelor's degree students must be within 9 credits of program completion by June 1st with a GPA of at least 2.0 and good financial standing with the University.
- Master's degree students must be within 9 credits of program completion by June 1st with a GPA of at least 3.0 and good financial standing with the University.
- Doctoral students must pass their dissertation defense by June 1st and be in good financial standing with the University.

Dissertation of the Year Award

Each year, Northcentral University recognizes high scholarly achievement among its doctoral students by honoring one or more authors of outstanding dissertations. The author of the Dissertation of the Year (DOY) is invited to attend that year's commencement ceremony to be honored for his or her achievement, with NCU covering travel costs for the DOY winner through an NCU travel-approved travel agency including transportation and lodging.

Eligibility

Graduates who have completed their dissertation paper and completed their dissertation defense by April 30th of the current academic year are eligible for the Dissertation of the Year award.

Example: Dissertation must have been completed and approved between May1st of 20XX and April 30th of 20XX.

To be eligible for the current year, nominations must be submitted to the Graduate School by May 1st. Nominations may be made by the dissertation chair. To nominate a dissertation for this award, a letter referencing the dissertation and indicating why it might merit an award should be submitted to graduateschool@ncu.edu.

06 - ADMINISTRATIVE POLICIES

Licensure and Certification

Professional organizations, societies, states, and licensing jurisdictions have specific requirements for membership, certification, or licensure. Students intending to seek licensure of any type must take full responsibility for ensuring that their degree program at Northcentral University meets the licensing requirements of their local states, school districts, professional associations, or agencies. Northcentral University cannot provide assistance to a student regarding the interpretation or understanding of a state's licensure requirements.

Administrative Dismissal

Policy

Students who violate the University's student Code of Conduct and/or Academic Integrity policy may be subject to immediate administrative dismissal.

Students who have been dismissed due to a violation of the student Code of Conduct or Academic Integrity policy, or due to any other legal or ethical matter, do not qualify for readmission to Northcentral University.

Students in violation of the University's Attendance policy may be withdrawn. Dismissal of students who fail to meet their financial obligations to the University is handled by the Accounting department.

The student Code of Conduct, Attendance policy, and a summary of the Academic Integrity policy are published in the Catalog. Complete information concerning Academic Integrity is provided on the student Portal.

Appeals

Students who believe they have mitigating circumstances and wish to appeal their administrative dismissal must initiate the appeal within 30 days of receiving notification of the dismissal. Students appealing an administrative dismissal must follow the same Appeal Procedure as given in the Satisfactory Academic Progress policy.

Appealing Academic Dismissal

Responsibility	*Action*
Student	1. As soon as possible following notification of dismissal, contact your Academic Advisor for instructions and a web link for submitting an appeal. *NOTE:* Dismissal of a Doctoral student for failure to meet requirements of the Dissertation Review Process may NOT be appealed.
	2. Using the instructions and web link, explain why you are appealing, including the specific circumstances that have prevented you from meeting requirements and any supporting documentation. Retain a copy of the appeal and documentation for your records.
	3. Submit the appeal electronically ***within ten calendar days of notification*** of dismissal. Once you have initiated an appeal, do ***not*** contact your Academic Advisor or School Dean.
	4A. **Student <u>Does</u> Receive Financial Aid** – The system sends an alert to the Academic Advisor, School Dean and the Director of Financial Services. Proceed to Step 5.
	4B. **Student <u>Does Not</u> Receive Financial Aid** – The system sends an alert to the School Dean and the Academic Advisor.

	Proceed to Step 6.
Director/Financial Services	5. Contact the School Dean as soon as possible to assist in evaluating the student's circumstances.
School Dean	6. Within ten calendar days of receiving an appeal alert, review the student's circumstances and enter a decision on the system, which automatically generates an email to the student and Academic Advisor. **Dismissal Appeal Approved** – An alert also goes to the Registrar.
Registrar	7. If you receive an alert that a Dismissal Appeal is approved, reinstate the student into Active status, with an SAP status of Warning or Probation as decided by the Dean.
Student	8. The Dean's decision is final. End of Procedure.

07 - ETHICAL CONDUCT

Code of Conduct

Northcentral University has established the following Code of Conduct for students. Each student is expected to understand the terms and conditions set forth in this Policy. (See the Team Handbook and Faculty Handbook for the Code of Conduct applicable to team members and faculty.)

Northcentral is committed to maintaining a community with exceptional ethical standards of professional and academic conduct. Substantiated violations may result in disciplinary sanctions, up to and including expulsion from the University.

Community members of the University are expected to conduct themselves professionally, and refrain from acts of misconduct including but not limited to the following six categories:

- Dishonesty, cheating, plagiarism, misrepresentation or furnishing false information, forgery, or misuse of academic or administrative materials.
- Harassment, stalking, humiliation, name-calling, the use of insulting or offensive language, cyber-bullying, threatening communications, abuse and intimidation.

- Conduct, in speech, written communication or behavior, that is disrespectful or unprofessional or racist, sexist, ageist, or that is otherwise prejudicial against a particular community or social group.

- Disruption or obstruction of the normal operations of the University; including unauthorized use of any of the University's facilities, informational or material properties, and resources.

- Conduct that is disorderly, lewd, lascivious, indecent, sexually abusive, or otherwise inappropriate, or that constitutes a breach of the peace; including violation of the University's policy that prohibits bringing alcohol, recreational drugs, or firearms onto University property or any location during a University-sponsored event.

- Failure to cooperate during a University investigation.

All members of the University community who become aware of violations of the Code of Conduct have a responsibility to report them to the appropriate authority. For violations of an academic nature, the appropriate authority is the relevant Dean or Provost. For minor violations of an interpersonal nature, the appropriate authority is the relevant Director or member of the Senior Leadership Team. For violations, including any instance of intimidation or sexual harassment, the violation must be reported to the Chief of Human Resources and/or the President.

A member of the University community who is the victim of a sexual assault should immediately notify law enforcement by dialing 911. A team member of the University who, in the course of his or her job responsibilities, suspects the sexual or physical abuse of a child must immediately report the incident to the law enforcement by dialing 911. If an incident of sexual assault occurs at a University location, it must be immediately reported to Human Resources.

Faculty and team members involved in the purported Code of Conduct violation(s) have a responsibility to report such incidents to the appropriate Dean by submitting a completed Suspected Code of Conduct Violation form.

The Dean will review the charges presented thus the ownership of the investigation (including supporting documentation) should fall on the reporting party.

PROCEDURE: Responding to Alleged Violations of Code of Conduct

Responsibility	Action
Faculty and/or Team Members	1. When an alleged violation occurs, complete the Suspected Code of Conduct form and forward it to the Dean of the appropriate School.

Dean	2. Review the Suspected Code of Conduct Violation Form and supporting documentation. Within 5 days of receiving Investigation Report and materials, authorize one of the following subsequent courses of actions as appropriate.	
	IF:	*THEN:*
	• The issue is not substantiated,	• Take no action.
	• The issue proved substantiated but does not warrant a formal charge (NCU has an official Warning Letter),	• Send a Warning Letter to alert the offender that continued or similar behavior in the future may result in a formal charge of violation of the Code.
	• The issue is proved substantiated and warrants a formal charge due to the seriousness and/or repeat violations (NCU has an official Charging Letter),	• Send a Charging Letter to inform the offender of the charge. • Send communication in hard copy, by Compass Message or NCU email, and by personal email if available. • Provide the policy, details of the offense, and rebuttal directions.

Student	5. If you choose to respond to the Charging Letter, you must do so within 10 days of the date of the Charging Letter: • Response must be in writing to the Dean. • Response should include details regarding your position on the charge(s) as specified in the letter • If the individual would like to address the Student Code of Conduct Committee, that desire must be stated in writing along with a contact telephone number. • The individual will have the 10 minutes before the Committee meets to state his or her position verbally. (The time is not intended for open discussion but the individual should be prepared to answer questions posed by the Committee in clarifying the events.) • Once completed, the call will be terminated and the Committee will discuss.
Code of Conduct Committee	6. Evaluate relevant documentation and render a final decision in writing, including the appropriate sanction(s).
Dean	7. Write a letter to the individual informing him/her of the outcome and have it delivered in hard copy, by Compass Message or NCU email, and by personal email if available.
	8. Place a copy of the notification letter in the student record and send copies to the Registrar and Office of Legal Affairs.

	9. Notify the appropriate area(s) to ensure the Committee's decision is enforced. **DECISION IS FINAL:** All Committee decisions are final and there are no additional appeal provisions.	
	IF Committee determines:	*THEN:*
	• Expulsion is the appropriate sanction for the behavior,	• Automatically escalate the recommendation for a second review to Executive Team.

Academic Integrity

Northcentral University's Commitment to Academic Integrity

Northcentral University is committed to supporting students and faculty in understanding and applying standards of Academic Integrity. The University is also committed to taking appropriate steps to ensure these standards are met, including:

- Using an industry-recognized text matching service to screen student assignments;
- Requiring all students to complete an Academic Integrity Questionnaire, preferably within 30 days of starting and no later than the end of their first course;
- Providing materials about Academic Integrity on the Student and Faculty Pages.

Northcentral University considers it a serious violation of Academic Integrity to plagiarize one's work, even unintentionally. The key to Academic Integrity originates in the writer's choices on how to divide his or her voice from the voices of others. Intentional plagiarism can be defined as appropriating the words or ideas of someone else and passing them off as your own. Intentional plagiarism can include:

- Copying entire documents and presenting them as your own;
- Cutting and pasting from the work of others without properly citing the source;
- Stringing together quotes and /or ideas of others without connecting their work to your own original work;
- Asserting ideas without acknowledging their sources, or reproducing verbatim work written by others without properly citing your sources.

Unintentional plagiarism is the accidental appropriation of the work of others due to a lack of understanding of documentation conventions. However, this misuse of sources is still considered a violation of Academic Integrity. Northcentral's response to such violations may range from requiring a student to rewrite a paper to permanently dismissing a student from the University.

Scope of Policy

The Academic Integrity policy applies to all course assignments submitted by a student to an instructor, including but not limited to:

- Discussion postings
- Exams
- Signature assignments
- Course papers
- Comprehensive exams
- Written assignments using outside source information
- Dissertation documents (concept papers, proposals and final reports).

Use of Text Matching Service

For each course, instructors must process at least one assignment of their choosing through the text matching service Web site. Instructions on how to use the text matching service are available from the Faculty Page. Some courses may not require coursework that is appropriate for evaluation through the text matching service. Therefore, the Dean of each School is authorized to grant exceptions to this requirement for these courses or as appropriate. In addition:

- Every comprehensive exam must be processed through the text matching service;
- Every dissertation proposal and final dissertation must be processed through the text matching service;
- Instructors may use the text matching service as they deem necessary, reserving the right to process any assignment at any time through the service;
- A link to instructions for using the text matching service is available on the Faculty Page.

Self-plagiarism

Self-plagiarism is the act of presenting one's previously used work as an original work in subsequent assignments and is inconsistent with honesty and truthfulness in scholarship. Submitting the same coursework to multiple courses also violates Academic Integrity unless the resubmitted work is substantially changed and cited as previous work. Northcentral University faculty and students should discuss the expectations of each activity at the beginning of the class. There should be a clear

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understanding between the faculty member and student regarding the use of prior work in the class. The faculty member must indicate if the student's response must be an original work or if the student may use prior work in their response to a new activity.

Acceptable Use of Information Technology

Policy

Through the student portal, Northcentral University provides students with access to course rooms, messaging system, Library and other academic resources. The University also provides computer, network, Internet, Intranet, and email access for team members and faculty for performance of their job functions. This access carries certain responsibilities and obligations as to what constitutes acceptable use of the institution's network. This policy explains how information technology (IT) resources are to be used and specifies what actions are prohibited. No policy can cover every situation, and all users are expected to use common sense when using institutional resources. Questions on what constitutes acceptable use should be directed to the user's team leader, instructor, or Academic Advisor.

When utilizing University IT resources, all institutional policies are in effect at all times. Any student, team member, or faculty member who abuses the privilege of Northcentral facilitated access to student or faculty portals, e-mail, or the Internet may be denied access to and, if appropriate, be subject to disciplinary action, up to and including termination or dismissal from the University.

Scope

The scope of this policy includes any and all use of institutional IT resources, including but not limited to, the student and faculty portals, computer systems, phones, email, the network, network resources, and University Internet and Intranet connections.

Northcentral recognizes that use of e-mail and the Internet make communication more efficient and effective. However, Internet service and e-mail are valuable, costly resources and their purpose is to facilitate Northcentral business. Irresponsible use reduces their availability for critical business operations, compromises security and network integrity, and leaves Northcentral open to potentially damaging litigation. All use of the Northcentral University IT resources must be in support of business, education, and research consistent with the purposes of Northcentral University. This policy discusses acceptable usage for computers, e-mail, and the Internet.

Restrictions and Prohibitions on Use and Access

Communications and Internet access should be conducted in a responsible and professional manner reflecting Northcentral University's commitment to honest, ethical, and non-discriminatory practices. In furtherance of these goals and to ensure the

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security of institutional, faculty, and student information, the following restrictions and prohibitions apply:

- Never share your logon ID and/or password with any other person. No internal department or team member including IT and HR, should ask for a user's logon ID credentials (username / password).
- Do not reveal Northcentral University network or system access passwords to others, including family, friends, or other members of the household when working from home or remote locations.
- Do not access a computer account that belongs to another team member, faculty member, student or department.
- Use only your assigned logon ID and password; you are responsible for all activity under your logon ID.
- Report any known or suspected compromise of your logon ID to the Northcentral Information Technology Department.
- Anytime team members leave their desks/work area, they shall lock their desktop/PCs (in windows cntrl+alt+delete and press enter).
- Unauthorized attempts to circumvent data security schemes; identify or exploit security vulnerabilities; or decrypt secure data are prohibited.
- Attempting to monitor, read, copy, change, delete or tamper with another user's electronic communications, email, files or software is prohibited.
- Knowingly or recklessly running or installing (or causing another to run or install) a program (such as a "worm" or "virus") intended to damage or place an excessive load on a computer system or network is prohibited.
- Forging the source of electronic communications, altering system data used to identify the source of messages or otherwise obscuring the origination of communications is prohibited.
- Any use that violates federal, state, or local law or regulation is expressly prohibited.
- Knowing or reckless interfering with the normal operation of computers, peripherals or networks is prohibited.
- Deliberately wasting computer resources, including bandwidth, disk space, and printer paper, or running or installing games or other unauthorized software on institutional computers is prohibited.
- Using the institution network to gain unauthorized access to any computer system is prohibited.
- Downloading Northcentral information, especially Northcentral confidential information, onto any external hard drive, disk, or other storage device is prohibited, unless specifically for work purposes.
- Performing any of the following is prohibited: port scanning, security scanning, network sniffing, keystroke logging, or other IT information gathering techniques when not part of user's job function
- Any use of the Northcentral University Web sites for product advertisement, except those endorsed by the University, is prohibited.
- Any use of the Northcentral University Web sites for political lobbying is prohibited.

- All communications accessible via the Northcentral University Web sites, such as the Bulletin Board, Discussion Forums and any other communication tools, will reflect professionalism, respect for others and appropriate language.

Copyright Infringement

All users should be aware that any information, software, or graphics on the Internet may be protected by federal copyright laws, regardless of whether a copyright notice appears on the work. Licensing agreements may control redistribution of information from Northcentral's Internet-related systems or from the Internet. Duplication or transmission of such material may not be undertaken without express authorization from the University's Information Technology management.

Northcentral University computer systems and networks must not be used to download, upload, or otherwise handle illegal and/or unauthorized copyrighted content. Any of the following activities constitute violations of acceptable use policy, if done without permission of the copyright owner (this list is not meant to be exhaustive, as copyright law applies to a wide variety of works):

- Copying and sharing images, music, movies, or other copyrighted material using Peer-to-Peer (P2P) file sharing or unlicensed CD's and DVD's;
- Posting or plagiarizing copyrighted material; and
- Downloading copyrighted files which the user has not already legally procured.

Violations and Penalties under Federal Law

Anyone found liable for civil copyright infringement may be ordered to pay either actual damages or statutory damages affixed at not less than $750 and not more than $30,000 per work infringed. For willful infringement, a court may award up to $150,000 per work infringed. A court can, in its discretion, also assess costs and attorneys' fees. For details, see Title 17, United States Code, Sections 504, 505. Willful copyright infringement can also result in criminal penalties, including imprisonment of up to five years and fines of up to $250,000 per offense.

Institutional Sanctions for Copyright Infringement

Students are expected to conduct themselves professionally and refrain from acts of misconduct set forth in the Student Code of Conduct. Suspected acts of misconduct or violations related to copyright infringement and P2P file sharing should be reported to the appropriate authority for review. Substantiated violations may result in disciplinary sanctions, up to and including expulsion from the University.

Fair Use of Copyrighted Material

Fair Use of Copyrighted Material

The Northcentral University Library is committed to compliance with intellectual property law and the preservation of the rights of copyright owners and users of copyrighted materials. The Library strives to inform all its constituencies of the rights and responsibilities under the fair use provisions of the Copyright Act (17 U.S.C. Section 107).

- Fair use applies to the digital environment without regard to the medium of the original work.
- Fair use does not supersede licensed resources, unless the terms of controlling agreements specifically defer to U.S. Copyright Act 17 U.S.C.Section 107.
- Fair use depends on a case-by-case examination of facts surrounding each case, and the four factors identified in U.S. Copyright Act 17 U.S.C.Section 107:
    1. The purpose or character of the use; including whether such use is of a commercial nature or for nonprofit educational purposes
    2. The nature of the copyrighted work used.
    3. The amount and substantiality of the work being used.
    4. The effect of the use on the market for or value of the original work.

The Library works to comply with the Fair Use Guidelines and the U.S. Copyright Law (Title 17, U.S. Code) regarding photocopied materials. The copyright law of the United States governs the making of photocopies or other reproductions of copyrighted materials. Under certain conditions specified by the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement. Northcentral University reserves the right to refuse to accept a copying order if, in its judgment, fulfillment of the order would involve violation of copyright law.

Students should refer to the Acceptable Use of Information Technology policy for additional policies and procedures related to copyright infringement – including Peer-to-Peer (P2P) file sharing – institutional sanctions for student misconduct, and violations and penalties for copyright infringement under federal law.

Institutional Review Board (IRB)

1. Statement of Principles

Northcentral University (NCU) is committed to ensuring that all research involving human participants follows the ethical principles and requirements as set forth in the

Code of Federal Regulations (45 CFR 46), the Belmont Report, and the Nuremberg Code.

2. Establishment of Institutional Review Board (IRB)

To support these principles, NCU has established an Institutional Review Board (IRB). The IRB reports to the Associate Provost for Academic Operations, Planning, and Institutional Effectiveness. This institutional official will appoint the IRB Director and the IRB Chairperson and ensure sufficient resources and personnel are provided to the IRB in accordance with 45 CFR 46.103(b)(2).

3. Authority of the IRB

All research proposals will be reviewed by the IRB. The IRB, not the researcher, will determine the necessary type of review (i.e. not human subjects research, Exempt, Expedited, or Full Board). If a study does not meet the federal definition of human subjects research as outlined in 45 CFR 46.102, the IRB will confirm this designation in writing, and no additional IRB oversight will be required.

The IRB will determine the risk level of a study as minimal risk or greater than minimal risk. Researchers may provide their own description of perceived risk factors. However, final determination of risk level is made by the IRB.

The IRB has the authority to review and approve, require modifications to, or disapprove all research covered by 45 CFR 46. In accordance with 45 CFR 46.112, research approved by the IRB may be subject to additional review by officials of the institution. These officials may approve or disapprove the research after an IRB approval, but they may not approve the research if it was first disapproved by the IRB.

In accordance with 45 CFR 46.113, the IRB shall have the authority to suspend or terminate approval of research that is not conducted in accordance with IRB requirements or that has been associated with unexpected serious harm to subjects.

4. Institutional Research and Course-Based Projects

The following types of institutional research do not require IRB review: internal research to evaluate institutional programs or determine institutional effectiveness, data collection and analysis for accreditation purposes, and reviews of course or instructor ratings. However, if these data are intended for publication or to contribute to generalizable knowledge, then the study requires IRB review.

All dissertation research must be submitted to the IRB for review. Students who are working on course projects that are *not* designed to contribute to generalizable knowledge do *not* need to submit to the IRB as these projects are not considered research proposals. NCU faculty and staff involved with designing course projects related to research are strongly encouraged to contact the IRB to verify that the projects will not require IRB oversight.

5. Unsupported Research

The following types of research applications will not be supported or approved by the NCU IRB:

- Research involving human subjects that is not in accordance with the ethical principles and requirements as set forth in the [Code of Federal Regulations (45 CFR 46),](#) [the Belmont Report](#), and [the Nuremberg Code.](#)
- Research consisting of the implementation of behavioral, clinical, or medical interventions designed to alleviate a medical or mental health symptom or illness, if the researcher does not have a clinical license and does not have supervised training in patient care.
  - If a researcher has a clinical license, the proposal can be approved provided   adequate safeguards are in place to protect participants, as determined by the IRB.
  - If a researcher does not have a clinical license but the researcher has completed an adequate number of supervised hours with a relevant clinical population, the proposal can be approved provided safeguards are in place to protect participants. The IRB may require a licensed clinician to be present on-site or to perform the clinical interactions with participants.
- Food and Drug /FDA studies (e.g. medical devices, drugs, and food testing)
- Research conducted with fetuses or neonates
- Research conducted with minors, of greater than minimal risk, with no potential for direct benefit to the minor
- Research conducted with pregnant women, if it involves greater than minimal risk or unknown risk to participant or fetus
- Research involving animals as subjects (NCU does not have an Institutional Animal Care and Use Committee)

6. Researcher Responsibilities

Researchers are responsible for compliance with this policy. Primary responsibilities include:

- All researchers must complete the NCU required Collaborative Institutional Training Initiative ([CITI](#)) course modules. These modules review rules, regulations, and the ethical practice of research. Researchers must ensure that every required and completed module within the course is current (not more than two years old) while any research is conducted at NCU. The IRB may require additional [CITI](#) modules if relevant to the research topic.
- Researchers must use the current IRB research application form. Failure to use the appropriate form will result in a return of the application without review.

- Researchers may not obtain data for purposes of conducting research without IRB review and approval.

- Researchers may not access identifiable or legally protected information unless the IRB has approved a procedure to obtain appropriate authorization from each participant. Researchers must provide evidence to the IRB that the information will be obtained in compliance with all applicable local, state, and federal laws, policies, and regulations related to privacy and confidentiality of legally protected information.

- Researchers may not contact potential participants about the research before IRB approval. For example, researchers may not advertise the study, may not discuss possible "future interest" with participants, and may not ask a third party to perform either of these roles on their behalf.

- Researchers may not conduct pilot tests without IRB approval. A pilot test involves data collection from human subjects; therefore it must be approved by the IRB before it begins.

- Researchers should conduct expert reviews of questions (or "field tests") before IRB approval. In an expert review or field test, the researcher can ask for feedback on the clarity or applicability of data collection instruments or interview questions, but the researcher cannot ask individuals to complete the instrument or answer interview questions. If any data will be collected, even if those data will not be used in the final analyses, the study is considered a pilot test, and the IRB must review and approve that research before it begins.

- Researchers may not perform any procedure, intervention, or data collection for future research purposes and then retrospectively deem those data "archival" and not in need of appropriate safeguards to participants (including consent).

- Researchers must submit an IRB application if they intend to change or modify an approved application. The modification request must be approved by the IRB *before* any changes are implemented in the research.

- Researchers must contact the IRB to report any injuries, problems, or complaints from participants within 24 hours of occurrence.

- Researchers must fully disclose dual roles with sites or participants in their research application. This information is required for adequate risk assessment.

- When performing research with participants who live outside of the United States, it is the researcher's responsibility to know and comply with local laws, research regulations, and requirements to obtain approval from the appropriate in-country ethics board. The IRB may request additional documentation as evidence of adequate compliance.

- Inclusion of NCU faculty, staff, students, or alumni as research participants may only be approved if the population of interest is NCU itself (not online learning in general), if the focus is on an internal process, if the researcher is NCU faculty or staff, and if an appropriate NCU official has granted written

permission. When these criteria are met, the IRB may still require other substantive changes to protect participants.

- Researchers must submit an IRB application for continuing review of an approved IRB protocol before the expiration date on the NCU IRB approval letter if they intend to continue recruitment and/or data collection beyond the approved expiration date. If the continuing review is not yet approved by the IRB at the time of the approved expiration date, the researcher must confirm in writing that all study procedures have ceased, and all study procedures may not resume until the IRB has completed the continuing review and approved the application for an extension with a new expiration date.

- Researchers must submit an IRB study closure form as soon as data collection is complete, all participant contact has ceased, and identifiers have been removed or separated from the data set.

- Student researchers working on their dissertation may not submit an application to the IRB until the final Dissertation Proposal is approved by the committee and Chair.

- Student researchers must be enrolled in an active dissertation course with NCU while any recruitment, consent, and data collection are in-process.

7. Additional Responsibilities for Faculty

Faculty who are supervising research must:

- Be current (completion dates are not more than two years old) in NCU required modules and any elective and supplemental CITI training modules that apply to their own research or research they supervise.
- Review the student's IRB application for clarity and accuracy.
- Emphasize student awareness of and compliance with all aspects of this policy.
- Review and sign students' IRB applications and attest to their awareness of their supervisory responsibilities.

8. IRB Director Responsibilities

The IRB Director will:

- Ensure the IRB operates in a manner consistent with the statement of principles in section 1 of this policy.
- Assist the IRB Chair with selection of members to the Full Board.
- Assist the IRB Chair with operation of the Full Board.
- Select and supervise IRB reviewers performing minimal risk reviews that are not assigned to the Full Board.
- Oversee and document the selection of IRB membership that complies with the requirements set forth in 45 CFR 46.103(b)(3) and 45 CFR 46.107.

- Maintain written Standard Operating Procedures (SOPs) in accordance with [45 CFR 46.103(b)(4,5).](#)
- Maintain, review, and update additional SOPs as needed to optimize the effective function of the IRB and delivery of timely reviews for researchers.
- Maintain records in accordance with [45 CFR 46.115.](#)
- Facilitate IRB registration in accordance with [45 CFR 46 Subpart E.](#)
- Oversee NCU's Federalwide Assurance documentation, compliance, renewal, updates, and requests for applicable addenda (e.g. Department of Defense).

9. IRB Chair Responsibilities

The IRB Chair will:

- Schedule and facilitate Full Board meetings.
- Oversee completion of minutes of Full Board meetings.
- Collaborate with the IRB Director to communicate Full Board determinations to researchers.
- Coordinate review of resubmissions to verify conditions are met when the Full Board determination is "approval with conditions."
- Assist with expedited review of minor modifications to studies previously approved by the Full Board in accordance with IRB Standard Operating Procedures.
- Nominate at least one and not more than two Co-chairs for approval by the Full Board.

10. IRB Co-chair Responsibilities

The IRB Co-chair(s) will:

- At the directions of the IRB Chair, facilitate Full Board meetings as a non-voting member, except in the event of a tie vote.
- Assist the IRB Chair in fulfilling IRB duties as needed and requested.
- Perform all duties of the IRB Chair if the Chair is not available.

11. IRB Member Responsibilities

In accordance with [45 CFR 46](#), the IRB members will:

- Maintain awareness of community attitudes and promote respect for the IRB's advice and counsel in safeguarding the rights and welfare of human subjects.
- Possess professional competence in research, except in the case of the non-scientist member(s).

- Remain knowledgeable about institutional commitments and regulations, applicable laws, and standards of professional conduct and practice.

- Recuse themselves from initial or continuing review of any project in which there is a conflict of interest, except to provide information as requested by the IRB.

- Maintain working knowledge of 45 CFR 46 and approve studies only when required items are met.

- Be current (completion dates are not more than two years old) in all NCU required, elective, and supplemental CITI training modules.

12. Appeals Process

If a researcher believes an IRB requirement is unduly restrictive and will greatly interfere with the feasibility of the research, the researcher should first informally discuss the concern with the IRB Director. If informal resolution cannot be reached, the researcher should submit a formal appeal letter to the IRB Director. The formal appeal letter must detail rationale for concerns and support proposed alternatives with reference to applicable university policy and federal regulation (i.e. 45 CFR 46).

Appeals of expedited and exempt reviews will be reviewed and determined by the IRB Chair. Appeals for Full Board studies will be reviewed and determined by majority vote of the Full Board. IRB appeal decisions are not subject to further appeal.

13. Violations

Suspected violations of this policy should be communicated to the IRB Director immediately. The IRB Director will determine if a non-compliance investigation is warranted and initiate an investigation and corrective action plan when needed. Notification of initiation or findings and/or corrective action plan from a non-compliance investigation will be made to the researcher, dissertation committee Chair (when applicable), Dean and/or Director, and Associate Provost for Academic Operations, Planning, and Institutional Effectiveness. The IRB Director will notify appropriate institutional officials if made aware of violations of other NCU policies or local, state, or federal laws or regulations.

Corrective actions for IRB noncompliance may include, but are not limited to:

- Establishment of more frequent continuing reviews of IRB approved research
- Suspension or termination of IRB approved research
- Referral for a suspected Code of Conduct violation
- Restriction of access to sites or participant groups affected by noncompliance
- Other appropriate actions as determined by the IRB Director and/or Full Board

08 - STUDENT RIGHTS AND RESPONSIBILITIES

Student Responsibilities

Student Responsibilities

It is the student's responsibility to be familiar with the information presented in the Catalog, and to know and observe all regulations and procedures relating to the program they are pursuing. In no case will a regulation be waived or an exception be granted because students plead ignorance of, or contend that they were not informed of the regulations and procedures included in the Catalog. Responsibility for following all policies and meeting all requirements and deadlines for degree programs rests with the student.

Terms Governing Degree Programs

The Sections entitled "Types of Degree Programs Offered" and "Admission Requirements" from the current online catalog, in effect at the time of enrollment, are the official sources and permanent references governing the terms of a student's enrollment.

Northcentral University recommends that students keep a copy of the catalog for their records. The University reserves the right to change policy and procedures at any time. If the University does change policy and/or procedures, students will be notified via the Current Announcements section which appears at the top of the student Web site homepage screen.

Well-being and Safety

The University is committed to providing students with an environment free of discrimination or harassment. Please see the University's Code of Conduct for additional information. In addition, community resources exist to provide students with information and support relating to personal well-being and safety, such as:

- National Domestic Violence Hotline (800) 799-SAFE (7233)
- National Sexual Assault Hotline (800) 646-HOPE
- U.S. Department of Justice National Sex Offender Public Registry http://www.nsopr.gov
- Substance Abuse or Mental Health Treatment National Helpline (800) 622-HELP (4357)
- National Aids Hotline: (800) 243-2437
- National Suicide Hotline: (800) 273-8255
- Behavioral Health Treatment Services Locator http://findtreatment.samhsa.gov/
- Rape, Abuse & Incest National Network http://www.rainn.org/get-information

- National Center for Victims of Crime http://www.victimsofcrime.org/

Further, when requested by a victim, Northcentral University will facilitate changes in a victim's transportation and working situations, in addition to academic and living situations, as reasonable and appropriate.

Title IX Notice of Nondiscrimination

Title IX Notice of Nondiscrimination

Title IX of the Education Amendments of 1972 is a federal law that prohibits sex discrimination in education. The Title IX Notice reads, *"No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance."* Title IX of the Education Amendments of 1972, and its implementing regulation at 34 C.F.R. Part 106 (Title IX).

POLICY

Northcentral University does not discriminate on the basis of sex in its education programs and related activities, as required by Title IX guidelines. Questions regarding Title IX policies and procedures may be referred to Northcentral University's Title IX coordinator or to the Office of Civil rights.

Who to Contact

Inquiries concerning the application of Title IX for students may be referred to the University's Title IX Coordinator at TitleIXCoordinator@ncu.edu.

NCU Code of Conduct related to Harassment

Northcentral University does not condone harassment or abusive behavior. Harassment, physical abuse, threatening comments, or intimidation of any person on University owned or controlled property or at University sponsored or supervised functions, or conduct which threatens or endangers the health or safety of any member of the University community or any other person or persons. Such conduct includes, but is not limited to stalking, cyber stalking, harassment, and retaliation as a result of complaints or alleged misconduct.

Report it

At NCU, students are encouraged to report incidents to any university official for confidential support and guidance. A team member of the University who, in the course of his or her job responsibilities, suspects the sexual or physical abuse must immediately report the incident to the law enforcement by dialing 911. If an incident of

sexual assault occurs at a University location, it must be immediately reported to Human Resources.

Investigations

The NCU Title IX Coordinator maintains oversight for review and investigation of complaints of this nature. All investigations will adhere to practices set forth by Federal Guidelines.

Protection Against Retaliation

NCU strictly prohibits retaliation by an institution, officer, employee, or agent of an institution for exercising their rights under Federal Guidelines. Retaliation includes intimidation, threats, coercion, discrimination, or any other form of retaliation.

Privacy Statement

Privacy Statement

The Board of Trustees is committed to protecting privacy of our students, full-time faculty, adjunct faculty, board members, team members, alumni and any other stakeholders in all communications and documents in the University's possession. This information includes, but is not limited to, social security numbers, credit card numbers and check information, personal and financial information, academic transcripts from schools, academic records at this University, and/or emails. Such information belongs exclusively to the individual and cannot be released outside of the University without the prior written approval of the individual who owns these records, except as provided under the Family Educational Rights and Privacy Act (FERPA).

Student Educational Records

Northcentral University maintains student educational records, provides students access to their records, and keeps information contained in those records confidential as required by FERPA. The Act covers anyone who has enrolled at the University, including:

- Active students currently enrolled in a program
- Former students and alumni
- Administrative team members, full-time faculty members, and adjunct faculty members.

When operating web sites, Northcentral University must take special measures to ensure the confidentiality of the information is protected. A privacy statement appears on the websites that explains what information Northcentral University may collect through our websites, why Northcentral University collects such information, how the

information is protected, and the choices stakeholders have about how Northcentral University uses the information.

The University has the obligation to safeguard this information and to ensure the stakeholders are protected.

FERPA Rights

The Family Educational Rights and Privacy Act of 1974, as amended ("FERPA") sets out requirements designed to afford students certain rights with respect to their education records. In addition, it puts limits on what information Northcentral may disclose to third parties without receiving prior written consent from the student via a FERPA release form, an authorized signature on another document or a lawfully issued subpoena or judicial order.

Northcentral University Registrar's office maintains student educational records, provides students access to their records, and keeps information contained in those records confidential as required by the Family Educational Rights to Privacy Act (FERPA). The Act covers anyone who is or has enrolled at the University.

Procedure to Inspect and Retrieve Education Records

Under FERPA students have the right to inspect and review their education records. A student who wishes to inspect and review his/her records should submit a written request to the University Registrar. Students have the option to inspect their records at the Northcentral University Scottsdale, Arizona location and must present photo identification before access to educational records is allowed. A designated University official must be present when a student wishes to review his or her records at the Scottsdale, Arizona location.

For students who cannot reasonably travel to the Northcentral University's Scottsdale, Arizona location, copies of records from a student's file can be made available; the student must fill out and submit the 'Student Request for Information from Files' form.

All records requests will be responded to within 14 days from the date of receipt of the request. If the requested records are subject to inspection and review by the student, arrangements for access will be made within a reasonable period of time, but in no case more than 45 calendar days after the request was made.

The cost of obtaining copies, whether paper or electronic, is $1.25 per page, payable in advance.

Education Records

Education records are defined as official records that are directly related to a student and maintained by the University Registrar.

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

Request to Correct Education Records

Students have the right to request an amendment of their education records if he/she believes the record is inaccurate or misleading. The request for amendment must be made in writing and include a notarized signature. The request may be sent to the attention of the Office of the Registrar and must identify the part(s) of the education records to be amended and specifying the reasons why the student believes the information is inaccurate or misleading.

The Office of the Registrar shall notify the student of the decision within 15 days of the receipt of the request. If the Office of the Registrar denies the student request to correct education records, the student has the right to request an appeal. All appeal requests must be submitted to the Office of the Provost and must be postmarked or emailed within 15 days after the initial denial was sent. Any requests for appeal that are sent after the 15 day deadline has passed will be denied, and the matter shall be deemed closed.

Once the Office of the Provost receives the student's appeal request he/she will render a written decision to the student within 15 days of the receipt of the request. The Office of the Provost's decision is final and is not subject to further appeal.

Disclosure of Educational Records

Generally, schools must have written permission from the eligible student in order to release any information from a student's education record. However, FERPA allows schools to disclose those records, without consent, to the following parties or under the following conditions (34 CFR § 99.31):

- School officials with legitimate educational interest;
- State and Federal Regulatory Agencies;
- Other schools to which a student is transferring;
- Specified officials for audit or evaluation purposes;
- Appropriate parties in connection with financial aid to a student;
- Organizations conducting certain studies for or on behalf of the school;
- Accrediting organizations;
- To comply with a judicial order or lawfully issued subpoena;
- Appropriate officials in cases of health and safety emergencies or crises;
- State and local authorities, within a juvenile justice system, pursuant to specific State law.

Northcentral University has designated certain types of information as "Directory Information," which may be disclosed without a student's consent.

Directory Information

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

- Student's name
- Home address
- State or Country of residence
- Program(s) of study
- Dates of attendance
- Course Schedules
- Dates of admission
- Degrees, certificates and awards granted
- Award dates for degrees or certificates
- Enrollment status (*i.e.*, enrolled/active, future enrolled student, reentry, leave of absence, withdrawn)
- Undergraduate year (Freshman, Sophomore, Junior, Senior)*
- Honors or awards received
- Participation in activities officially recognized by NCU

Non-Directory Information – Non-directory information is considered any information that is not listed as directory information. This information may not be released without the prior written consent of the current or former applicant or student.

Northcentral University will annually notify students of their rights under FERPA. Students may request nondisclosure of student directory information via a FERPA hold form, in writing, to the Office of the Registrar, Northcentral University, 8667 E Hartford Drive, Suite 110, Scottsdale, AZ 85255. Failure to request nondisclosure of directory information may result in disclosure of one or more of the above-designated categories of directory information.

*Undergraduate Year - For federal reporting purposes, the year of progress in an undergraduate program is designated according to the total number of semester credits earned towards their bachelor's degree, including units accepted in transfer (partial semester credits are rounded down):

- Freshman 0-24 semester credits
- Sophomore 25-48 semester credits
- Junior 49-72 semester credits

- Senior 73 or more semester credits

Student Grievances

In the event that a student has a complaint or dispute with the University regarding the University's application of policies and procedures, its decisions, or judgments, the student has a right to seek a satisfactory resolution through the formal avenues of a grievance. A grievance should not be filed if other appropriate avenues have not been completed as outlined below.

Complaint Procedure

Students are encouraged to attempt to resolve all issues with their Academic Advisor. This procedure supports timeliness, quality, accountability, and ensures that the appropriate institutional levels are involved and resolve matters in an efficient and effective manner. Additionally, it allows those closest to the problem the ability extend the highest levels of support services.

Academic Advisors will coordinate and collaborate with required team members in pursuit of a student's required response. This ensures that the process is in accordance with policy and reviewed by the necessary parties required to properly address the issue at the appropriate institutional level.

Expected Escalation Levels for Resolution

1. First level - Academic Advisor/ Financial Services Advisor/ Faculty
2. Second level - Academic Liaison /Associate Director of Student Services
3. Third level - Director of Student Services/ Sr. Director of Student Services
4. Fourth level - Ombudsman or Legal Affairs (depending on the nature of the issue)

   (Note: Dissertation Students are required to work through problems and concerns with their Committee Chair. See the Doctoral Candidacy Resource Guide (DCRG) for guidance in these matters. If a student is unable to resolve an issue with the Chair regarding dissertation protocols, then the student may use these resolution methods.)

5. Fifth level - Grievance

   Grievance: A grievance is a formal complaint that has not been resolved at other levels within the University. Resolution is viewed as being afforded due diligence and has been evaluated in accordance with ethics, academic integrity, policies, regulations, and laws. A grievance is not another channel of escalation in the case a decision was not made in the student's favor.

   (Note: Appeals of final grades must use the appeal process defined in "Appealing a Final Grade" in the Northcentral University Catalog. Review carefully the directives on appeals as often the decisions of Deans in these matters are

not grieve-able. Other Appeals include but are not limited to: SAP, academic dismissal, administrative dismissal, and re-admission. Students should refer to the catalog for details on advancing these types of appeals.)

Grievance Evaluation

Formal grievances are reviewed by the Provost and are considered final. Students can file a grievance through their academic advisor if all other steps noted above have been attempted without appropriate resolution.

Students may not grieve the stated or published policy of Northcentral University.

Students may file a complaint with the California Bureau for Private Postsecondary Education. A compliance may be filed by writing (Complaint Form) or calling the Bureau's Enforcement Section at the following address and telephone number:

Bureau for Private Postsecondary Education
2535 Capitol Oaks Drive, Suite 400
Sacramento, CA 95833
Telephone: (916) 431-6959
FAX: (916) 263-1897

PROCEDURE: FILING A GRIEVANCE

Responsibility	Action
Student	1. Create a written document outlining your concerns and evidence to support your assertion. Submit this documentation to your advisor who will review and share as appropriate based on a review of each unique situation. Documentation should include: • The complaint; • Other methods of resolution that have been used unsuccessfully to resolve this issue; • Description of events leading to the grievance; • Remedy or resolution being requested. Students are expected to allow for the due diligence of review and investigation to occur prior to submission of a follow-up or attempted

	escalation of the same problem.
Office of the Ombuds/ Legal Services	2A. If the issue requires an impartial review to determine possible solutions above and beyond the resources provided through other departments, the concern will be forwarded to the Ombudsperson or Legal Services to determine if additional parties at the functional level should participate in the review and resolution.
	2B. If it is determined that further escalation is appropriate, they will assign an investigator and conduct an investigation.
	3. Contact the student to determine understanding of the matter and to attempt informal closure. If that is not possible, continue the investigation.
	4. Share results of the investigation with the Provost for review and judgment if required.
	5. Communicate the outcome to the individual within 20 days (including weekends)* via email or share the decision in a telephone call. (Note: If execution of proper due diligence requires more than 20 days, the university will maintain regular contact with the student to ensure he/she is aware of the status of the investigation.)
	6. Provide copies of the communication to NCU departments as appropriate. Decisions made at this level are final and cannot be grieved or appealed.

09 - STUDENT SUPPORT SERVICES

Enrollment Services

Enrollment Services is comprised of the following teams:

Admissions - This area makes the initial contact with interested parties and prospective students to explain Northcentral University programs and systems of delivery. Admissions Advisors assist prospects through the application process. Please contact admissions@ncu.edu or 866-776-0331 for information.

Enrollment - This department provides final admissions support, evaluates transfer credits and prior coursework completed at other institutions prior to a student being accepted into the University, and has a primary goal of transitioning applicants into enrolled students. The Re-Entry Team is specifically geared towards re-enrollment of past graduates and non-completers of the University. Please contact 1-888-628-6911.

Academic Advising

Academic Advisors, working in program-related teams, provide students with academic support for their individual degree programs, and through frequent and scheduled contact with individual students help support students as they matriculate through their program. Academic Advisors assist students with understanding policy and procedure that affect students' academic experience. Information about contacting Academic Advisors is found on each Course Registration Information (CRI) issued upon registering a student in a Course at Northcentral University. The contact information for Academic Advisors is listed on the right hand side of every student Portal.

Disability Services Office

Student Rights

Northcentral University takes seriously its obligations to provide disability services to qualified individuals as defined by Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 and 2008.

Goal of ADA Regulations

The intent of the Americans with Disabilities Acts (ADA) is to mitigate potential classroom barriers related to an eligible disability so that the student has the opportunity to successfully achieve his or her academic goals. Students who are determined to meet eligibility definitions for accommodations are still expected to meet all academic and University performance standards and adhere to policies and Student Code of Conduct protocols as are expected of students without disabilities.

ADA Eligibility Definitions

The U.S. Department of Justice defines an individual with an eligible disability to be a person who:

- Has a physical, learning and/or mental impairment that substantially limits one or more major life functions (such as performing manual tasks, walking, seeing, hearing, speaking, breathing or learning)
- Has a documented record of a physical, mental, or learning impairment
- Is regarded as having a substantially limiting physical, learning and/or mental impairment. The documented impairment may be permanent, recurring or temporary (less than six months in duration.)
- Is "otherwise qualified" to perform the required course work with the assistance of academic accommodations which are determined on a case-by-case basis.

For more information, please visit www.ADA.gov.

Examples of common ADA accommodations include (but are not limited to):

- Speech-to-text software
- Extended time for assignments and/or quizzes/tests
- Alternative format textbooks
- Closed-captioning or transcripts of online videos

The Disability Services Office can not authorize the following:

- Extended breaks between courses or leaves of absence
- Special funding, discounts or waivers for course fees
- Vocational rehabilitation funding or scholarships
- Additional time to complete a program
- Waivers of Northcentral University policies, including admissions, academics or financial

Northcentral University will not grant an accommodation if the accommodation alters the academic standards of the program or would result in undue hardship to the University or threaten the health and safety of the student with a disability or other persons.

Student's Responsibilities

- Timely notification is a requirement of all requests and must be made by the student directly to Disability Services as soon as possible. The completed medical documentation must be received by the Disability Services Office and eligible students will receive reasonable accommodations. Accommodations will not be made retroactively.

- Accommodated students are expected to make academic progress as measured by successful and timely completion of academic work in accordance with NCU policies.
- The student is required to maintain contact with his faculty, academic advisor and Disability Services during the period of the academic accommodation.
- The student must speak with Disability Services Office before each course to ensure the appropriate accommodation is communicated with faculty and Advisors as needed.
- The student must abide by all University policies while accommodated, regardless of impairment. This includes admissions, attendance and financial responsibilities.
- Students must provide updated and/or clarifying disabilities documentation as requested by the ADA Program Coordinator.

Obtaining Assistance

Students enrolled in a course at Northcentral University should complete the process to request an ADA accommodation well in advance of the anticipated need for services and accommodations. From the time a student submits their documentation, it can take up to two weeks for an accommodation to be implemented.

- Students are asked to notify the Disability Services Office prior to enrollment in a course to allow time to collect the required documentation to establish an educational plan with a reasonable accommodation.
- Students having a temporary or sudden disability are asked to notify Disability Services Office at the on-set of the disability or as close to the onset as possible.
- Academic accommodations are not retroactive but rather are implemented once the student is determined to be eligible based on stated documentation and communication requirements.

The Disability Services Office can be reached at disabilitiesservices@ncu.edu (not case sensitive).

Granting Accommodations

The accommodation process is an interactive process between the student, the Disability Services Office and the School. After an appropriate accommodation is determined through dialogue and the review of the supporting documentation, the student will receive an ADA Accommodations Contract to review and agree to the ADA accommodation. Once the student agrees, the student's faculty member and academic advisor will be notified regarding the accommodation(s) that is approved for the student and how the accommodation(s) will be implemented.

Confidentiality

In accordance with privacy laws including FERPA and HIPPA regulations, only University team members with a legitimate need to know will have access to the details of an ADA file. Once a student is deemed eligible and has agreed to the negotiated accommodation, the ADA Program Coordinator will communicate the accommodation to the faculty and NCU team members as appropriate.

- Student services team members will not engage students about a disability.
    - If a student self-discloses a disability, the team member will acknowledge it and refer the student to the ADA coordinator.
    - Team members are not positioned to support requests for or determine eligibility of an ADA disclosure.
- Only team members who have a legitimate need to know the details of an ADA file including the disability and associated accommodation(s) will be given such information.
- Students will be referred to Disability Services Office upon disclosing a disability or asking for information regarding ADA accommodations and services.
- Documentation regarding the disability and requested accommodation will be accepted by Disability Services Office only.
- Non-ADA team members will not make any entries about a student's disability in NCU student systems.
    - Referrals of students can be denoted in the journal as "Referred to [Name of ADA Program Coordinator]."

ADA/Section 504 Grievance Procedure

Northcentral University has both informal and formal mechanisms for students and employees to resolve concerns about disability discrimination, denial of access to services, accommodations required by law, or an auxiliary aid they believe they should have received ("disability-related issues"). Any person who believes she or he has been subjected to discrimination on the basis of disability may file a grievance under this procedure. It is against the law to retaliate against anyone who files a grievance or cooperates in the investigation of a grievance.

Informal Process

If a student or employee has concerns about a disability-related issue, the student or employee should, but is not required to, in general, first discuss the matter with the ADA/504 Coordinator, or with the individual(s) most directly responsible, such as the faculty or Team member, who has made a determination regarding the student or employee's disability-related issue. If the student or employee chooses to speak first with the individual(s) most directly responsible, but the discussion does not yield an outcome acceptable to the student or employee, or if the circumstances of the complaint

are such that it would be inappropriate for the student or employee to contact the individual responsible, the student or employee should, but is not required to, consult with NCU's ADA/504 Coordinator, who will attempt to facilitate a resolution.

If the ADA/504 Coordinator is not successful in achieving a satisfactory resolution, generally within ten working days from the date of the student or employee raised the disability-related issue, the ADA/504 Coordinator will inform the student or employee of her/his efforts, and his or her right to file a formal grievance.

Formal Grievance

Should a student or employee feel she or he has not been treated in a fair or professional manner with regard to access and accommodations, or feels they have been discriminated against on the basis of disability, they are encouraged to follow the procedures below.

If the grievance is not resolved at the informal level and the grievant wishes to pursue the grievance, grievances must be submitted no more than 10 business days after the grievant receives notification that the grievance has not been informally resolved. If the grievant did not pursue informal resolution, the grievance must be submitted no more than 10 business days of the date of the event giving rise to the grievance (e.g. disability accommodation decision or the alleged discriminatory act or incident). NCU will make appropriate arrangements to ensure that persons with disabilities are provided other accommodations, if needed, to participate in this grievance process. The ADA/504 Coordinator will be responsible for such arrangements. The grievance must be in writing and include the following:

- The grievant's name, address, email address and phone number
- A full description of the situation
- A description of the efforts, if any, which have been made to resolve the issue informally
- A statement of the requested remedy, e.g. requested accommodation or remedy to address the alleged discrimination

The ADA/504 Coordinator (or her/his designee) shall conduct an investigation of the complaint. This investigation may be informal, but it must be thorough, affording all interested persons an opportunity to submit evidence relevant to the complaint. The ADA/504 Coordinator will maintain the files and records of NCU relating to such grievances. These findings will be presented to the ADA Grievance Review Board (AGRB). The ADA Grievance Review Board (AGRB) will consist of a minimum of four committee members, including a Dean, the Director of Student Records, the Director of Student Services, and a member of Legal Affairs. If the grievant would like to address the AGRB directly, he/she must disclose this request in their formal grievance submission and provide a contact number. All grievances are heard and decided upon by the ADA Grievance Review Board. The ADA/504 Coordinator will issue a written decision on the grievance no later than 30 days after its initial filing by the grievant.

The availability and use of this grievance procedure does not prevent a person from filing a complaint of discrimination on the basis of disability with the U.S. Department of Education, Office for Civil Rights.

Student and Alumni Services

These groups are responsible for maintaining contact with students to ensure that non-academic issues and concerns are addressed, allowing students to focus on course and program completion.

Alumni Services

A graduate is a student who was awarded a degree from Northcentral University. As graduates, NCU alumni have continued access to a number of journals and databases in the NCU Library. Other alumni services include:

- Alumni Communities
- Alumni Events
- Distinguished Alumni Program
- Higher Degrees Alumni Magazine
- Student and Alumni Store

Further details about the NCU Alumni program can be found here. Northcentral does not offer job placement assistance and cannot guarantee job placement upon program/course completion or upon graduation.

Disability/ADA Services

In compliance with the Americans with Disabilities Act, Northcentral University assists qualified students with the opportunity to gain equal access to information and course contact through a process called academic accommodation. With the assistance of an academic accommodation (usually a time extension), a student who is otherwise qualified should be as successful as a student without a disability. See the Disability Services Office section in this Catalog for additional information.

Student Financial Services

The student Financial Services staff provides general information regarding funding options available at Northcentral University to both perspective and current students. The staff follows federal guidelines regarding Cost of Attendance, Entrance and Exit Counseling, and certifying private alternative loans. Financial Services staff maintain a working relationship with lenders and file all reports as required and requested.

Registrar

The Registrar maintains all student academic records, provides unofficial and official transcripts of course work as is needed and requested by the student, and upgrades the student's records to reflect change of address and other personal information. The Registrar overseas enrollment reporting and certification of enrollment to external entities as requested and required. The Registrar issues the appropriate diploma as required.

Academic Services

Faculty Resource Center

The FRC's primary mission is to drive innovation in teaching and learning at NCU. To do so, the FRC will be responsible for the following:

- Develop and deliver the university's one-to-many faculty development offering;
- Lead university-wide research on the scholarship of teaching and learning;
- Evaluate innovative, cutting edge teaching and learning practices and inform the university of those practices;
- Serve the entire university as a communication and resource nexus for teaching and learning.

Instructional Design Services

Our Instructional Designers work with content experts in the Schools to develop the highest quality courses within our instructional technology environment, creating a dynamic learning environment with assignments that help students meet the course learning outcomes.

Academic Success Center (ASC)

Northcentral University's Academic Success Center (ASC) is the one-stop spot for all NCU academic support services. We invite you to use ASC services and resources to develop your skills as a self-directed learner and succeed in your program of study. The ASC provides academic coaching in scholarly writing, reading, statistics, and time management training through Attack Your Day. The ASC houses a library of resources for students and faculty on scholarly writing, critical thinking, academic integrity and APA formatting.

Student Success Tour

The **Student Success Tour** is located under the heading "For New Students" on the Student Portal. Students may also contact their Academic Advisors with questions about navigating their Student Portal and Course Pages.

Educational Materials and Resources

Obtaining Required Texts

Appropriate textbooks, course syllabi, and course outlines are used for each course. Required texts are indicated in the course syllabus by title, author, publisher, and ISBN. Students are responsible for purchasing textbooks and course materials that match the syllabus they are issued for each course. Note: required textbooks or other readings are not eligible for interlibrary loan in the Library.

It is students' responsibility to make sure they purchase the primary textbook(s) and or other course materials and resources required in the syllabus the student is issued. Students must determine from their course pages what course materials are required. Northcentral University may have more than one version of a particular syllabus issued to students. Northcentral University is not responsible for student purchases of course materials that do not match assigned syllabi.

Northcentral University's online textbook supplier is Ed Map. Click on the course number on the student page, then click on the Books or Resources tab to order the correct book and edition for each course. Be sure to verify the resource and edition purchased correspond with the resources listed in the syllabus assigned for the course. All students will be required to register to use the Ed Map site and will be required to set up a password for their Ed Map account. Ed Map provides international shipping and expedited shipping in the United States. Students having difficulty finding required textbooks and course materials may contact his or her Academic Advisor or email bookstore@ncu.edu for assistance. There is no requirement that students purchase books through EdMap. Books can be obtained through other vendors, and for those looking for alternate formats, such as e-texts, students should be aware that they need to purchase the correct edition of the book.

Exploring the best resource for textbook delivery is an important task before enrolling in the first course with Northcentral University. It is recommended that students register in plenty of time to receive the appropriate primary resources for their course by the course start date. International students are cautioned that surface mail from the United States may take several weeks for delivery.

Northcentral University Library

The Northcentral University Library is committed to supporting the academic research needs of students, faculty and staff. The Library does this by providing timely, quality information resources and services such as reference and instruction, and the interlibrary loan service. Students also have access to highly qualified and experienced Library staff. Detailed information about the Library is outlined below.

General Services Provided by the Northcentral University Library

- *Research Databases* - Access to databases containing thousands of journals, magazines, newspapers, e-Books, dissertations, financial data, and other information resources are available in the Library.

- *Interlibrary Loan Service* (ILL) - Students needing articles, and book chapters not in the Library collection can submit an interlibrary loan request. Students can register for the ILL service by clicking the "Request Interlibrary Loan Items" link on the Library homepage. Students will need to utilize local libraries for print-only materials.

- *Ask a Librarian* - Students can receive library assistance by using the "Ask a Librarian" service. A link to the Ask a Librarian service is conveniently located at the top of the Library website. Questions are answered promptly.

- *Library Workshops* - Students can attend live workshops. The workshops provide in-depth information about using library resources and services. A schedule of events is published on the Library site and student announcement area. Students can register for workshops from the Library Workshops Schedule area, or if attendance to an event is not possible, recorded workshops are available from the Learn the Library page. Students are strongly encouraged to attend or view a Library workshop prior to beginning coursework.

- *Library Hours* - Library staff are available Monday - Thursday, 8 a.m. - 9 p.m. and Friday - Sunday, 8 a.m. - 5 p.m., Arizona time, excluding holidays.

Students can contact the Northcentral University Library by phone at 888-628-1569, by email at library@ncu.edu, or by visiting the Library homepage and using the Ask a Librarian. For more information regarding Library policies, students can go to the Library policies page.

Northcentral University Transcripts

Official Transcripts

One sealed, official transcript will be sent along with the diploma or certificate at no charge.

The student must request additional copies of official transcripts from the Office of the Registrar by completing the "Transcript Request Form" which is located on the student portal, NCU website or from the Office of the Registrar. The Transcript Request Form must be signed and submitted with appropriate payment via fax, scanned and emailed or may be sent via postal mail directly to the attention of the Office of the Registrar. Students will be assessed the published University charge for each official transcript requested.

Official transcripts are printed on blue security paper and contain the University name, address and telephone contact information, the school logo, and are signed by the University Registrar or designee. All official electronic transcripts are processed through a secure third party transcript servicer.

Unofficial Transcripts

The unofficial transcript record is available free of charge to all students and alumni in good standing with the University by requesting it from the student or alumni web page.

The unofficial transcript is a downloadable document that is unsigned, and carries no school logo. The unofficial transcript will contain the University name, address and telephone contact information, and will be marked as an unofficial transcript issued to the student. A transcript legend page approved by the University Provost or designee is available as an optional printed page. All information fields are password protected and non-changeable. The University takes all necessary security measures to protect and secure the address, transcript status, course grades and legend information.

Unofficial transcripts will not be downloaded on the student's/alumnus' behalf, nor a paper copy created and mailed to the students and/or alumni. Students and alumni must download their own unofficial transcript.

10 - GENERAL EDUCATION

General Education

As of June 22, 2012, Northcentral University requires applicants to its Bachelor degree programs to have completed all General Education requirements prior to enrolling in the University. See Basis of Admissions for further details. Effective February 10, 2014, NCU no longer offers general education courses as a means of teach-out for non-degree studies or for general education fulfillment.

General Education Bachelor's Degree Requirements

Northcentral University requires that students satisfactorily complete a minimum of 36 semester credit hours in general education for the bachelor's degree program. This requirement may be satisfied by the transfer of general education courses completed at the associate and bachelor's degree levels at approved postsecondary colleges and schools.

Required General Education credits: 36	
English Composition	6
College-level Mathematics	3
Humanities	6
Natural Sciences	6

Social/Political Sciences	6
General Education Electives (can fit any of the above categories)	9

11 - SCHOOL OF BUSINESS AND TECHNOLOGY MANAGEMENT

Mission, Vision, Pillars, and Objectives

Northcentral University's online BBA, MBA, MSOL, DBA, PHD-BA, PHD-OL and Certificate programs are *accredited by WASC Senior College and University Commission (WSCUC)*. In addition to regional accreditation from WASC Senior College and University Commission (WSCUC), *NCU's BBA, MBA, DBA, and PhD-BA degree programs in the School of Business and Technology Management are accredited by the Accreditation Council for Business Schools and Programs (ACBSP).*

Mission Statement

The School of Business and Technology Management is committed to preparing its students to make ethical and professional contributions in their chosen fields of study. While under the guidance of highly credentialed faculty, students will acquire the knowledge, skills, and competencies required of a global community.

Vision Statement

The School of Business and Technology Management strives to achieve online academic excellence by providing innovative educational opportunities and professional solutions in the changing world of management, leadership, and service.

School of Business and Technology Management Pillars

These three pillars support all Business and Technology Management degree programs and courses:

- Effective Leadership - knowledge, skill sets, and competencies
- Reflective Practitioner - critical thinking, analysis, and evaluation
- Effective Communication Skills - oral, written, computer, and interpersonal

School of Business and Technology Management Objectives

- Advance online technology to create online instruction and learning resources, to create a collaborative learning environment, and to assess progress and mastery of knowledge, skills, and competencies

- Provide online technology to create effective counseling and student services

- Advance online technology to deliver undergraduate, graduate, and doctoral instruction and learning in degree areas with accepted specializations identified as significant by organizations

- Prepare online technology to bridge the gap between academic theory and real-life practice in organizations through research designs and methods

- Promote online technology to include the 11 Common Professional Components (CPCs) in each course in an attempt to make business education more practical and multidisciplinary, and to integrate the following common professional components: marketing, finance, economics, ethics, accounting, management, legal environment, statistics, global dimensions, information systems, and business policies of comprehension by integrating experience

- Advance online technology to facilitate cognitive and effective learning - knowledge, skills, and values - and a commitment to the common public good

- Promote online technology to engage in multidisciplinary leadership dialogue about the connection between how business courses, homeland security courses, and public administration courses are taught and how careers are developing

- Implement programs to improve brand recognition

- Promote innovative learning methods to provide students with the critical skills and knowledge needed to compete and serve within a diverse global public community

Bachelor of Business Administration

Description of Program

The Bachelor of Business Administration (BBA) program provides a broad and encompassing academic degree based on significant and substantial undergraduate level of exploration in the selected specialization. This program will prepare our undergraduates for employment and/or graduate school by offering a wide range of fundamental courses and the flexibility to develop targeted expertise.

Bachelor of Business Administration Program Learning Outcomes

The program learning outcomes of the Bachelor of Business Administration degree are:

- Assess the decision role and responsibilities of operations in relation to the student's specialty;

- Formulate effective application of business theories to business practice needs;
- Demonstrate effective written communication skills using various online communication mechanisms;
- Apply researching skills to validate factual information; and
- Apply general principles or methods to specific business situations.

General Degree Requirements

The Bachelor's Degree in Business requires 120 semester credit hours.

- Grade Point Average of "C," 2.0, or higher.
- Official transcripts on file for all transfer credit hours accepted by the University.
- Official documents on file for basis of admission: high school transcript or GED.
- All financial obligations to the University paid in full.

The University may accept a maximum of 90 semester credit hours in transfer toward the bachelor's degree for coursework completed at an accredited or approved college or university with a grade of "C" or better.

Credit Hour Requirements

- General Education - 36 credit hours
- Required Foundational Courses - 33 credit hours
- Specialization Electives - 18 credit hours
- Undergraduate Electives – 30 credit hours
- Required Business Capstone Course - 3 credit hours

Total - 120 credit hours

Time to Completion

Normal time to completion for this program is 55 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course

structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying the minimum required transfer credits, can expect to finish in as little as 30 months.

BBA Foundational Degree Requirements

Business graduates are expected to have a basic knowledge of economic institutions, the complex relationships that exist between business, government, and consumers, and a basic knowledge of the functional areas of business. Business students share the 11 Common Professional Components (CPCs) required by ACBSP accreditation.

Students in the BBA program are required to demonstrate competency in the areas listed below:

- Research Writing Competency - BBA students are required to show competency in writing skills for research purposes through their Northcentral University coursework.
- Computer Competency - BBA students are required to use appropriate computer skills that are necessary in writing research papers. Students must be able to prepare documents using APA formatting and advanced word processing skills, such as the creation of title pages, abstracts, tables and figures, headers and footers, page breaks, tables of contents, and hanging indents.

Students assume full responsibility for understanding both the fundamental and specialization requirements of each program. Switching programs after completing coursework may result in reevaluation, monetary loss, loss of credit hours and/or the need to take additional credit hours. Students' Academic Advisors can assist with any questions related to program requirements.

Required Foundations courses must be taken first and in sequence.

Click on the course name for description, click again to close.

Business Foundational Courses: 33 credit hours

LS3010-8	Foundations for Undergraduate Study
BUS4019-8	Ethics in Business
ACT4050-8	Managerial Accounting
BUS3001-8	Basic Business Law
BUS3003-8	Computer Information Systems

BUS3004-8	Economics
BUS4000-8	Essentials of Marketing
BUS4001-8	Small Business Management
BUS4003-8	Money, Banking, and Business Finance
BUS4020-8	The Dimensions of Global Business
BUS4025-8	Introduction to Business Statistical Analysis

Specialization Courses - 18 credit hours

Undergraduate Electives** - 30 credit hours

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Students may select any undergraduate Northcentral course to fulfill this requirement. Your Academic Advisor can assist you in choosing courses applicable to your career goals.

Business Capstone Course - 3 credit hours

SKS4000-8	Comprehensive Strategic Knowledge Studies Capstone*

*SKS4000 is the last course students take within the BBA

BBA Specializations

The following BBA specializations are offered in the Undergraduate program:

- Accounting
- Applied Computer Science
- Criminal Justice
- Homeland Security
- Human Resource Management
- Management

- Marketing
- Project Management

Courses taken to satisfy the foundational requirements may not be counted toward a specialization.

Students who complete at least 18 semester credit hours in a single area of specialization at Northcentral University (not counting foundational courses) may elect to have the specialization recorded on their transcript and diploma. A specialization is not required and students may elect 18 credit hours of cross-discipline business courses. Elective courses must be appropriate to the student's degree program.

Accounting Specialization

Accounting is the process of systematically collecting, analyzing, and reporting financial information. In this specialization students study the following processes of accounting methods: finance, financial management, cost accounting, taxation, implementing computer methods, and auditing. This specialization is designed to prepare students for entry level accounting positions in profit, not-for-profit and governmental environments. At end of this Accounting specialization, students will complete a final written research project requiring the student to demonstrate the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Specialization Courses – 18 credit hours

Select 6 courses from the following (18 credit hours):

ACT4013-8	Computerized Accounting
ACT4040-8	Financial Accounting
ACT4051-8	Intermediate Accounting I
ACT4052-8	Intermediate Accounting II
ACT4053-8	Cost Accounting
ACT4064-8	Advanced Accounting
ACT4065-8	Tax Accounting
ACT4067-8	Auditing

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Applied Computer Science Specialization

The Applied Computer Science specialization is designed to provide preparation for professional careers in the areas of software and network administration. In this specialization students study design methods for solving problems using computers, programming, operating systems, networks, and compilers. Students will learn to use software tools to design, test, and document large programs using software engineering. At the end of the Applied Computer Science specialization, students will complete a final written research project, demonstrating the ability to conduct an investigation of a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Specialization Courses – 18 credit hours

Select 6 courses from the following (18 credit hours):

CS4001-8	Computer Operating Systems
CS4006-8	Professional and Technical Writing
CS4009-8	The Internet
CS4010-8	Inside LAN Networks
CS4011-8	Network Administration
CS4012-8	Presentation Software
CS4017-8	Web Technology and Development
CS4018-8	Computer Systems Architecture

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Criminal Justice Specialization

The Criminal Justice Specialization is designed to provide knowledge of the global multicultural network connecting distinct legal traditions and codes which operate within a worldwide venue. In this specialization students study the coordination of local, state, Federal, and multinational organizations and international resources at home and abroad. Students in the undergraduate Criminal Justice specialization will explore how the global multicultural network connects distinct legal traditions, ethics policing, both domestically and internationally. The specialization also covers the detailed study of criminal gangs and the collection and use of evidence. Students will complete a final written research project, demonstrating the ability to conduct an investigation of a

workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Specialization Courses – 18 credit hours

Select 6 courses from the following (18 credit hours):

CJ4000-8	Introduction to Criminal Justice
CJ4001-8	Introduction to Law Enforcement
CJ4002-8	Criminology
CJ4006-8	Corrections
CJ4014-8	Criminal Court Process
CJ4015-8	Law Enforcement and Management
CJ4017-8	Introduction to Corporate/Private Security

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Homeland Security Specialization

The Homeland Security specialization is designed to prepare undergraduate students in emergency preparedness, maritime security, air and ground transportation security, intelligence management, protection, cyberterrorism, biological terrorism, public health management, and the Incident Command system. Students in this specialization will study issues critical in the development of public service programs in the Homeland Security and Emergency Management fields. At the end of the Homeland Security specialization, students will complete a final written research project, demonstrating the ability to conduct an investigation of a workplace problem, identify an area for intervention, critique, justify, and recommend plan of preventative action.

Specialization Courses – 18 credit hours

Select 6 courses from the following (18 credit hours):

HS4000-8	Homeland Security and Emergency Preparedness
HS4001-8	Terrorism and Homeland Security

HS4003-8	Ground Transportation Security
HS4005-8	Incident Management
HS4007-8	Intelligence Support to Homeland Security
HS4011-8	Risk Management: Analysis and Planning

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Human Resource Management Specialization

The Bachelors in Business Administration with the specialization in Human Resource Management will be a study and analysis of issues and situations that affect people in the workplace. The Human Resources Management specialization was developed to prepare the aspiring HR professional to be an integral member of an organization's team. The world has changed and for the workforce the need to be properly managed and protected is paramount. The Human Resource Manager has become an important focal point in assuring the workforce is properly, educated, trained, and managed. The curriculum will develop insight into management structures and processes and to build professional skills in communication, human resources, and management.

Specialization Courses – 18 credit hours

Select 6 courses from the following (18 credit hours):

HRM4000-8	Workforce Planning, Recruitment, and Staffing
HRM4001-8	Human Resource Development
HRM4002-8	Compensation and Total Rewards
HRM4003-8	Strategic Issues in Human Resource Management
HRM4004-8	Employment and Labor Law
HRM4005-8	Human Resources Management Capstone

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Management Specialization

The Management specialization is designed to prepare undergraduate students with the conceptual overview of modern theory and practice in the key areas of human resources, operations, marketing, and finance. Students study how to use resources within these functional areas, assign resources and assess an organization. By the end of the specialization, students will have an understanding of the fundamentals of managing an organization and will complete a final written research project, demonstrating the ability to conduct an investigation of a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Specialization Courses – 18 credit hours

Select 6 courses from the following (18 credit hours):

BUS4002-8	Essentials of Human Resources Management
BUS4004-8	Supervisory Management
BUS4005-8	Career Management and Personal Marketing
BUS4009-8	Administrative Office Management
BUS4010-8	Manufacturing Systems
BUS4099-8	Professional Studies Application Project

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Marketing Specialization

The Marketing specialization is designed to provide students with a broad foundation in marketing concepts, practices, and policies. Students will study demographic, social, economic, technological, environmental, and cultural factors influencing the demands for consumer and industrial goods and services, and understand buyer and seller behaviors. Students will complete a final written research project, demonstrating the ability to conduct an investigation of a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Specialization Courses – 18 credit hours

Select 6 courses from the following (18 credit hours):

BUS4005-8	Career Management and Personal Marketing
BUS4006-8	Advertising
BUS4007-8	Retail Management
BUS4008-8	Sales
CS4006-8	Professional and Technical Writing
CS4012-8	Presentation Software

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Project Management

The Bachelors in Project Management (BPM) degree specialization is designed and developed by project management professionals to provide the student with the project management skills, tools, and techniques required to effectively organize and manage projects. This specialization covers in detail the process and knowledge areas defined by the Project Management Institute (PMI ®) (PMI ® is a registered mark of the Project Management Institute, Inc.) in the Guide to the Project Management Body of Knowledge (*PMBOK ® Guide*), the industry standard for project management (*PMBOK® Guide* is a registered mark of the Project Management Institute, Inc.) .. The goal is to develop a well-skilled project manager or project team member. The degree specialization emphasizes a practical approach to develop project management skills. This specialization integrates a business foundation with the theory and practice of project management.

Specialization Courses – 18 credit hours

Select 6 courses from the following (18 credit hours):

PM4000-8	Introduction to Project Management
PM4001-8	Leadership in Project Management
PM4002-8	Human Capital Management
PM4003-8	Quality and Performance of a Project
PM4004-8	Cost and Scheduling of a Project

PM4005-8	Procurement and Contract Management
PM4006-8	Risk Management
PM4007-8	Project Plan Capstone

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Post-Baccalaureate Certificate

Description of Program

The Post-Baccalaureate Certificate program is designed for students who have completed their bachelor's degree and are seeking academic expertise through a graduate level certificate program. In order to earn a Post-Baccalaureate Certificate, students must complete four courses (a total of 12 credit hours) within the chosen Post-Baccalaureate Certificate program. With the exception of the General Business specialization, each Post-Baccalaureate Certificate is prescribed, meaning students can only take what is listed for the particular Post-Baccalaureate Certificate (students may not substitute alternative courses). Students must complete all four NCU courses with a cumulative GPA of 3.0 or better in order to receive the certificate.

Basis of Admissions

Admission to a Northcentral University Post-Bachelor's Certificate program requires a conferred bachelor's level or higher degree from a regionally or nationally accredited academic institution.

Post-Baccalaureate Certificate Transfer into a Master's Degree Sequence

- Coursework completed within a Post-Baccalaureate Certificate program may be applied towards the specialization sequence within a master's program.
- Applying Post-Baccalaureate Certificate coursework towards a master's degree is contingent upon coursework and degree relevance under the most current master's degree program version.
- Applying Post-Baccalaureate Certificate coursework towards a master's degree may only occur once during a student's tenure.

Specialization coursework completed as part of a master's degree, where a degree was conferred, cannot be applied towards a Post-Baccalaureate Certificate program. However, a Post-Baccalaureate Certificate can be completed as part of master's coursework, assuming the student officially applies for the Post-Baccalaureate

Certificate prior to completing the fourth course in the Post-Baccalaureate Certificate series.

Completion Period for Post-Baccalaureate Certificate

Normal time to completion for this program is 9 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 6 months.

Northcentral allows 2 years to complete all Post-Baccalaureate Certificate.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances, they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

NOTE: If a student wants to enroll in a master's program in a school other than the school from which the student obtained the Post-Baccalaureate Certificate, the university does not guarantee that any of the courses will be transferable to a program of another Northcentral University School.

EXAMPLE: Student obtains a Post-Baccalaureate Certificate through the School of Business, but wants to obtain a master's degree through the School of Psychology. In these cases, the School Dean (from the School in which the student wants to obtain the master's degree) will review the Post-Baccalaureate Certificate courses and provide the final determination. The outcome will be documented in the student's file. The student will be notified by e-mail of the requirements to obtain the master's degree.

Post-Baccalaureate Certificates

The Post-Baccalaureate Certificate in business at Northcentral University offers students a chance to advance in their chosen field or to embark on a new career through course of study in one of the following areas:

- Financial Management
- Project Management
- General Business
- Entrepreneurship

Prerequisite: A bachelor's degree in any field from an accredited institution will satisfy admissions requirements.

Course Length

Post-Baccalaureate Certificate courses in the School of Business are eight weeks in length.

Post-Baccalaureate Certificate – Financial Management

This Post-Baccalaureate Certificate explores relevant financial analysis of financial and non-financial organizations. The focus is assessment of financial statements, foreign exchange issues, risk and investment management.

Click on the course name for description, click again to close.

12 credit hours

FIN5012-8	Corporate Finance
FIN5013-8	Investment Management
FIN5015-8	Financial Statement Analysis
FIN5016-8	International Finance

Post-Baccalaureate Certificate – Project Management

This Post-Baccalaureate Certificate explores principles, concepts, tools, and techniques to improve project performance and organizational effectiveness. Project Management is one of the fastest growing professional disciplines. Students examine all aspects of company projects including cost estimates, budget management, cost control, risk assessment, bid negotiation and contracts, and performance reporting critical to the success of any organization. The Post-Baccalaureate Certificate provides curriculum for students aspiring to take on project management responsibilities. This Post-Baccalaureate Certificate focuses on risk management, procurement, and project monitoring and control.

12 credit hours

PM6000-8	Project Procurement Management
PM6004-8	Project Risk Management
PM6008-8	Project Monitoring and Control
PM6020-8	Management Leadership and Team Building in the Project and Program Environment

Post-Baccalaureate Certificate – General Business

The General Business Post-Baccalaureate Certificate allows students to select courses from a broad range of electives to fit their personal and professional goals.

Students must complete a minimum of 12 credit hours for the Post-Baccalaureate Certificate in General Business. Students must take at least two business courses from any of the business focused courses offered in the MBA program and may take an additional course from a Post-Baccalaureate Certificate offered in other fields (Psychology and/or Education) to fulfill their General Business certificate requirement.

Recommended Post-Baccalaureate Certificate Courses- 12 credit hours

FIN5012-8	Corporate Finance
PM6004-8	Project Risk Management
HRM5008-8	Legal Issues in Human Resources Management
IB5012-8	International Economics

Post-Baccalaureate Certificate – Entrepreneurship

This Post-Baccalaureate Certificate takes students beyond the classroom, allowing them to build and test their entrepreneurial ideas in real-world settings. The entrepreneurship courses will integrate all business disciplines, including marketing, finance, operations, and strategy. The courses are designed to help students develop skills in building businesses, investing in businesses, raising capital, and evaluating business opportunities. Specifically, the students in this Post-Baccalaureate Certificate will focus on analysis, decision-making and business planning and benefit from the perspectives of both academic and adjunct faculty, working together to provide integrated and relevant curriculum including an understanding of the latest business trends and techniques.

12 credit hours

Select 4 courses from the following (12 credit hours):

ENT5000-8	Innovation - the Entrepreneur and Intrapreneur
ENT5001-8	Strategic Market Assessments
ENT5002-8	New Venture Formation
ENT5004-8	Sustainable Business Practices

Master of Business Administration

Basis for Admission

For the **School of Business and Technology Management,** there are two options for entering the Master of Business Administration (MBA) program:

Direct Entry - Individuals with a previously completed bachelor's degree in business from a regionally or nationally accredited academic institution may immediately begin the MBA program.

Evaluation Track - Individuals who do not meet direct entry requirements will begin their degree plan with MBA5102-8 Welcome to Changing Times -- Business in the 21st Century, followed by SKS5001-8 Comprehensive Strategic Knowledge Studies, and upon successful completion of SKS5001-8, take the remaining courses in their degree plan.

Students who feel that they have the business background and knowledge are allowed to take a test-out exam that covers the major business areas. The student must score 70 or above on the exam and can be taken no later than two weeks prior to the beginning of SKS5001-8 Comprehensive Strategic Knowledge Studies course. This can be discussed with your enrollment or student academic advisor.

Students who enter through the evaluation track and do not immediately test out of SKS5001-8 prior to having the course placed in their degree plan are not permitted to participate in the Accelerated MBA program.

As of November 17, 2014, all new students entering the MBA degree program will be enrolled in the MBA degree program as described in this catalog. Students in the legacy MBA program will remain in their legacy degree program.

Graduates of the Northcentral University program must complete30 business credit hours with exposure to a variety of business disciplines. Students may choose to complete a general business specialization allowing a choice of courses from multiple disciplines, or select a discipline-specific specialization of their interest. The MBA

program is designed to prepare students to advance to higher levels of leadership in business.

Master of Business Administration Program Learning Outcomes

The program learning outcomes for the Master of Business Administration degree are:

- Evaluate the health of an organization
- Effectively communicate - in media appropriate to purpose, occasion and audience - ideas and arguments associated with business issues
- Evaluate the challenges and opportunities presented by the global business environment
- Evaluate legal compliance, ethical concerns of stakeholders, and social responsibility in terms of their impact on the conduct of business
- Deliver effective business solutions

MBA Degree Requirements

The Master of Business Administration requires 30 credit hours beyond the bachelor's degree. The MBA program includes 18 credit hours of foundational courses. The foundational courses are taken by all students regardless of their undergraduate degree to form and strengthen fundamental business skills. The next 9 credit hours in the program encapsulate a specialization aligned with a student's career goals and interests. Elective courses must be appropriate to the student's degree program. Students end the program with a 3 credit-hour capstone course.

Students in the MBA program are required to demonstrate competency in the areas listed below:

- Research - MBA students are required to show competency in writing skills for research purposes through their Northcentral University coursework.
- Computer Competency - MBA students are required to use appropriate computer skills that are necessary in writing research papers. Students must be able to prepare documents using APA formatting and advanced word processing skills, such as the creation of title pages, abstracts, tables and figures, headers and footers, page breaks, tables of contents, and hanging indents.

Students assume full responsibility for understanding both the foundational, specialization and capstone requirements of the program. Switching programs after completing coursework may result in reevaluation, monetary loss, loss of credit hours and/or the need to take additional credit hours. Students' Academic Advisors can assist with any questions related to program requirements.

The University may accept a maximum of 12 semester credit hours in transfer toward the Master of Business Administration for graduate course work completed at an accredited college or university with a grade of "B" or better.

Time to Completion for Master's Degrees

Northcentral University allows 5 years to complete all 30 credit hour master's programs.

Normal time to completion for this program is 41 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 16 months.

Accelerated MBA Program

Within the MBA program, the School of Business and Technology Management offers an Accelerated MBA scheduling track. The Accelerated MBA is not an alternative program, but is a scheduling option designed for students capable of completing an intense, fast-paced and highly challenging graduate course structure. Students considering the Accelerated MBA track are strongly encouraged to first think about their availability for study-time, work schedule or any other outside activities that may interfere with course participation, and their ability to learn in a rapidly moving academic environment. Students who enter and successfully complete the Accelerated MBA track will graduate in 12 months with a Master of Business Administration degree.

Like the non-Accelerated MBA, students are required to complete 30 credit hours, which include 18 credit hours of foundation course work, 9 credit hours of specialization course, and a 3 hour capstone program course. The second course, MBA5110-8 is staggered four weeks following the start of the first course, MBA5102-8. The last course in the Accelerated MBA track, MBA6010-8 starts four weeks following the start of MGT5002-8. All other courses are taken in pairs (see course schedule).

Students who start in the Accelerated MBA track may reschedule their courses and continue their studies in the non-Accelerated MBA track. Students who opt out of the Accelerated MBA track, regardless of reason, will not be permitted back into the Accelerated track and will lose any promotional benefits, which may have been in effect at the time of initial enrollment.

Any student transferring out of the Accelerated MBA track into the non-Accelerated MBA or vise-versa must work with his or her assigned Academic Advisor to complete

the process. Students in the non-Accelerated MBA can only transfer into the Accelerated MBA track within the first four weeks of the first course.

Students who fail a course in the Accelerated MBA are immediately dismissed from the Accelerated track and must transfer to the non-Accelerated track if they want to continue in the MBA program. Academic Leaves of Absences (ALOAs) are not permitted in the Accelerated MBA track. Students who require an ALOA may request one with the understanding that they must move to the non-Accelerated track upon their return.

As with other MBA programs, the transfer credit policy applies to the Accelerated program. Courses considered for transfer must mirror courses in the Accelerated program. For example, if a student wants transfer credit for Corporate Finance, FIN5012-8, the transferring course must also be corporate finance. The Dean of the School of Business and Technology Management must approve any courses considered for transfer. All other policies and procedures under this section remain in effect unless stated otherwise in this section.

Prescribed Courses for Accelerated MBA

Required Foundational Courses must be taken first and in sequence.

MBA Required Foundational Courses – 18 credit hours

MBA5102-8	Welcome to Changing Times -- Business in the 21st Century
MBA5110-8	Managing People and Teams
MBA5121-8	Managerial Decision Making
MBA5130-8	Managing Business Finances
MBA5140-8	Operations Management
MBA5150-8	Innovation and Marketing

General Specialization Courses – 9 Credit Hours

Select 3 courses (9 credit hours)

Example General Business Specialization Course Schedule*:

FIN5012-8	Corporate Finance
ENT5000-8	Innovation – The Entrepreneur and Intrapreneur

MGT5002-8	Business Organization and Management

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Course Schedule for Accelerated MBA

WEEK	COURSES								
1 - 8	MBA5102-8								
5-12		MBA5110-8							
13			BREAK						
14-21				MBA5121-8					
				MBA5130-8					
22					BREAK				
23-30					MBA5140-8				
					MBA5150-8				
31						BREAK			
32-39							FIN5012-8		
							ENT5000-8		
40								BREAK	
41-48									MGT5002-8
45-52									MBA6010-8

Master of Business Administration Specializations

MBA Specializations are offered in the following areas:

- Applied Computer Science
- Building Creativity
- Change and Innovation
- Computer and Information Security
- Corporate Social Responsibility
- Criminal Justice
- Entrepreneurship

- Financial Management
- General Business
- Health Care Administration
- Homeland Security
- Human Resources Management
- International Business
- Management
- Management of Engineering and Technology
- Management Information Systems
- Marketing
- Performance Improvement
- Project Management
- Public Administration
- Strategic Management

Course Length

As of June 15th, 2011, all new students enrolling in the Master of Business Administration program are automatically enrolled in courses that are eight weeks in length. Students whose Master of Business Administration program was in progress as of June 15th, 2011 will continue to be enrolled in courses that are twelve weeks in length. These existing MBA students may opt to switch to eight-week courses by contacting their Academic Advisor. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

MBA Course Sequence

Students who complete at least 9 semester credit hours in a single area of specialization at Northcentral University (not counting foundational courses) may elect to have the specialization recorded on their transcript and diploma. A specialization is not required and students may elect 9 credit hours of cross-discipline business courses. Elective courses must be appropriate to the student's degree program.

All Master of Business Administration (MBA) programs require the following fundamental courses be taken prior to enrolling in specialization courses:

C*lick on the course name for description, click again to close.*

Required Foundational Courses must be taken first and in sequence. Evaluation track students will take SKS5001-8 after MBA5102-8 and before MBA5110-8.

Required Foundational Courses – 18 credit hours

MBA5102-8	Welcome to Changing Times - Business in the 21st Century
MBA5110-8	Managing People and Teams
MBA5121-8	Managerial Decision-Making
MBA5130-8	Managing Business Finance
MBA5140-8	Operations Management
MBA5150-8	Innovation and Marketing

Applied Computer Science Specialization

Technology trends change rapidly, resulting in the need for companies to look for skilled professionals who possess advanced knowledge of contemporary applied computer science methods. Many advanced managerial roles exist in this dynamic field that require specialized management training, including technical project managers, lead programmers, lead systems administrators, and lead network administrators. The curriculum for the Master's program in Applied Computer Sciences is designed to provide preparation for professional careers with an emphasis in various technology management tracks for specialized job roles.

Applied Computer Science Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

CS5003-8	Computer Graphics
CS5005-8	Database Management
CS5013-8	Programming Languages
MIS5005-8	Network Management

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Building Creativity Specialization

This specialization is designed to provide students with knowledge that will enable them to think creatively about solutions to organizational issues. Student will be introduced to the need for creativity and the positive outcomes associated with it. Creativity allows for innovation and problem solving for organizational sustainability.

Building Creativity Courses* – 9 credit hours

Select 2 courses from the following, ENT5000-8 is required (9 credit hours):

ENT5000-8***	Innovation - the Entrepreneur and Intrapreneur
ENT5002-8	New Venture Formation
ENT5005-8	New Venture Business Plan Creation
IB5014-8	Cultural Environment of International Business

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

*** Required Course

Change and Innovation Specialization

This specialization is designed to provide students with knowledge of concepts and techniques in managing change and innovation. The specialization provides an in-depth examination of how positive change in organizations can affect productivity, efficiency, and organizational culture. This specialization develops competencies and skills for the business leaders to challenge the status quo by introducing and leading change in the competitive, global market place.

Required Change and Innovation Courses* – 9 credit hours:

MET5023-8	Managing the Research and Development Organization
MET5026-8	Emerging Technologies
MGT5016-8	Managing Change

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Computer and Information Security Specialization

The requirement for computer security knowledge increases as new techniques and technologies are developed. Threats to the strengths of the existing protections in systems and network perimeters must be constantly upgraded. This specialization enables students to examine realistic examples of the crucial links between security theory and the day-to-day security challenges to IT environments. The focus is to provide students the ability to ascertain the essentials of security threats, information assurance and security management in corporations. This specialization also examines the field of cyber-forensics including the dangers of cyber terrorism and the evolving U.S. policy response. At the end of the Computer and Information Security specialization, students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Computer and Information Security Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

CIS5000-8	Introduction to Computer Security
CIS5002-8	Corporate Computer and Network Security
CIS5003-8	Cyber Forensics: Collecting, Examining, and Preserving Evidence of Computer and Information Crimes
CIS5004-8	Introduction to Systems Certification and Accreditation

CIS5005-8	Cyber terrorism, Information Warfare, and Critical Infrastructure Protection
CIS5008-8	Risk Management in Information Assurance and Security
CIS5009-8	Legal and Ethical Issues in Information Security
CIS5010-8	Contingency Planning and Disaster Recovery for the Security Professional

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Corporate Social Responsibility Specialization

This Specialization helps students to develop tools for applying socially responsible principles to current business environments. Students will identify emerging social and environmental issues, evaluate stakeholder interests, and generate strategic responses and sustainable implementation plans.

Corporate Social Responsibility Specialization Courses* – 9 credit hours

Select 2 courses from the following, ENT5004-8 is required (9 credit hours):

CIS5009-8	Legal and Ethical Issues in Information Security
ENT5004-8***	Sustainable Business Practices
MGT5019-8	Ethics in Business
MGT5027-8	Legal Implications in Management

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

*** Required Course

Criminal Justice Specialization

The Criminal Justice specialization explores the dynamic nature of the global multicultural network connecting distinct legal traditions and codes, both domestically and internationally, and their connection to criminal activity, law enforcement response, ethics, and the legal system. This specialization focuses on developing advanced competencies and analytical capability for those seeking management and leadership positions in correctional institutions, law enforcement, and the court system. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Criminal Justice Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

CJ5101-8	Welcome to Introduction to Criminal Justice
CJ5002-8	Juvenile Offender
CJ5004-8	Organized Crime
CJ5006-8	Drugs, Values and Society
CJ5007-8	Current Issues in Law Enforcement
CJ5011-8	Survey of Forensic Sciences

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Entrepreneurship Specialization

This forward looking entrepreneurship specialization curriculum takes students beyond the classroom, allowing them to build and test their entrepreneurial ideas in real-world settings. The entrepreneurship courses will integrate all business disciplines, including marketing, finance, operations, and strategy. The courses are designed to help students develop skills in building businesses, investing in businesses, raising capital, and evaluating business opportunities. Specifically, the students in this specialization will focus on analysis, decision-making and business planning and benefit from the perspectives of both academic and adjunct faculty, working together to provide integrated and relevant curriculum including an understanding of the latest business trends and techniques. The student will come to the specialization with a new venture product or service identified.

Entrepreneurship Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

ENT5000-8	Innovation – The Entrepreneur and Intrapreneur
ENT5001-8	Strategic Market Assessments
ENT5002-8	New Venture Formation
ENT5003-8	Venture Capital and Private Equity
ENT5004-8	Sustainable Business Practices
ENT5005-8	New Venture Business Plan Creation

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Financial Management Specialization

This specialization explores relevant financial analysis of financial and non-financial organizations. The focus is assessment of financial statements, foreign exchange issues, risk and investment management. At the end of the Financial Management specialization, students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Financial Management Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

FIN5012-8	Corporate Finance
FIN5013-8	Investment Management
FIN5014-8	Financial Institutions
FIN5015-8	Financial Statement Analysis
FIN5016-8	International Finance
FIN5018-8	Accounting for Nonprofit Organizations

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

General Business Specialization

 The General Business specialization allows students to select courses from a broad range of electives to fit their personal and professional goals.

Students must complete a minimum of 9 credit hours for the specialization in General Business and take the program capstone course. Students may take business courses at the 5000 and 6000 level to fulfill their specialization requirements.

Recommended courses for the general business specialization are below. Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. However, students are encouraged to choose their elective

courses based on personal and professional goals, and to work with their Academic Advisor to revise their degree plan.

General Business Specialization Courses* – 9 credit hours

Select 3 courses from the following list (9 credit hours):

FIN5012-8	Corporate Finance
HRM5004-8	Supervisory Concepts and Practices
IB5012-8	International Economics
ENT5000-8	Innovation – The Entrepreneur and Intrapreneuer

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Health Care Administration Specialization

Graduates in health care administration are in demand in hospitals, health maintenance organizations, health insurance companies, government and public health agencies, and social service agencies. The focus is to develop essential managerial knowledge and skills in financial management, legal and ethical issues of health care, and to examine and develop health care policies. At the end of the Health Care Administration specialization program, students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Health Care Administration Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

HCA5012-8	Health Care Financial Management

HCA5013-8	Health Care Legal and Ethical Issues
HCA5014-8	Health Care Policy Analysis and Development
HCA5015-8	Health Care Administration Principles and Practices
HCA5017-8	Total Quality Management in Health Care
HCA5021-8	Comparative Health Care Systems

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Homeland Security Specialization

This specialization is designed to prepare senior managers of law enforcement, public safety, and emergency medical care and disaster preparedness agencies for positions of executive leadership in the field of homeland security. Courses will span the spectrum of management, budgetary rules, personnel, and critical issues relating to crisis management and terrorism. The final specialization project will assess competencies learned within the previous specialization courses.

Homeland Security Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

HS5101-8	Welcome to Introduction to Homeland Security
HS6001-8	Homeland Security Transportation
HS6002-8	International Crime and Terrorism
HS6003-8	Homeland Security Risk Management

HS6020-8	Maritime Terrorism

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Human Resources Management Specialization

This graduate-level specialization focuses on the interrelationships between human resource capital, leadership, and the business organization. Students will explore all aspects of human resource management, and address the increasing human resource issues in the global economy. The final specialization project will assess competencies learned within the previous specialization courses.

Human Resources Management Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

HRM5001-8	Recruitment and Human Resources Information Systems
HRM5002-8	Compensation Issues in Human Resources Management
HRM5003-8	Labor Relations
HRM5004-8	Supervisory Concepts and Practices
HRM5008-8	Legal Issues in Human Resources Management

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

International Business Specialization

This specialization covers the essential elements required to understand and manage multi-national and international organizations. Individuals interested in international management positions and/or teaching in post-secondary institutions of higher education at home and abroad would benefit from this program. The specialization focuses on international law, economics, marketing, TQM in International Business, and strategic management to prepare individuals as leaders and managers in the international context.

International Business Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

IB5012-8	International Economics
IB5013-8	International Marketing
IB5014-8	Cultural Environment of International Business
IB5016-8	Global Business Strategic Management
IB5017-8	International Business Law

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Management Specialization

This specialization focuses on the leadership functions of environmental and legal compliance, dealing with contemporary policy issues in business, economics, and marketing management. Students gain conceptual oversight into the modern practice of management and strong understanding of how to apply the theory they read in the course room to practice in the business environment. Students will complete a final

written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Management Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

MGT5000-8	Business Organization and Management
MGT5002-8	Marketing Management
MGT5007-8	Strategic Management
MGT5010-8	Leadership in Organizations
MGT5016-8	Managing Change
MGT5022-8	Organizational Development
MGT5025-8	Total Quality Perspectives in Management
MGT5027-8	Legal Implications in Management

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Management of Engineering and Technology Specialization

This specialization focuses on issues relating to principles of productivity, quality management, improving productivity through technology, and environmental systems management. The final specialization project will assess competencies learned within the previous specialization courses.

Management of Engineering and Technology Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

MET5000-8	Principles of Productivity
MET5002-8	Applied Systems Theory
MET5010-8	Quality Management
MET5016-8	Improving Productivity Through Technology
MET5017-8	Emerging Technologies
MET5020-8	Management of Technology
MET5023-8	Managing the Research and Development Organization

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Management Information Systems Specialization

This specialization focuses on development and management of information systems, data, telecommunication systems, and LAN/WAN networks, from both a management and computer system perspective. This curriculum is designed for administrators, managers, and consultants using computer information systems to enhance the management process and business outcomes. Students will complete a final written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Management Information Systems Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

MIS5000-8	Management Information Systems
MIS5002-8	Database Management Systems

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MIS5004-8	Telecommunications Management
MIS5005-8	Local Area Networks
MIS5011-8	Computer Security Management

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

| MBA6010-8 | Strategic Planning |

**The Program Capstone Course must be completed as the last course in the degree program.

Marketing Specialization

The Marketing Specialization at the graduate level moves beyond fundamentals by focusing upon marketing management and marketing research. Students will focus on customer strategic marketing as it encompasses relationship management, advertising and promotion, customer behavior, and product management. The final specialization project will assess competencies learned within the previous specialization courses.

Marketing Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

MKT5000-8	Service Marketing
MGT5002-8	Marketing Management
MKT5002-8	Customer Relationship Management
MKT5003-8	Advertising and Promotion
MKT6001-8	Product Management

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

| MBA6010-8 | Strategic Planning |

**The Program Capstone Course must be completed as the last course in the degree program.

Performance Improvement Specialization

This Specialization helps students to analyze workplace issues, determine the need for organizational change, and then plan and implement the needed change. Students learn how to apply foundational principles to teams, systems, processes, and organizations in order to build programs and deliver customizations that make them function more efficiently and effectively.

Performance Improvement Specialization Courses* – 9 credit hours

Select 2 courses from the following, MET5000-8 is required (9 credit hours):

MET5000-8***	Principles of Productivity
MET5010-8	Quality Management
MET5016-8	Improving Productivity through Technology
MGT5025-8	Total Quality Perspectives in Management
MKT6001-8	Product Management
PM6012-8	Management of Multiple Projects

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

*** Required Course

Project Management Specialization

This specialization explores principles, concepts, tools, and techniques to improve project performance and organizational effectiveness. Project Management is one of the fastest growing professional disciplines. Students examine all aspects of company

projects including cost estimates, budget management, cost control, risk assessment, bid negotiation and contracts, and performance reporting critical to the success of any organization. The graduate specialization provides curriculum for students aspiring to take on project management responsibilities. This specialization focuses on risk management, procurement, monitoring, and multi-project management. Students will complete a final written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Project Management Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

PM6000-8	Project Procurement Management
PM6004-8	Project Risk Management
PM6008-8	Project Monitoring and Control
PM6012-8	Management of Multiple Projects
PM6016-8	Earned Value Project Management
PM6020-8	Management, Leadership and Team Building in the Project and Program Environment

 *Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Public Administration Specialization

This specialization focuses on acquiring the administrative knowledge and skills in such diverse areas as budgeting, government relations, personnel policies, politics, and urban planning. Practicing public administrators, as well as those seeking entry into public administration and related fields, will benefit from this curriculum. Students focus on a wide range of skills needed by the public administrator overseeing local, state, and federal government management. This specialization examines budget preparation, government relations, personnel policies, politics, and urban planning. Students will

complete a final written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Public Administration Specialization Courses* – 9 credit hours

Select 3 courses from the following (9 credit hours):

PUB5000-8	Introduction to Public Administration
PUB5002-8	Government and the Public Interest
PUB5005-8	Public Budgeting and Finance
PUB5007-8	Quality Management in Public Administration
PUB5009-8	Public Program Evaluation

*Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Strategic Management Specialization

This specialization is designed for the student to develop the knowledge and understand the importance of strategic management in order for their organization to maintain a competitive advantage and sustainability through continuous strategic planning, decision-making, monitoring, analysis, and assessment of the global, technology, and social environment in a constantly changing marketplace and international economy. This specialization applies proper strategic management understanding through the formation of leadership skills, short and long-term goal setting for the organization, understanding organizational strengths and weaknesses, problem solving expertise, and strategic resource allocation.

Required Strategic Management Courses* – 9 credit hours:

ENT5001-8	Strategic Market Assessment
IB5016-8	Global Business Strategic

	Management
MGT5007-8	Strategic Management

Program Capstone Course** – 3 credit hours

MBA6010-8	Strategic Planning

**The Program Capstone Course must be completed as the last course in the degree program.

Master of Science in Organizational Leadership

Basis for Admission

For the **School of Business and Technology Management** entering the Master of Science in Organizational Leadership (MSOL) program. Individuals that have completed a bachelor's degree from a regionally or nationally accredited academic institution may immediately begin the MSOL program.

Graduates of the Northcentral University program must complete 30 credit hours. Students may select a discipline-specific specialization of their interest. The MSOL program is designed to prepare students to advance to higher levels of leadership.

Master of Science in Organizational Leadership Program Learning Outcomes

- Assess the current state of leadership practice within a given profession
- Evaluate the components of leadership that contribute to the health of an organization
- Apply best leadership practices within a given organization
- Evaluate themselves as leaders

MSOL Degree Requirement

The Master of Science in Organizational Leadership is a 30 credit program comprised of 18 core credits, 9 specialization credits and 3 capstone credits.

Students assume full responsibility for understanding both the foundational, specialization and capstone requirements of the program. Switching programs after completing coursework may result in reevaluation, monetary loss, loss of credit hours and/or the need to take additional credit hours. Students' Academic Advisors can assist with any questions related to program requirements.

The University may accept, a maximum of 12 semester credit hours in transfer toward the Master of Science in Organizational Leadership for graduate course work completed

at an accredited college or university with a grade of "B" or better. Courses considered for transfer must mirror courses in the program. The Dean of the School of Business and Technology Management must approve any courses considered for transfer.

Time to Completion for MSOL Degrees

Northcentral University allows 5 years to complete all 30 credit hour master's programs.

Normal time to completion for this program is 23 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 16 months.

Accelerated MSOL Program

Within the MSOL program, the School of Business and Technology Management offers an Accelerated MSOL scheduling track. The Accelerated MSOL is not an alternative program, but is a scheduling option designed for students capable of completing an intense, fast-paced and highly challenging graduate course structure. Students considering the Accelerated MSOL track are strongly encouraged to first think about their availability for study-time, work schedule or any other outside activities that may interfere with course participation, and their ability to learn in a rapidly moving academic environment. Students who enter and successfully complete the Accelerated MSOL track will graduate in 12 months with a Masters of Organizational Leadership degree.

Like the non-Accelerated MSOL, students are required to complete 30 credit hours, which include 18 credit hours of foundation course work. Additionally, the Accelerated MSOL requires 9 credit hours in prescribed content courses beyond the foundation courses and a 3 hour capstone program course. The second course, MSOL5102-8 is staggered four weeks following the start of the first course, MSOL5101-8. The last course in the Accelerated MSOL track, MSOL5010-8 starts four weeks following the start of the last specialization course. All other courses are taken in pairs (see course schedule).

Students who start in the Accelerated MSOL track may reschedule their courses and continue their studies in the non-Accelerated MSOL track. Students who opt out of the Accelerated MSOL track, regardless of reason, will not be permitted back into the Accelerated track and will lose any promotional benefits, which may have been in effect at the time of initial enrollment.

Any student transferring out of the Accelerated MSOL track into the non-Accelerated MSOL or vice-versa must work with his or her assigned Academic Advisor to complete the process. Students in the non-Accelerated MSOL can only transfer into the Accelerated MSOL track within the first four weeks of the first course.

Students who fail a course in the Accelerated MSOL are immediately dismissed from the Accelerated track and must transfer to the non-Accelerated track if they want to continue in the MSOL program. Academic Leaves of Absences (ALOAs) are not permitted in the Accelerated MSOL track. Students who require an ALOA may request one with the understanding that they must move to the non-Accelerated track upon their return.

As with other SBTM programs, the transfer credit policy applies to the Accelerated program. Courses considered for transfer must mirror courses in the Accelerated program. The Dean of the School of Business and Technology Management must approve any courses considered for transfer. All other policies and procedures under this section remain in effect unless stated otherwise in this section.

Prescribed Courses for Accelerated MSOL

Required Foundational Courses must be taken first and in sequence.

MSOL Required Foundational Courses - 18 credit hours

MSOL5101-8	Leadership Theories and Practices
MSOL5102-8	Ethics and Decision Making
MSOL5103-8	People, Processes, and Organizational Health
MSOL5104-8	Leadership: Change and Crises
MSOL5105-8	Leadership and Organizational Strategy
MSOL5106-8	Understanding Data

 3 specialization courses (9 credit hours) required

MSOL_S1	MSOL Specialization Course 1
MSOL_S2	MSOL Specialization Course 2
MSOL_S3	MSOL Specialization Course 3

*The Program Capstone Course (3 credit hours) will be complete as the last course in the degree program.

MSOL5110-8	Professional Project

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Course Schedule for Accelerated MSOL

WEEK	COURSES
1-8	MSOL5101-8
5-12	MSOL5102-8
13	BREAK
14-21	MSOL5103-8 / MSOL5104-8
22	BREAK
23-30	MSOL5105-8 / MSOL5106-8
31	BREAK
32-39	MSOL_S1 / MSOL_S2
40	BREAK
41-48	MSOL_S3
45-52	MSOL5110-8

Master of Science in Organizational Leadership Specializations

MSOL Specializations are offered in the following areas:

- Criminal Justice
- Health Care Administration
- Human Resources
- Nonprofit Management
- Project Management
- Public Administration

Course Length

Course lengths are 8 weeks long. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

MSOL Course Sequence

Students who complete at least 9 semester credit hours in a single area of specialization at Northcentral University (not counting foundational courses) may elect to have the specialization recorded on their transcript and diploma.

All Master of Science in Organizational Leadership (MSOL) programs require the following fundamental courses be taken prior to enrolling in specialization courses:

Click on the course name for description, click again to close.

Required Foundational Courses must be taken first and in sequence.

Required Foundational Courses – 18 credit hours

MSOL5101-8	Leadership Theories and Practices
MSOL5102-8	Ethics and Decision Making
MSOL5103-8	People, Processes, and Organizational Health
MSOL5104-8	Leadership: Change and Crises
MSOL5105-8	Leadership and Organizational Strategy
MSOL5106-8	Understanding Data

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Criminal Justice Specialization

The Criminal Justice specialization explores the dynamic nature of the global multicultural network connecting distinct legal traditions and codes, both domestically and internationally, and their connection to criminal activity, law enforcement response, ethics, and the legal system. This specialization focuses on developing advanced competencies and analytical capability for those seeking management and leadership positions in correctional institutions, law enforcement, and the court system. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Criminal Justice Specialization Courses – 9 credit hours

3 courses (9 credit hours):

MSOL5201-8	Introduction to Criminal Justice
MSOL5202-8	Current Issues in Law Enforcement
MSOL5203-8	Survey of Forensic Sciences

*The Program Capstone Course (3 credit hours) will be completed as the last course in the degree program.

MSOL5110-8	Professional Project

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Health Care Administration Specialization

Graduates in health care administration are in demand in hospitals, health maintenance organizations, health insurance companies, government and public health agencies, and social service agencies. The focus is to develop essential managerial knowledge and skills in financial management, legal and ethical issues of health care, and to examine and develop health care policies. At the end of the Health Care Administration specialization program, students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Health Care Administration Specialization Courses – 9 credit hours

3 courses (9 credit hours):

MSOL5301-8	Health Care Legal and Ethical Issues
MSOL5302-8	Health Care Policy Analysis
MSOL5303-8	Comparative Health Care Systems

*The Program Capstone Course (3 credit hours) will be completed as the last course in the degree program.

MSOL5110-8	Professional Project

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Human Resources Management Specialization

This graduate-level specialization focuses on the interrelationships between human resource capital, leadership, and the business organization. Students will explore all aspects of human resource management, and address the increasing human resource issues in the global economy. The final specialization project will assess competencies learned within the previous specialization courses.

Human Resources Management Specialization Courses – 9 credit hours

3 courses (9 credit hours):

MSOL5901-8	Recruitment and Human Resources Information Systems
MSOL5902-8	Supervisory Concepts and Practices
MSOL5903-8	Legal Issues in Human Resources Management

*The Program Capstone Course (3 credit hours) will be completed as the last course in the degree program.

MSOL5110-8	Professional Project

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Nonprofit Management Specialization

In this specialization, students learn the fundamental principles of nonprofit management by exploring the roles and responsibilities of the management team and their efforts to maximize fundraising opportunities and maintain healthy budgets. Other areas that are covered include revenue generation, legal foundations, recruitment and management of volunteers, and promotion and marketing. Contemporary topics including diversity and ethics are also examined

Nonprofit Management Specialization Courses – 9 credit hours

Select 3 courses from the following (9 credit hours):

MSOL5801-8	The Nonprofit Sector: History, Trends, and Theories
MSOL5802-8	Nonprofit Strategic Management and Leadership
MSOL5803-8	Philanthropy and Fundraising in

	Nonprofits
MSOL5804-8	Nonprofit Board Governance and Management

*The Program Capstone Course (3 credit hours) will be completed as the last course in the degree program.

MSOL5110-8	Professional Project

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Project Management Specialization

This specialization explores principles, concepts, tools, and techniques to improve project performance and organizational effectiveness. Project Management is one of the fastest growing professional disciplines. Students examine all aspects of company projects including cost estimates, budget management, cost control, risk assessment, bid negotiation and contracts, and performance reporting critical to the success of any organization. The graduate specialization provides curriculum for students aspiring to take on project management responsibilities. This specialization focuses on risk management, procurement, monitoring, and multi-project management. Students will complete a final written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Project Management Courses – 9 credit hours

3 courses (9 credit hours):

MSOL5701-8	Project Risk Management
MSOL5702-8	Earned Value Project Management
MSOL5703-8	Management, Leadership and Team Building in the Project and Program Environment

*The Program Capstone Course (3 credit hours) will be completed as the last course in the degree program.

MSOL5110-8	Professional Project

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Public Administration Specialization

This specialization focuses on acquiring the administrative knowledge and skills in such diverse areas as budgeting, government relations, personnel policies, politics, and urban planning. Practicing public administrators, as well as those seeking entry into public administration and related fields, will benefit from this curriculum. Students focus on a wide range of skills needed by the public administrator overseeing local, state, and federal government management. This specialization examines budget preparation, government relations, personnel policies, politics, and urban planning. Students will complete a final written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Public Administration Specialization Courses – 9 credit hours

Select 3 courses from the following (9 credit hours):

MSOL5111-8	Introduction to Public Administration
MSOL5112-8	Public/Government Relations
MSOL5113-8	Quality Management in Public Administration

*The Program Capstone Course (3 credit hours) will be completed as the last course in the degree program.

MSOL5110-8	Professional Project

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Post-Master's Certificate

Description of Program

In order to earn a Post-Master's Certificate, students must complete six courses (a total of 18 credit hours) within the chosen Post-Master's Certificate program. With the exception of the General Business program, each Post-Master's Certificate program is prescribed, meaning students can only take what is listed for the particular Post-Master's Certificate program (students may not substitute alternative courses). Students must complete all six NCU courses with a cumulative GPA of 3.0 or better in order to receive the certificate.

Basis for Admission

A completed master's level or higher degree from an accredited institution or university.

Scope

6 NCU Courses (18 Credit hours) must be completed from the coursework outlined within the corresponding Post-Master's Certificate specialization. Courses taken as part of a Northcentral University master's program cannot be applied towards a Post-Master's Certificate program.

Post-Master's Certificate Transfer into a Doctoral Sequence

Specialization coursework completed as part of a doctoral degree, where a degree was conferred, cannot be applied towards a Post-Master's Certificate program.

- Coursework completed within a Post-Master's Certificate program may be applied towards the specialization sequence within a doctoral program.
- Applying Post-Master's Certificate coursework towards a doctoral degree is contingent upon coursework and degree relevance under the most current doctoral degree program version.

Completion Period for Post-Master's Certificate

Normal time to completion for this program is 25 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 9 months.

Northcentral University allows 2 years to complete all Post-Master's Certificates.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances, they may document the circumstances and send a request for consideration to their respective

School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

NOTE: If a student wants to enroll in a doctoral program in a school other than the school from which the student obtained the Post-Master's Certificate, the University does not guarantee that any of the courses will be transferable to a program of another Northcentral University school.

EXAMPLE: Student obtains a Post-Master's Certificate through the School of Business, but wants to obtain a doctorate through the School of Psychology.

In these cases, the School Dean (from the School in which the student wants to obtain the doctorate) will review the Post-Master's Certificate courses and provide the final determination. The outcome will be documented in the student's file. The student will be notified by e-mail of the requirements to obtain the doctoral degree.

Post-Master's Certificates Offered by the School of Business

The Post-Master's Certificate at Northcentral University offers students a chance to advance in their chosen field or to embark on a new career through course of study in one of the following areas:

- Advanced Accounting
- Criminal Justice
- Financial Management
- General Business
- Health Care Administration
- Homeland Security: Leadership & Policy
- Management of Engineering and Technology
- Project Management
- Public Administration

Prerequisite: A Master's degree in any field from an accredited institution will satisfy admission requirements.

Requirement: At the end of each Post-Master's Certificate (except where noted), students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Course Length

As of August 1st, 2011, all new students enrolling in the Business Post-Master's Certificate program are automatically enrolled in courses that are eight weeks in length. Students whose Post-Master's Certificate program was in progress as of August 1st, 2011 will continue to be enrolled in courses that are twelve weeks in length. These existing Post-Master's Certificate students may opt to switch to eight-week courses by contacting their Academic Advisor. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

Post-Master's Certificate specialization courses are listed on the following pages.

Post-Master's Certificate - Advanced Accounting

This Post-Master's Certificate prepares students for careers in auditing, corporate accounting, and accounting positions in business, government and nonprofit organizations. Students will develop knowledge to pursue advanced positions in management, such as chief financial officer or controller, going beyond preparation of financial statements to calculate and analyze strategic business decisions.

Click on the course name for description, click again to close.

18 credit hours

ACC7010-8	Advanced Accounting and Fraud Examination Techniques
ACC7020-8	Advanced Accounting for Non-Profit Organizations
ACC7025-8	Advanced Tax Strategies
ACC7030-8	Advanced Auditing Methods and Practice
ACC7000-8	Advanced Managerial Accounting
ACC8010CAGS-8	Advanced Accounting Capstone Project

Post-Master's Certificate - Criminal Justice

The Criminal Justice Post-Master's Certificate will explore the global multicultural network, connecting distinct legal traditions and codes, both domestically and internationally. This Post-Master's Certificate specialization is intended to encourage students to focus on developing competencies across a wide spectrum of criminal justice subjects and issues required for career advancement in law enforcement, justice system, criminal investigation and the corrections system.

18 credit hours

CJ7002-8	Delinquency and Criminal Justice
CJ7009-8	Institutional Corrections
CJ7010-8	Effective Police Tactics, Techniques and Methodologies
CJ7011-8	Ethics and Criminal Justice
CJ7006-8	Illegal Maritime Narcotics and Migrant Smuggling
CJ8010CAGS-8	Criminal Justice Capstone Project

Post-Master's Certificate - Financial Management

This Post-Master's Certificate specialization explores the analysis of relevant financial and non-financial organizations. Topics covered include investment management, management of financial institutions, assessment of financial statements, and international financial issues. Administrators, managers and accountants who want to develop financial management skills will benefit from this Post-Master's Certificate. 18 credit hours

FIN7012-8	Advanced Corporate Finance
FIN7013-8	Investment Portfolio Analysis
FIN7014-8	Managing Financial Institutions
FIN7015-8	Advanced Financial Statement Analysis
FIN7016-8	Financial Management for International Business
FIN8010CAGS-8	Financial Management Capstone Project

Post-Master's Certificate - General Business

The General Business Post-Master's Certificate program allows students to select courses from a broad range of electives to fit their personal and professional goals.

Students must complete a minimum of 18 credit hours for the Post-Master's Certificate in General Business. Students must take at least four doctoral level business content courses and may take up to two courses from the Post-Master's Certificate offered in other fields (Psychology and/or Education) to fulfill their General Business certificate requirements.

Additional courses (i.e., more than two courses) from other disciplines may be considered to fill this requirement, with Dean approval.

*Recommended Certificate Courses** - 18 credit hours

FIN7012-8	Advanced Corporate Finance
HRM7004-8	Supervising in the 21st Century
IB7012-8	Global Economic Environment
MGT7029-8	Strategic Leadership
MGT7110-8	Leadership in Organizations
MGT8010DBA-8	Applied Management Capstone Project

*Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. Students are encouraged to choose their General Business certificate courses based on personal and professional goals and to work with their Academic Advisor to revise their degree plan.

Post-Master's Certificate - Health Care Administration

This specialization prepares health care administrators to identify a problem or potential problem area, or an area for analysis and intervention, recognize the constraints and limitations to intervention and change, and propose alternative outcomes in the health care industry. This Post-Master's Certificate prepares health care administrators to analyze decisions and recommendations based on strategic planning. Curriculum focuses on advanced concepts and applications, financial management, legal, ethical, and global issues relating to total quality management in health care.

18 credit hours

| HCA7012-8 | Health Care Industry and Financial Management |
| HCA7013-8 | Legal and Ethical Issues in Health Care Research Management |

HCA7014-8	Advanced Concepts and Applications in Health Policy and Management
HCA7020-8	Global Issues in Health Care Policy and Management
HCA7019-8	Managerial Leadership within Managed Health Care Systems
HCA8010CAGS-8	Leadership and Policy

Post-Master's Certificate - Homeland Security - Leadership and Policy

This specialization prepares senior leaders of public administration, law enforcement, public safety, and emergency medical care and disaster preparedness agencies for positions of executive leadership in the general field of homeland security. Curriculum covers terrorism, strategy, intelligence, emergency management and critical infrastructure security issues. The program also provides senior-level homeland security professionals the opportunity to apply theory and emerging concepts to real world issues through innovative approaches to complex problems.

18 credit hours

HS7000-8	Homeland Security and Terrorism
HS7004-8	Local Emergency Management and Civil Preparedness
HS7010-8	Aviation and Ground Transportation
HS7014-8	Strategy, Resiliency, and Coping with Fear
HS7013-8	Intelligence and Law Enforcement
HS8010CAGS-8	Homeland Security Leadership and Policy

Post-Master's Certificate - Management of Engineering and Technology

This specialization will benefit engineers and scientists moving toward technical management and leadership in engineering and technology fields. This Post-Master's Certificate focuses on principles of productivity, quality management, improving productivity through technology, and environmental systems management, integrating practical technical experience with management theory and practice. The final

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specialization project will assess competencies learned within the previous specialization course.

18 credit hours

MET7000-8	Fundamentals of Productivity
MET7015-8	The Impact and Process Optimization of Technology
MET7002-8	Applications of Systems Theory
MET7020-8	Strategic Technology Management
MET7029-8	Enterprise Project Management
MET8010CAGS-8	Management of Engineering and Technology Capstone Project

Post-Master's Certificate - Project Management

Administrative and management professionals who want to become proficient in project management will benefit from this specialization. This specialization focuses on applying principles, concepts, tools and techniques to improve project performance and organizational effectiveness. Curriculum provides training in planning, project control, effectively working with teams to improve performance, providing leadership, and delivering projects on time and on budget.

18 credit hours

PM7000-8	Project Procurement Management
PM7004-8	Project Risk Management
PM7008-8	Project Monitoring and Control
PM7012-8	Multiple Project Management
PM7016-8	Managerial Budgets and Project Management
PM8010CAGS-8	Project Management Capstone Project

Post-Master's Certificate - Public Administration

This specialization focuses on strategies needed to meet the challenges in government management at the local, state and federal levels. Curriculum includes post-graduate studies in public/government relations, public/urban politics and planning, and public health administration. Practicing public administrators as well as those seeking entry into public administration and related fields will benefit from this Post-Master's Certificate.

18 credit hours

PUB7000-8	Public Administration
PUB7002-8	Administrative Law
PUB7005-8	Public Budgeting and Finance
PUB7012-8	Technology in Public Administration
PUB7014-8	The U.S. Federal Government
PUB8010CAGS-8	Public Administration Capstone Project

Doctor of Philosophy in Business Administration

Description of Program

The Doctor of Philosophy (PhD) program is a research-based program designed to prepare leaders for positions in the private and public sectors by enhancing knowledge and competencies appropriate to a leadership role in business, administration, and technology management. Upon completion of the PhD program, students are expected to have a broad knowledge in fields of business and technology management and an understanding of at least one specialized area of study.   A Ph.D. requires *original ideas* about a specialized topic, as well as a high degree of *methodological/scientific rigor* (Nelson, & Coorough, 1994)*.* As is traditional in higher education, a Ph.D. is only awarded for a piece of work that will actually make a difference to the theoretical context of the field *the Ph.D. dissertation is a new contribution to the body of knowledge*.

Doctor of Philosophy in Business Administration Program Learning Outcomes

The program learning outcomes of the Doctor of Philosophy in Business Administration degree are:

- Support effective research methods and strategies as part of dissertation manuscript development;

- Interpret and evaluate conclusions derived from research in business administration and the student's specialization;

- Adapt qualitative and quantitative tools to perform effective business analysis;

- Formulate research dissertations that contribute scholarly solutions to business issues, problems, and challenges within the global society; and

- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Doctor of Philosophy in Business Administration Specializations

The Doctor of Philosophy of Business Administration (PhD) program emphasizes leadership preparation by providing a broad-based knowledge in the field of business with an understanding of at least one specialization area of study. This program is based upon scientific inquiry and independent research to create original contributions to the body of knowledge in Business. PhD Specializations are offered in the following areas:

- Advanced Accounting

- Applied Computer Science

- Computer and Information Security

- Criminal Justice

- Financial Management

- Health Care Administration

- Homeland Security: Leadership & Policy

- Human Resources Management

- International Business

- Management

- Management of Engineering and Technology

- Management Information Systems

- Marketing

- Organizational Leadership

- Project Management,

- Public Administration

- One interdisciplinary Specialization:
    - Industrial/Organizational Psychology (School of Psychology)

Courses taken to satisfy the fundamental requirements may not be counted toward a specialization.

Students who complete at least 15 semester credit hours in a single area of specialization at Northcentral University (not counting fundamental courses) may elect to have the specialization recorded on their transcript and diploma.

Course Length

As of August 1st, 2011, all new students enrolling in the Business PhD program are automatically enrolled in courses some of which are eight weeks in length and some of which are twelve weeks in length. Students whose PhD program was in progress as of August 1st, 2011 will continue to be enrolled in courses that are all twelve weeks in length. These existing PhD students may opt to switch to eight-week courses by contacting their Academic Advisor. Once an existing PhD student has opted for eight-week courses, they must receive approval from the Office of the Dean to switch back to a program of all12-week courses. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

PhD Degree Requirements

Admission to the Doctorate programs requires a master's degree from an accredited institution.

The University may accept a maximum of 12 semester credit hours in transfer toward the doctoral degree for graduate coursework completed at an accredited college or university with a grade of "B" or better.

The PhD degree programs in business have the following graduation requirements:

- A minimum of 48 credit hours of graduate instruction must be completed through Northcentral
- Grade Point Average of 3.0 (letter grade of "B") or higher
- Satisfactory completion of a Comprehensive Exam
- University Approval of Dissertation Manuscript and Oral Defense completed
- Submission of the approved final dissertation manuscript to the University Registrar, including the original unbound dissertation manuscript and an electronic copy
- Official documents on file for basis of admission: a conferred master's degree from an accredited academic institution
- Official transcripts on file for all transfer credit hours accepted by the University
- All financial obligations to the University paid in full

Fundamental Competencies for PhD Programs

All PhD students are required to demonstrate competency in these areas:

- **Graduate-Level Research Methods Competency** - PhD students are required to complete BTM7303, BTM8103-8, BTM8104-8, BTM8106-8, BTM8107-8, BTM8108-8 and BTM8109-8 at Northcentral.

- **Graduate-Level Statistics Competency** - PhD students are required to complete BTM8107-8 Statistics II at Northcentral.

- **Computer Competency** - Doctoral students are required to have computer skills necessary for completing a dissertation. Students must be able to prepare documents using advanced word processing skills (e.g., creation of tables and figures, headers and footers, page breaks, tables of contents, hanging indents). Students must use computer programs for the statistical analysis of data (e.g., SAS). Students must produce a computer-based presentation (e.g., PowerPoint) for their dissertation oral examination.

Completion Period for Doctoral Degrees

Northcentral University allows 7 years to complete all doctoral program requirements.

Normal time to completion for this program is 84 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 45 months.

Doctoral Dissertation Process

Faculty assist each Northcentral University Doctoral student to reach this high goal through a systematic process leading to a high-quality completed dissertation. A PhD dissertation is a scholarly documentation of research that makes an original contribution to the field of study. This process requires care in choosing a topic, documenting its importance, planning the methodology, and conducting the research. These activities lead smoothly into the writing and oral presentation of the dissertation.

A doctoral candidate must be continuously enrolled throughout the series of dissertation courses. If additional time is required to complete any of the dissertation courses, students must re-enroll and pay the tuition for that course. Continuous enrollment will

only be permitted when students demonstrate progress toward completing dissertation requirements. The Dissertation Committee determines progress.

PhD Doctoral Course Sequence

Credit Hours - The PhD program requires a minimum of 60 credits. Additional credit hours may be allowed as needed to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Basis of Admission - In order to enter the doctoral (PhD) program, applicants must have earned a master's degree from an accredited university.

The PhD in Business requires the following courses for every specialization:

**C*lick on the course name for description, click again to close.*

Required Foundational Courses must be taken first and in sequence. Evaluation track students will take SKS7001-8 after BTM7101-8 and before BTM7300.

PhD Required Foundation Courses – 12 credit hours

BTM7101-8	Foundations for Doctoral Study in Business
BTM7300	Scholarly Literature Review
BTM8104-8	Statistics I
MGT7019-8	Ethics in Business

The PhD in Business requires five specialization and six research courses, a total of 33 credit hours. Following completion of Foundational courses, Specialization, and Research courses must be taken in sequence as described.

	Specialization Course 1
BTM7303	Research Methods
	Specialization Course 2
BTM8103-8	Research Design
	Specialization Course 3

BTM8108-8	Qualitative Research Design
	Specialization Course 4
BTM8107-8	Statistics II
	Specialization Course 5
BTM8106-8	Quantitative Research Design
BTM8109-8	Planning Dissertation Research in Business

Doctoral Comprehensive Examination (PhD) - 3 credit hours

CMP9500B	Doctoral Comprehensive Examination - Business (PhD)

Dissertation Courses - 12 credit hours

DIS9501B	Doctoral Dissertation Research I*
DIS9502B	Doctoral Dissertation Research II*
DIS9503B	Doctoral Dissertation Research III*
DIS9504B	Doctoral Dissertation Research IV*

*Dissertation Research: A minimum of four dissertation research courses must be completed in order to complete the program.

PhD Specializations

Advanced Accounting Specialization

This specialization provides students with application of a broad accounting perspective and research based accounting knowledge, enabling the exploration of relationships among business activities, economic outcomes, business performance and forensic analysis. Students will be able to meet the demand for advanced analysis of management and organization of business transactions and statements related to the assets, liabilities, and operating results of business enterprises, nonprofit organizations, and higher education instruction.

PhD Specialization Courses for ACC**– 15 credit hours

Select 5 courses from the following list (15 credit hours):

ACC7000-8	Advanced Managerial Accounting
ACC7010-8	Advanced Accounting and Fraud Examination Techniques
ACC7015-8	Advanced Forensic Accounting Theory and Practice
ACC7020-8	Advanced Accounting for Non-Profit Organizations
ACC7025-8	Advanced Tax Strategies
ACC7030-8	Advanced Auditing Methods and Practice
ACC7035-8	Advanced Accounting Theory and Policy
ACC7045-8	Advanced Cost Accounting

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Applied Computer Science Specialization

Research and development is at the forefront of rapid changes in technology. To maintain a competitive edge, business and research institutions look for leaders who possess advanced knowledge of contemporary computer science methods. This specialization provides preparation for professional careers emphasizing research and development leadership and technology.

Required PhD Specialization Courses for CS – 15 credit hours:

CS7005-8	Complex Database Management Systems
CS7009-8	Advanced Topics in Management Information Systems
CS7010-8	Advanced Topics in Network Communications

CS7014-8	Software Engineering Fundamentals for Technology Leaders
MIS7005-8	IT Network Architecture

Computer and Information Security Specialization

This specialization responds to the demand in business and industry for computer security professionals who are trained in cyber-terrorism, computer forensics and computer security. The specialization focuses on developing best practices for forensic investigations and evidence handling, federal and state privacy, intellectual property, search and seizure process, and cyber-crime laws. Students study current techniques in data preservation, identification, and extraction and perform forensic analysis of systems using popular examination toolkits.

PhD Specialization Courses for CIS** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

CIS7002-8	Organizations Corporate Computer and Network Security
CIS7003-8	Cyber Forensics
CIS7005-8	Critical Infrastructure Protection, Information Warfare, and Cyber Terrorism
CIS7006-8	Foundations of Computer Network Auditing
CIS7007-8	Information Security and Outsourcing Computer Systems
CIS7008-8	Advanced Risk Management in Information Assurance and Security
CIS7009-8	Information Assurance from Legal and Ethical Issues
CIS7010-8	Disaster Recovery and Contingency Planning for the Security Professional

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Criminal Justice Specialization

This specialization explores research in the dynamics connecting distinct legal traditions and codes operating within local, State, Federal, and multinational organizations and international resources at home and abroad. This specialization focuses on developing advanced competencies required for leadership positions in criminal justice, law enforcement, corrections, teaching or private consulting fields.

Required PhD Specialization Courses for CJ – 15 credit hours:

CJ7002-8	Delinquency and Criminal Justice
CJ7006-8	Illegal Maritime Narcotics and Migrant Smuggling
CJ7009-8	Institutional Corrections
CJ7010-8	Effective Police Tactics, Techniques and Methodologies
CJ7011-8	Ethics and Criminal Justice

Financial Management Specialization

This specialization concentrates on research and development analyses used to manage and allocate financial resources and develop effective strategic planning for projection and ROI issues. Students will analyze financial and non-financial organizations - private, public, and corporate. The specialization focuses on international financial issues, quality concepts in financial management, and accounting for profit/nonprofit organizations.

PhD Specialization Courses for FIN** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

FIN7012-8	Advanced Corporate Finance
FIN7013-8	Investment Portfolio Analysis
FIN7014-8	Managing Financial Institutions
FIN7015-8	Advanced Financial Statement

	Analysis
FIN7016-8	Financial Management for International Business
FIN7018-8	Accounting and Control for Nonprofit Organizations

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Health Care Administration Specialization

This specialization develops essential perspectives and skills for application of theoretical and research-based health care industry management issues. The specialization prepares students for problem identification and resolution, analysis and intervention as administrative issues, and recognition of the constraints and limitations to intervention and change in delivery systems. Students in this specialization will focus on strategic planning in health care and managed systems, comparative health care system analysis, and examine strategies related to total quality management in health care.

PhD Specialization Courses for HCA** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

HCA7012-8	Health Care Industry and Financial Management
HCA7013-8	Legal and Ethical Issues in Health Care Research Management
HCA7014-8	Advanced Concepts and Applications in Health Policy and Management
HCA7019-8	Managerial Leadership within Managed Health Care Systems
HCA7020-8	Global Issues in Health Care Policy and Management
HCA7022-8	Health Care Strategic Management

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Homeland Security: Leadership & Policy (HS) Specialization

This specialization prepares senior leaders of public administration, law enforcement, public safety, and emergency medical care and disaster preparedness agencies for executive leadership positions in the field of homeland security. This specialization focuses on rigorous research exploring advanced concepts and methods, and applying theory and emerging concepts through innovative approaches to complex problems. Students may choose from a variety of courses in terrorism, strategy, intelligence, emergency management, and critical infrastructure security issues.

Required PhD Specialization Courses for HS – 15 credit hours:

HS7000-8	Homeland Security and Terrorism
HS7004-8	Local Emergency Management and Civil Preparedness
HS7010-8	Aviation and Ground Transportation Security
HS7013-8	Intelligence and Law Enforcement
HS7014-8	Strategy, Resiliency, and Coping with Fear

Human Resources Management Specialization

This specialization explores the interrelationships between human resource capital, leadership, and business organization. Students research theory and practice for HRM information systems, compensation and staffing strategies, training and professional development, cultural diversity, innovation, labor relations, and legal issues in HRM.

PhD Specialization Courses for HRM** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

HRM7000-8	Human Resources Management
HRM7002-8	Compensation and Benefits
HRM7003-8	Labor Relations
HRM7004-8	Supervising in the 21st Century
HRM7007-8	Cultural Issues

HRM7008-8	Legal Issues in Human Resources Management

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Industrial/Organizational Psychology Specialization

(Interdisciplinary)

This specialization explores the application of industrial and organizational psychology and management theory to the understanding of people in work environment. In this interdisciplinary specialization, students complete courses in the School of Business and the School of Psychology in order to develop competencies in theory, research, and applications of psychology related to human behavior in organizations. Students conduct advanced research related to the application of organizational and psychological theory to human resource management.

PhD Specialization Courses for IOP** – 15 credit hours

Required Courses (12 credit hours):

IOP8400-8	Industrial/Organizational Psychology
IOP8404-8	Consulting in Business, Education and Health
MGT7006-8	Advanced Topics in Organizational Behavior
MGT7022-8	Advanced Topics in Organizational Development

Select 1 course from the following (3 credit hours):

MGT7110-8	Leadership in Organizations
HRM7008-8	Legal Issues in Human Resources Management

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

International Business Specialization (IB)

This specialization focuses theory and research of business practices in multinational and international organizations. Students interested in international management positions and/or teaching in post-secondary institutions of higher education at home and abroad benefit from this specialization. The specialization provides students with comprehensive education and research techniques in cross-disciplinary subjects of management, law, government, diplomacy, international studies, economics, finance, and marketing. Students study international business theory, advanced qualitative and quantitative research, and problem-solving techniques related to international law, economics, marketing, and global strategic planning.

Required PhD Specialization Courses for IB – 15 credit hours:

IB7002-8	International Business Environments
IB7012-8	Global Economic Environment
IB7013-8	Global Marketing Environment
IB7016-8	International Business Strategic Management
IB7017-8	International Business Law & Environment

Management Specialization

This specialization provides a conceptual overview of modern theory and practice in business management and administration. Students explore theory and research historical frameworks in today's global business environment through management research projects. This specialization will prepare students for senior management positions in a corporate environment, higher education, government and public entities, and business consulting.

PhD Specialization Courses for MGT** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

MGT7000-8	Business Organization and Management
MGT7002-8	Marketing Management
MGT7006-8	Organizational Behavior
MGT7013-8	Entrepreneurship

MGT7016-8	Managing Change
MGT7022-8	Organizational Development
MGT7027-8	Legal Implications in Management
MGT7029-8	Strategic Leadership
MGT7110-8	Leadership in Organizations

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Management of Engineering and Technology Specialization

This specialization focuses on integrating practical technical experience with management theory and research. This specialization focuses on the synergism between technology and business practices to improve organizational outcomes. Research projects provide in-depth analysis of principles of productivity, quality management, productivity using technology, and environmental systems management.

PhD Specialization Courses for MET** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

MET7000-8	Fundamentals of Productivity
MET7002-8	Applications of Systems Theory
MET7003-8	Applications of Decision Theory
MET7015-8	The Impact and Process Optimization of Technology
MET7020-8	Strategic Technology Management
MET7029-8	Enterprise Project Management

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Management Information Systems Specialization

This specialization combines and applies the components of both computer systems and management disciplines. The focus is using LAN/WAN/Database systems to

enhance the management process and business outcomes, applying contemporary research and current theories in the MIS field.

Required PhD Specialization Courses for MIS – 15 credit hours

MIS7000-8	Information Technology Management
MIS7002-8	Database Administration and Management
MIS7003-8	Information Technology Decision Support
MIS7004-8	IT Data Communications Management
MIS7005-8	IT Network Architecture

Marketing Specialization (MKT)

This specialization focuses on marketing management and research, including managing the entire scope of product life cycle for domestic and international marketing. The specialization provides strategies for a sound, systematic, ethical, and legal approach to contemporary marketing practices and research theory.

PhD Specialization Courses for MKT** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

MGT7002-8	Marketing Management
MKT7000-8	Strategic Service Marketing
MKT7001-8	Strategic Sales Force Management
MKT7002-8	Customer Relationship Management Strategies
MKT7003-8	Advertising and Promotion Strategies
MKT7100-8	Consumer Behavior Theory and Practice
MKT7101-8	Brand and Product Management

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Organizational Leadership Specialization

This specialization serves to enhance the understanding and practice of organizational leadership using an interdisciplinary approach between business and education theory and research. The focus of this specialization is to provide the student with a theoretical research approach to strategic planning in all phases of organizational leadership including building organization capacity and sustainability. This specialization appeals to professionals in business administration, human resources, non-profit administration, and related fields, whose professional goal may be organizational consulting or a senior leadership position in corporate, government, not-for-profit, educational or community organizations.

PhD Specialization Courses for OL** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

OL7001B-8	Conflict Resolution and Mediation
OL7002B-8	Building Organizational Capacity
OL7003B-8	Leadership for Excellence
OL7004B-8	Theory and Practice of Organizational Leadership
OL7005B-8	Ethical Leadership
OL7007B-8	Leader as Coach
OL7008B-8	Executive Leadership in Nonprofit Organizations

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Project Management Specialization

This specialization explores research and development of principles, concepts, tools, and techniques to improve project performance and organizational effectiveness. Students examine all aspects of managing and overseeing business projects, including cost estimates, budget management, cost control, risk assessment, bid negotiation and contracts, and performance reporting critical to the success of any enterprise. The

specialization focuses on theoretical application of research to management, leadership and team building in the project/program environment.

PhD Specialization Courses for PM** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

MET7029-8	Enterprise Project Management
PM7000-8	Project Procurement Management
PM7004-8	Project Risk Management
PM7008-8	Project Monitoring and Control
PM7012-8	Multiple Project Management
PM7016-8	Managerial Budgets and Project Management
PM7020-8	Developing High Performing Teams in a Project Management Environment

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Public Administration Specialization

This specialization focuses on research related to government and public agency budgeting, government relations, public personnel policy management, political systems, and urban planning. Curriculum emphasizes strategic planning including contemporary program evaluation, complex public organizations, and environmental compliance, along with strategies needed to meet the challenges in government management at the local, state and federal levels.

PhD Specialization Courses for PUB** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

HRM7000-8	Human Resources Management
PUB7000-8	Public Administration
PUB7002-8	Administrative Law
PUB7004-8	Urban and Regional Planning

PUB7005-8	Public Budgeting and Finance
PUB7012-8	Technology in Public Administration
PUB7014-8	The U.S. Federal Government

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Doctor of Philosophy in Organizational Leadership

Description of Program

The Doctor of Philosophy in Organizational Leadership (PhD-OL) program is a research-based program designed to prepare leaders for positions in the private and public sectors by enhancing knowledge and competencies appropriate to a wide variety of leadership roles. A Ph.D. requires *original ideas* about a specialized topic, as well as a high degree of *methodological/scientific rigor* (Nelson, & Coorough, 1994)*. As is traditional in higher education, a Ph.D. is only awarded for a piece of work that will actually make a difference to the theoretical context of the field -- *the Ph.D. dissertation is a new contribution to the body of knowledge*.

Doctor of Philosophy in Organizational Leadership Program Learning Outcomes

The program learning outcomes of the Doctor of Philosophy in Organizational Leadership degree are:

- Evaluate theories of organizational leadership for their academic and practical value.
- Assess an organization's potential for positive change.
- Integrate organizational leadership theories into practical usage
- Contribute to the body of knowledge in the field of organizational leadership.

PhD-OL Degree Requirements

Admission to the Doctorate programs requires a master's degree from an accredited institution.

The University may accept a maximum of 12 semester credit hours in transfer toward the doctoral degree for graduate coursework completed at an accredited college or university with a grade of "B" or better.

The PhD-OL degree programs have the following graduation requirements:

- A minimum of 48 credit hours of graduate instruction must be completed through Northcentral

- Grade Point Average of 3.0 (letter grade of "B") or higher
- Satisfactory completion of a Comprehensive Exam
- University Approval of Dissertation Manuscript and Oral Defense completed
- Submission of the approved final dissertation manuscript to the University Registrar, including the original unbound dissertation manuscript and an electronic copy
- Official documents on file for basis of admission: a conferred master's degree from an accredited academic institution
- Official transcripts on file for all transfer credit hours accepted by the University
- All financial obligations to the University paid in full

Fundamental Competencies for PhD-OL Programs

All PhD-OL students are required to demonstrate competency in these areas:

- **Graduate-Level Research Methods Competency** – PhD-OL students are required to complete BTM7303, BTM8103-8, BTM8104-8, BTM8106-8 or BTM8108-8, BTM8107-8 at Northcentral.
- **Graduate-Level Statistics Competency** – PhD-OL students are required to complete BTM8107-8 Statistics II at Northcentral.
- **Computer Competency** - Doctoral students are required to have computer skills necessary for completing a dissertation. Students must be able to prepare documents using advanced word processing skills (e.g., creation of tables and figures, headers and footers, page breaks, tables of contents, hanging indents). Students must use computer programs for the statistical analysis of data (e.g., SAS). Students must produce a computer-based presentation (e.g., PowerPoint) for their dissertation oral examination.

Completion Period for Doctoral Degrees

Northcentral University allows 7 years to complete all doctoral program requirements.

Normal time to completion for a program like this is 50 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course

structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 45 months.

Doctoral Dissertation Process

Faculty assist each Northcentral University Doctoral student to reach this high goal through a systematic process leading to a high-quality completed dissertation. A PhD-OL dissertation is a scholarly documentation of research that makes an original contribution to the field of study. This process requires care in choosing a topic, documenting its importance, planning the methodology, and conducting the research. These activities lead smoothly into the writing and oral presentation of the dissertation.

A doctoral candidate must be continuously enrolled throughout the series of dissertation courses. If additional time is required to complete any of the dissertation courses, students must re-enroll and pay the tuition for that course. Continuous enrollment will only be permitted when students demonstrate progress toward completing dissertation requirements. The Dissertation Committee determines progress.

PhD-OL Doctoral Course Sequence

Credit Hours - The PhD-OL program may be completed in 60 credits. Additional credit hours may be allowed as needed to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Basis of Admission - In order to enter the doctoral (PhD-OL) program, applicants must have earned a master's degree from an accredited university.

The PhD-OL-s a 60 credit program comprised of 9 Foundations credits, 12 Research credits, 18 Core credits, 6 Elective credits, 3 Comprehensive exam credits, 12 Dissertation credits.

C*lick on the course name for description, click again to close.*

Required Foundational Courses must be taken first and in sequence

PhD-OL Required Foundation Courses – 9 credit hours

BTM7101-8	Foundations for Doctoral Study in Business
BTM7300	Scholarly Literature Review
BTM8104-8	Statistics I

The PhD-OL requires six core and four research courses, a total of 30 credit hours. Following completion of Foundational courses, core, and Research courses must be taken in sequence as described.

OLB7002-8	Building Organizational Capacity
BTM7303	Research Methods
OLB7004-8	Theory and Practice of Organizational Leadership
BTM8103-8	Research Design
OLB7005-8	Ethical Leadership
BTM8106-8 or BTM8108-8	Quantitative Research Design or Qualitative Research Design
OLB7006-8	Leadership, Change, and Communication
BTM8107-8	Statistics II
OLB7007-8	Leader as Coach/Consultant
OLB7008-8	Executive Leadership in Practice

PhD-OL Elective Courses – 6 credit hours

7000 and above level specialization course	Selected elective must be approved by the dean
7000 and above level specialization course	Selected elective must be approved by the dean

Doctoral Comprehensive Examination (PhD-OL) - 3 credit hours

CMP9500B	Doctoral Comprehensive Examination - Business (PhD, PhD-OL)

*Dissertation Courses - 12 credit hours

DIS9501B	Doctoral Dissertation Research I*

DIS9502B	Doctoral Dissertation Research II*
DIS9503B	Doctoral Dissertation Research III*
DIS9504B	Doctoral Dissertation Research IV*

*Dissertation Research: A minimum of four dissertation research courses must be completed in order to complete the program.

Doctor of Business Administration

Program Description

The Doctor of Business Administration (DBA) program is designed for current and potential business leaders and senior managers, in the private and public sectors to enhance their knowledge and competencies appropriate to a leadership role in business administration. The Doctor of Business Administration (DBA) program is a research-based degree, but unlike the PhD, the DBA program is intended to engage the student in the application of theoretical knowledge to the advancement of practice in the field (solving complex problems) (Archibald, 2010; Corley & Giola 2011; Huba, Shubb & Shelley, 2006).

The outcome of the research is designed to provide valuable insights to an organization. Examples of an applied investigation may include a replication study, a case study, or a special project (such as, for example, the creation of a curriculum, training program, or educational artifact), followed by an evaluation. A doctoral project for a professional degree does not have to be an original contribution to the body of knowledge that impacts the theories in the field, but typically responds to a practical problem or proposed innovation (Archibald, 2010).

The DBA is increasingly recognized by international business and management schools as the most appropriate post-MBA (or equivalent master's degree) route to combining academic research with management and business.

Doctor of Business Administration Learning Outcomes

The program learning outcomes of the Doctor of Business Administration degree are:

- Support effective research methods and strategies as part of dissertation manuscript development;
- Interpret and evaluate conclusions derived from research in business administration and the student's specialization;
- Adapt qualitative and quantitative tools to perform effective business analysis;
- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society; and

- Apply skills in relation to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Doctor of Business Administration Specializations

DBA specializations are offered in the following areas:

- Advanced Accounting
- Applied Computer Science
- Computer and Information Security
- Criminal Justice
- Financial Management
- General Business
- Health Care Administration
- Homeland Security: Leadership & Policy
- Human Resources Management
- International Business
- Management
- Management of Engineering and Technology
- Management Information Systems
- Marketing
- Organizational Leadership
- Project Management
- Public Administration
- plus One Interdisciplinary Specialization:
  - Industrial/Organizational Psychology (School of Psychology)

Courses taken to satisfy the fundamental requirements may not be counted toward completion of required specializations courses or electives.

Students who complete at least 15 credit hours in a single area of specialization at Northcentral University (not counting foundational courses) may elect to have the specialization recorded on their transcript and diploma. Students may also opt for a General Business specialization, electing 15 credit hours of cross-discipline courses. Elective courses must be appropriate to the student's degree program.

DBA Degree Requirements

Admission to the Doctorate programs requires a master's degree from an accredited institution (also see Direct Entry and Evaluation Track Requirements).

The University may accept a maximum of 9 semester credit hours in transfer toward the doctoral degree for graduate coursework completed at an accredited college or university with a grade of "B" or better.

The DBA degree programs in business have the following graduation requirements:

- A minimum of 45 credit hours of graduate instruction must be completed through Northcentral
- Grade Point Average of 3.0 (letter grade of "B") or higher
- Satisfactory completion of a Comprehensive Exam
- University Approval of Dissertation Manuscript and Oral Presentation completed
- Submission of the approved final dissertation manuscript to the University Registrar, including the original unbound dissertation manuscript and an electronic copy
- Official documents on file for basis of admission: a conferred master's degree from an accredited academic institution
- Official transcripts on file for all transfer credit hours accepted by the University
- All financial obligations to the University paid in full

Fundamental Competencies for DBA Programs

Students in the DBA program are required to demonstrate competency in the areas listed below:

- **Graduate-Level Research Methods Competency**- DBA students are required to complete BTM7303 and BTM7103-8, BTM7109-8 and either BTM7108-8 or BTM7106-8 at Northcentral.
- **Graduate-Level Statistics Competency**- DBA students are required to complete BTM7104-8 Business Statistics at Northcentral.
- **Computer Competency** - Doctoral students are required to have computer skills necessary for completing a dissertation. Students must be able to prepare documents using advanced word processing skills (e.g., creation of tables and figures, headers and footers, page breaks, tables of contents, hanging indents). Students must use computer programs for the statistical analysis of data (e.g., SAS). Students must produce a computer-based presentation (e.g., PowerPoint) for their dissertation oral examination.

Timeline to Completion for Doctoral Degrees

Normal time to completion for this program is 84 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 39 months.

Course Length

As of July 1st, 2011, all new students enrolling in the Doctor of Business Administration program are automatically enrolled in courses some of which are eight weeks in length and some of which are 12 weeks in length. Students whose Doctor of Business Administration program was in progress as of July 1st, 2011 will continue to be enrolled in courses that are all twelve weeks in length. These existing DBA students may opt to switch to eight-week courses by contacting their Academic Advisor. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

DBA Doctoral Sequence

Credit Hours - The DBA program may be completed in 54 credits. Additional credit hours may be allowed as needed to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Basis for Admission - In order to enter the doctoral (DBA) program, applicants must have earned a master's degree from an accredited university (also see Direct Entry and Evaluation Track Requirements).

All DBA specializations require the following courses:

**C*lick on the course name for description, click again to close.*

Required Foundational Courses must be taken first and in sequence. Evaluation track students will take SKS7001-8 after BTM7101-8 and before BTM7300.

DBA Required Foundational Courses –12 credit hours

BTM7101-8	Foundations for Doctoral Study in

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	Business
BTM7300	Scholarly Literature Review
BTM8104-8	Statistics I
MGT7019-8	Ethics in Business

The DBA in Business requires five Specialization and four Research courses, for a total of 27 credit hours. Following completion of Foundational courses, Specializations, and Research courses must be taken in sequence as described.

	Specialization Course 1
BTM7303	Research Methods
	Specialization Course 2
BTM7103-8	Research Design
	Specialization Course 3
	Specialization Course 4
BTM7106-8	Quantitative Research Design A few months prior to this course, students must consult with their Academic Advisors to consider whether the alternate course on Qualitative Research Design (BTM7108-8) might better suit their plans for a dissertation.
	Specialization Course 5
BTM7109-8	Planning Dissertation Research in Business

Doctoral Comprehensive Examination (PhD) - 3 credit hours

CMP9400B	Doctoral Comprehensive Examination - Business (PhD)

Dissertation Courses - 12 credit hours

DIS9401B	Doctoral Dissertation Research I*
DIS9402B	Doctoral Dissertation Research II*
DIS9403B	Doctoral Dissertation Research III*
DIS9404B	Doctoral Dissertation Research IV*

*Dissertation Research: A minimum of four dissertation research courses must be completed in order to complete the program.

Advanced Accounting Specialization

This specialization is designed to provide students with practical application of a broad accounting perspective and technical accounting knowledge, enabling the exploration of relationships among business activities, economic outcomes, and business performance. Students will be able to meet the demand for analyzing advanced management and organization of business transactions and statements related to the assets, liabilities, and operating results of a business.

DBA Specialization Courses for ACC** –15 credit hours

Select 5 courses from the following list (15 credit hours):

ACC7000-8	Advanced Managerial Accounting
ACC7010-8	Advanced Accounting and Fraud Examination Techniques
ACC7015-8	Advanced Forensic Accounting Theory and Practice
ACC7020-8	Advanced Accounting for Non-Profit Organizations
ACC7025-8	Advanced Tax Strategies
ACC7030-8	Advanced Auditing Methods and Practice
ACC7035-8	Advanced Accounting Theory and Policy
ACC7045-8	Advanced Cost Accounting

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Applied Computer Science Specialization

Due to continuous, rapid changes in technology, business institutions look for leaders who possess advanced knowledge of contemporary applied computer science methods. The Corporation Information Officer (CIO) is an example of a new executive role that has emerged as a result of this growth, requiring specialized advanced education in the information technology field. This specialization is designed to provide preparation for professional careers with an emphasis in both leadership and technology. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Required DBA Specialization Courses for CS –15 credit hours:

CS7005-8	Complex Database Management Systems
CS7009-8	Advanced Topics in Management Information Systems
CS7010-8	Advanced Topics in Network Communications
CS7014-8	Software Engineering Fundamentals for Technology Leaders
MIS7005-8	IT Network Architecture

Computer and Information Security Specialization

This specialization responds to the demand in business and industry for computer security professionals who are trained in cyber-terrorism, computer forensics and computer security. The specialization focuses on best practices involved in forensic investigations and evidence handling, federal and state privacy, intellectual property, search and seizure process, and cyber-crime laws. Students study current techniques in data preservation, identification, and extraction and perform forensic analysis of systems using popular examination toolkits. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for CIS –15 credit hours

Select 5 courses from the following list (15 credit hours):

CIS7002-8	Organizations Corporate Computer and Network Security
CIS7003-8	Cyber Forensics
CIS7005-8	Critical Infrastructure Protection, Information Warfare, and Cyber Terrorism
CIS7006-8	Foundations of Computer Network Auditing
CIS7007-8	Information Security and Outsourcing Computer Systems
CIS7008-8	Advanced Risk Management in Information Assurance and Security
CIS7009-8	Information Assurance from Legal and Ethical Issues
CIS7010-8	Disaster Recovery and Contingency Planning for the Security Professional

Criminal Justice Specialization

This specialization explores the global multicultural network connecting distinct legal traditions and codes operating within a worldwide venue. Students will evaluate the coordination efforts of local, State, Federal, and multinational organizations and international resources at home and abroad. This specialization focuses on developing advanced competencies required for leadership positions in criminal justice, law enforcement, teaching or private consulting fields. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Required DBA Specialization Courses for CJ –15 credit hours:

CJ7002-8	Delinquency and Criminal Justice
CJ7006-8	Illegal Maritime Narcotics and Migrant Smuggling

CJ7009-8	Institutional Corrections
CJ7010-8	Effective Police Tactics, Techniques and Methodologies
CJ7011-8	Ethics and Criminal Justice

Financial Management Specialization

This specialization concentrates on developing essential skills needed to manage and allocate financial resources. Students will analyze financial and non-financial organizations - private, public, religious, and corporate. The specialization focuses on international financial issues, quality concepts in financial management, and accounting for profit/nonprofit organizations. Students will complete a final written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for FIN** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

FIN7012-8	Advanced Corporate Finance
FIN7013-8	Investment Portfolio Analysis
FIN7014-8	Managing Financial Institutions
FIN7015-8	Advanced Financial Statement Analysis
FIN7016-8	Financial Management for International Business
FIN7018-8	Accounting and Control for Nonprofit Organizations

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

General Business Specialization

The General Business specialization allows students to select courses from a broad range of electives to fit their personal and professional goals.

Students must complete a minimum of 15 credit hours for the specialization in General Business. Students may take business courses at the 7000 or 8000 level including up to two courses from other fields (Psychology and/or Education) to fulfill their specialization requirements. Additional courses (i.e., more than two courses) from other disciplines may be considered to fill this requirement, with Dean approval.

Recommended Specialization Courses* - 15 credit hours

FIN7012-8	Advanced Corporate Finance
HRM7004-8	Supervising in the 21st Century
IB7012-8	Global Economic Environment
MGT7110-8	Leadership in Organizations
MGT8010DBA-8	Applied Management Capstone

*Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. Students are encouraged to choose their specialization courses based on personal and professional goals and to work with their Academic Advisor to revise their degree plan.

Health Care Administration Specialization

This specialization develops essential managerial perspectives and skills for managerial expertise for the health care industry. The specialization prepares health care administrators in problem identification and resolution, analysis and intervention as administrative issues, and recognition of the constraints and limitations to intervention and change. Students in this specialization will focus on strategic planning in health care and managed systems, conduct a comparative health care system analysis, and examine strategies as it relates to total quality management in health care. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for HCA** –15 credit hours

Select 5 courses from the following list (15 credit hours):

HCA7012-8	Health Care Industry and Financial Management
HCA7013-8	Legal and Ethical Issues in Health Care Research Management

HCA7014-8	Advanced Concepts and Applications in Health Policy and Management
HCA7019-8	Managerial Leadership within Managed Health Care Systems
HCA7020-8	Global Issues in Health Care Policy and Management
HCA7022-8	Health Care Strategic Management

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Homeland Security: Leadership and Policy Specialization

This specialization prepares senior leaders of public administration, law enforcement, public safety, and emergency medical care and disaster preparedness agencies for executive leadership positions in the field of homeland security. Students are provided with a rigorous educational opportunity to research and explore advanced concepts and methods, and apply theory and emerging concepts to real world issues through innovative approaches to complex problems. Students choose from a number of courses that cover terrorism, strategy, intelligence, emergency management, and critical infrastructure security issues. Students will complete a final written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Required DBA Specialization Courses for HS –15 credit hours:

HS7000-8	Homeland Security and Terrorism
HS7004-8	Local Emergency Management and Civil Preparedness
HS7010-8	Aviation and Ground Transportation Security
HS7013-8	Intelligence and Law Enforcement
HS7014-8	Strategy, Resiliency, and Coping with Fear

Human Resources Management Specialization

This specialization explores the interrelationships between human resource capital, leadership, and the business organization. This specialization focuses on HRM Information Systems, compensation and staffing strategies, training and professional development, cultural diversity, innovation, labor relations, and legal issues in HRM. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for HRM** – 15 credit hours

Select 5 courses from the following list (15 credit hours):

HRM7000-8	Human Resources Management
HRM7002-8	Compensation and Benefits
HRM7003-8	Labor Relations
HRM7004-8	Supervising in the 21st Century
HRM7007-8	Cultural Issues
HRM7008-8	Legal Issues in Human Resources Management

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Industrial/Organizational Psychology Specialization

(Interdisciplinary)

This specialization explores the practical application of industrial and organizational psychology to the understanding of people in the world of work. In this interdisciplinary specialization, students in the DBA program also complete courses in the School of Psychology in order to develop competencies in theory, research, and applications of psychology related to human behavior in organizations. Students conduct basic and applied research related to the applications of organizational and psychological theory to human resource management. Students will complete a final written research project (through business), demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for IOP –15 credit hours

Required Courses (12 credit hours):

IOP8400-8	Industrial/Organizational Psychology
IOP8404-8	Consulting in Business, Education and Health
MGT7006-8	Advanced Topics in Organizational Behavior
MGT7022-8	Advanced Topics in Organizational Development

Select 1 course from the following (3 credit hours):

MGT7110-8	Leadership in Organizations
HRM7008-8	Legal Issues in Human Resources Management

**Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

International Business Specialization

This specialization focuses on the essential elements required to understand and manage multinational and international organizations. Students interested in international management positions and/or teaching in post-secondary institutions of higher education at home and abroad benefit from this specialization. The specialization provides students with comprehensive education and training in interdisciplinary subjects of management, law, government, diplomacy, international studies, economics, finance, and marketing. Students study international business theory, advanced qualitative and quantitative research, and problem-solving techniques related to international law, economics, marketing, and global strategic planning. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Required DBA Specialization Courses for IB – 15 credit hours:

IB7002-8	International Business Environments
IB7012-8	Global Economic Environment
IB7013-8	Global Marketing Environment
IB7016-8	International Business Strategic

	Management
IB7017-8	International Business Law & Environment

Management Specialization

This specialization provides a conceptual overview of modern theory and practice in business administration. Students explore theory and historical frameworks to business in today's global environment through multiple management processes, based on the curriculum selected. This specialization will prepare students for senior management positions in a corporate environment, higher education, government and public entities, and business consulting. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for MGT –15 credit hours

Select 5 courses from the following list (15 credit hours):

MGT7000-8	Business Organization and Management
MGT7002-8	Marketing Management
MGT7006-8	Organizational Behavior
MGT7013-8	Entrepreneurship
MGT7016-8	Managing Change
MGT7022-8	Organizational Development
MGT7027-8	Legal Implications in Management
MGT7029-8	Strategic Leadership
MGT7110-8	Leadership in Organizations

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Management of Technology and Engineering Specialization

This specialization focuses on integrating practical technical experience with management theory and practice. Focusing on technical expertise in a management

environment, the curriculum provides understanding of the synergism between technology and business practices to improve organizational outcomes through awareness of principles of productivity, quality management, improving productivity through technology, and environmental systems management. Students will complete a final written research project demonstrating the ability to conduct an investigation of a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for MET** –15 credit hours

Select 5 courses from the following list (15 credit hours):

MET7000-8	Fundamentals of Productivity
MET7002-8	Applications of Systems Theory
MET7003-8	Applications of Decision Theory
MET7015-8	The Impact and Process Optimization of Technology
MET7020-8	Strategic Technology Management
MET7029-8	Enterprise Project Management

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Management Information Systems Specialization

This specialization combines and applies the best components of both computer systems and management disciplines. The specialization focuses on management of LAN/WAN/Database computer information systems to enhance the management decision making process and enterprise business outcomes. Students are prepared for careers in network and systems management. Students complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

Required DBA Specialization Courses for MIS –15 credit hours:

MIS7000-8	Information Technology Management
MIS7002-8	Database Administration and Management

MIS7003-8	Information Technology Decision Support
MIS7004-8	IT Data Communications Management
MIS7005-8	IT Network Architecture

Marketing Specialization

This specialization focuses on marketing management and research including managing the entire scope of product life cycle for domestic and international marketing. The specialization provides strategies for a sound, systematic, ethical, and legal approach to contemporary marketing practices. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for MKT**–15 credit hours

Select 5 courses from the following list (15 credit hours):

MGT7002-8	Marketing Management
MKT7000-8	Strategic Service Marketing
MKT7001-8	Strategic Sales Force Management
MKT7002-8	Customer Relationship Management Strategies
MKT7003-8	Advertising and Promotion Strategies
MKT7100-8	Consumer Behavior Theory and Practice
MKT7101-8	Brand and Product Management

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Organizational Leadership Specialization

This specialization serves to enhance the understanding and practice of organizational leadership using an interdisciplinary approach between business and education theory and research. This specialization has broad appeal among practicing professionals (middle and upper management, and military personnel) with a background in business administration, human resources, non-profit administration, and related fields, whose professional goal may be organizational consulting or a generalist leadership position in corporate, government, not-for-profit, educational or community organizations. Students will complete a final written research project demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for OL** –15 credit hours

Select 5 courses from the following list (15 credit hours):

OL7001B-8	Conflict Resolution and Mediation
OL7002B-8	Building Organizational Capacity
OL7003B-8	Leadership for Excellence
OL7004B-8	Theory and Practice of Organizational Leadership
OL7005B-8	Ethical Leadership
OL7007B-8	Leader as Coach
OL7008B-8	Executive Leadership in Nonprofit Organizations

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Project Management Specialization

This specialization explores principles, concepts, tools, and techniques to improve project performance and organizational effectiveness. Students examine all aspects of managing and overseeing business projects, including cost estimates, budget management, cost control, risk assessment, bid negotiation and contracts, and performance reporting critical to the success of any enterprise. The specialization focuses on management, leadership and team building in the project/program environment. Students will examine strategies relating to managing multiple projects as well as the concepts of earned value project management. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a

workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for PM** –15 credit hours

Select 5 courses from the following list (15 credit hours):

MET7029-8	Enterprise Project Management
PM7000-8	Project Procurement Management
PM7004-8	Project Risk Management
PM7008-8	Project Monitoring and Control
PM7012-8	Multiple Project Management
PM7016-8	Managerial Budgets and Project Management
PM7020-8	Developing High Performing Teams in a Project Management Environment

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

Public Administration Specialization

This specialization focuses on acquiring administrative knowledge and skills in government and public agency budgeting, government relations, public personnel policy management, politics, and urban planning. Curriculum emphasizes contemporary program evaluation, complex public organization, and environmental compliance, along with strategies needed to meet the challenges in government management at the local, state and federal levels. Students will complete a final written research project, demonstrating the ability to conduct an investigation on a workplace problem, identify an area for intervention, critique, justify, and recommend a plan of preventative action.

DBA Specialization Courses for PUB** –15 credit hours

Select 5 courses from the following list (15 credit hours):

HRM7000-8	Human Resources Management
PUB7000-8	Public Administration
PUB7002-8	Administrative Law

PUB7004-8	Urban and Regional Planning
PUB7005-8	Public Budgeting and Finance
PUB7012-8	Technology in Public Administration
PUB7014-8	The U.S. Federal Government

 **Electives selected on the initial degree plan can be changed with a request to an Academic Advisor.

12 - SCHOOL OF EDUCATION

Mission Statement

The mission of the School of Education at Northcentral University is to prepare professional educators at all levels to become effective leaders, reflective practitioners, and successful communicators within the diverse field of education. The School of Education's mission is centered on improving teaching, learning, research and leadership contributions throughout all levels of human development and education.

Vision

Northcentral's School of Education is a global leader in delivering career-long professional preparation and development through excellence in student-focused online environments.

School of Education Goals

The School of Education at Northcentral University will produce professional educators who can:

- Apply concepts of the disciplines
- Effectively communicate, conduct sound, open-minded research
- Address educational issues critically and reflectively
- Create solutions to problems based on knowledge, research, critical thinking skills, and collaboration
- Respect diverse cultures and backgrounds
- Demonstrate a commitment to the highest ethical and professional standards through accreditation
- Foster effective discussion of theoretical problems within the educational profession
- Nurture a commitment to life-long learning

Bachelor of Education Degree Completion Program

Program Description

The BEd program will facilitate will facilitate professional growth and development as a practitioner, leader, and communicator in diverse educational environments. Students will be familiar with educational theory, research, and instructional practices and technology within a specific discipline, while integrating multiple societal, ethical, and diverse perspectives into professional practices.

Program Learning Outcomes

Upon completion of the BEd program, students will be able to:

1. Apply current instructional practices using technology to enhance learning in the diverse K-12 environment using technology.
2. Examine theoretical and research models that support ethical and professional educational practice.
3. Apply evidence-based solutions for supporting and improving instructional practices.
4. Communicate with diverse audiences about educational theories, research, and practices.

BEd Degree Completion Program

The Northcentral University Bachelor of Education program of study is an undergraduate articulation program designed for Rio Salado College (RSC) students interested in completing the degree work for the teaching profession in three specific specializations: elementary education, secondary education, and special education.

The BEd partnership program requires the successful completion of 30 credits at Northcentral University for a total of 120 credit hours. Rio Salado College sponsors 39 credit hours in general education subjects and 51 credit hours in teacher preparation courses. The 90 credit hours from RSC are accepted as a block transfer and Northcentral University will accept a maximum of 90 lower and upper division semester credit hours in transfer toward the bachelor's degree coursework completed at RSC with a grade of "C" or better. The BEd transfer students come to Northcentral University with academic coursework in elementary education, secondary education, and special education and continue to study within those three distinct areas while at Northcentral.

Transferring Rio students continue to follow the same track they were enrolled in at Rio. Their NCU specialization will be geared towards their specific field of elementary education, secondary education, or special education. Each course in the 10 course program is identified by a letter following the course number (A for Elementary Education, B for Secondary Education, and C for Special Education). The course content in each specialization has similar information focused on general leadership principles but is geared specifically for the different fields. NCU students are required to

take two Field Experience courses. These courses are 12 weeks in length and require coordination with Rio Salado College and the institution where the student will be placed.

Completion Time for the BEd Program

Normal time to completion for this program is 44 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying the minimum required transfer credits, can expect to finish in as little as 20 months.

Specializations

Click on the course name for description, click again to close.

Elementary Education

The Northcentral University Bachelor of Education program of study is an undergraduate articulation program designed for Rio Salado College (RSC) students interested in completing the degree work for the teaching profession in elementary education. Students seamlessly transfer from RSC to NCU where they complete the BEd in Elementary Education. The ten Northcentral courses focus on leadership skills for elementary teachers and include field experiences in technology and assessment in the elementary classroom. The program provides students with courses that enhance their knowledge, competency, and professional skill sets needed to excel in the K-7 environment.

Required Northcentral University Education Courses (10 courses) - 30 semester credit hours

| ED4000A-8 | Dynamics of Schooling in Elementary Education |
| ED4001A-8 | Foundations of School Leadership in |

	Elementary Education
ED4002A-8	The Role of Teacher Leadership in Elementary Education
ED4003A	Instructional Paradigms and Technology in Elementary Education (This course requires field experience.)
ED4004A	Assessment of Student Learning in Elementary Education (This course requires field experience.)
ED4005A-8	School and Family Partnerships in Elementary Education
ED4006A-8	Safe Schools in Elementary Education
ED4007A-8	The School as Learning Community in Elementary Education
ED4008A-8	Teaching as Reflective Practice in Elementary Education
ED4009A-8	Educational Change Processes in Elementary Education

Secondary Education

The Northcentral University Bachelor of Education program of study is an undergraduate articulation program designed for Rio Salado College (RSC) students interested in completing the degree work for the teaching profession in secondary education. Students seamlessly transfer from RSC to NCU where they complete the BEd in Secondary Education. The ten Northcentral courses focus on leadership skills for secondary education teachers and include field experiences in technology and assessment in the secondary classroom. The program provides students with courses that enhance their knowledge, competency, and professional skill sets needed to excel in the secondary environment.

ED4000B-8	Dynamics of Schooling in Secondary Education
ED4001B-8	Foundations of School Leadership in

	Secondary Education
ED4002B-8	The Role of Teacher Leadership in Secondary Education
ED4003B	Instructional Paradigms and Technology in Secondary Education (This course requires field experience.)
ED4004B	Assessment of Student Learning in Secondary Education (This course requires field experience.)
ED4005B-8	School and Family Partnerships in Secondary Education
ED4006B-8	Safe Schools in Secondary Education
ED4007B-8	The School as Learning Community in Secondary Education
ED4008B-8	Teaching as Reflective Practice in Secondary Education
ED4009B-8	Educational Change Processes in Secondary Education

Special Education

The Northcentral University Bachelor of Education program of study is an undergraduate articulation program designed for Rio Salado College (RSC) students interested in completing the degree work for the teaching profession in special education. Students seamlessly transfer from RSC to NCU where they complete the BEd in Special Education. The ten Northcentral courses focus on leadership skills for special education teachers and include field experiences in technology and assessment in the special education environment. The program provides students with courses that enhance their knowledge, competency, and professional skill sets needed to excel in working with special needs students in the special education environment.

ED4000C-8	Dynamics of Schooling in Special Education
ED4001C-8	Foundations of School Leadership in Special Education

ED4002C-8	The Role of Teacher Leadership in Special Education
ED4003C	Instructional Paradigms and Technology in Special Education (This course requires field experience.)
ED4004C	Assessment of Student Learning in Special Education (This course requires field experience.)
ED4005C-8	School and Family Partnerships in Special Education
ED4006C-8	Safe Schools in Special Education
ED4007C-8	The School as Learning Community in Special Education
ED4008C-8	Teaching as Reflective Practice in Special Education
ED4009C-8	Educational Change Processes in Special Education

Post-Baccalaureate Certificate

Description of Program

The Post-Baccalaureate Certificate program is designed for students who have completed their bachelor's degree and are seeking academic expertise through a graduate level certificate program. In order to earn a Post-Baccalaureate Certificate, students must complete four courses (a total of 12 credit hours) within the chosen Post-Baccalaureate Certificate program. Each Post-Baccalaureate Certificate is prescribed, meaning students can only take what is listed for the particular Post-Baccalaureate Certificate (students may not substitute alternative courses). Students must complete all four NCU courses with a cumulative GPA of 3.0 or better in order to receive the certificate.

Basis of Admissions

Admission to a Northcentral University Post-Bachelor's Certificate program requires a conferred bachelor's level or higher degree from a regionally or nationally accredited academic institution.

Post-Baccalaureate Certificate Transfer into a Master's Degree Sequence

- Coursework completed within a Post-Baccalaureate Certificate program may be applied towards the specialization sequence within a master's program.
- Applying Post-Baccalaureate Certificate coursework towards a master's degree is contingent upon coursework and degree relevance under the most current master's degree program version.

Specialization coursework completed as part of a master's degree, where a degree was conferred, cannot be applied towards a Post-Baccalaureate Certificate program. However, a Post-Baccalaureate Certificate can be completed as part of master's coursework, assuming the student officially applies for the Post-Baccalaureate Certificate prior to completing the fourth course in the Post-Baccalaureate Certificate series.

Completion Period for Post-Baccalaureate Certificate

Normal time to completion for this program is 16 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 6 months.

Northcentral allows 2 years to complete all Post-Baccalaureate Certificate.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances, they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

NOTE: If a student wants to enroll in a master's program in a school other than the school from which the student obtained the Post-Baccalaureate Certificate, the university does not guarantee that any of the courses will be transferable to a program of another Northcentral University School.

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EXAMPLE: Student obtains a Post-Baccalaureate Certificate through the School of Education, but wants to obtain a master's degree through the School of Psychology. In these cases, the School Dean (from the School in which the student wants to obtain the master's degree) will review the Post-Baccalaureate Certificate courses and provide the final determination. The outcome will be documented in the student's file. The student will be notified by e-mail of the requirements to obtain the master's degree.

Post-Baccalaureate Certificate Offered by the School of Education

The Post-Baccalaureate Certificate at Northcentral University offers students a chance to advance in their chosen field or to embark on a new career through course of study in one of the following areas:

- PK -12 Studies
    - Early Childhood Education
    - English Language Arts Excellence in the Common Core
    - Human Performance and Coaching
    - Mathematics Excellence in the Common Core
- Education Leadership and Policy
    - PK -12 Policy
    - Community College Leadership
    - Leadership for Improved Student Achievement
- Adult and Global Education
    - Training and Development
    - Teaching Internationally
    - Best Practices for Teaching Online

Prerequisite: A bachelor's degree in any field from an accredited institution will satisfy admissions requirements.

Course Length

Post-Baccalaureate Certificate courses in the School of Education are eight weeks in length.

Click on the course name for description, click again to close.

Early Childhood Education

This certificate is designed for students who want to work with young children through the first years of life when social, physical, cognitive, and emotional development occur. Students will learn how to create an environment that serves as a foundation for a child's health and well-being.

255

12 credit hours

ECE5001-8	Foundations of Early Childhood Education
ECE5002-8	Growth and Development of Young Children
ECE5005-8	Children and Families in a Diverse Society
CT5004-8	Foundations of Language Literacy

English Language Arts Excellence in the Common Core

The post-baccalaureate certificate in English Language Arts Excellence in the Common Core is designed for educators who wish to adopt and implement the English Language Arts Common Core State Standards. Students will learn how to use these English Language Arts standards to improve and transform education by translating these standards into daily classroom practice.

12 credit hours

EDC5030-8	Making the Shift: Understanding English Language Arts in Common Core
EDC5031-8	Improving Instruction: Applying English Language Arts in the Common Core I
EDC5032-8	Improving Instruction: Applying English Language Arts in the Common Core II
EDC5033-8	Excellence and Innovation: English Language Arts in the Common Core and Long Term Improvements

Human Performance and Coaching

This certificate is designed for professional educators interested in improving athletic coaching opportunities. Students will focus on practical and successful coaching strategies and be introduced to the latest athletic performance improvement techniques.

12 credit hours

AC5008-8	Coaching Psychology
AC5012-8	Coaching Fundamentals and Speed Development
AC5006-8	Sports Nutrition
AC5010-8	Performance Enhancement in Sport

Mathematics Excellence in the Common Core

The certificate in Mathematics Excellence in the Common Core is designed for educators wishing to adopt and implement the Mathematics Common Core State Standards. Students will learn how to use these standards to improve and transform education by translating these mathematics standards into daily classroom practice.

12 credit hours

EDC5010-8	Making the Shift: Understanding Math in Common Core
EDC5011-8	Improving Instructions: Applying Math in the Common Core I
EDC5012-8	Improving Instruction: Applying Math in the Common Core II
EDC5013-8	Excellence and Innovation: Math in the Common Core in a PLC Setting

PK-12 Policy

This certificate is designed for emerging leaders in PK-12 education. Students will learn about the important concepts underpinning the PK-12 environment including policy, safety, finance, and law.

12 credit hours

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ED5022-8	Education Policies and Practices
ED5004-8	School Law
ED5013-8	School Finance
ED5015-8	School Safety

Community College Leadership

This certificate is designed for students interested in leading at the community college level. Students will focus on legal issues, finance, and organizational leadership in higher education specific to community colleges.

12 credit hours

LHE5009-8	A History of Higher Education
LHE5010-8	Topics in Higher Education
LHE5011-8	Leadership in Higher Education
LHE5013-8	The Community College

Leadership for Improved Student Achievement

This certificate is designed for students interested in leading change to improve student achievement. Learning experiences will include an examination of professional learning communities, the use of data, teacher support and supervision strategies, and the management of the school improvement process as a means for promoting continuous improvement.

12 credit hours

EDC5020-8	Using Professional Learning Communities and Other Tools to Create a Culture of Innovation
EDC5021-8	Taking Aim: How Great Schools Use Data to Inform Great Teachers
EDC5022-8	Promoting Excellence in Teaching I: Steps toward Better Performance in the Classroom

EDC5023-8	Promoting Excellence in Teaching II: Steps toward Refinement and Continuous Improvement

Training and Development

The certificate in Training and Development is designed for individuals interested in the growing fields training, development, and adult learning. This certificate will prepare professionals to design, develop, implement, and evaluate training and development programs within organization.

12 credit hours

OL5103-8	Leading Change and Organizational Renewal
EL5006-8	Adult Learning Theories
GTD5005-8	Introduction to Successful Global Training Techniques
GTD5013-8	Evaluating Training Programs

Teaching Internationally

The certificate in Teaching Internationally is designed for educators wishing to teach abroad. Students will learn about international education and explore the concepts supporting English language acquisition.

12 credit hours

IE5003-8	International Education Concepts and Theory
ED5008-8	Teaching Diverse Students
ESL5001-8	Foundations of Instruction for Non-English Language Background Students
ESL5006-8	ESL and Bilingual Instructional Methods

Best Practices in Teaching Online

This certificate is designed to help students understand the unique demands and opportunities available online and show teachers at all levels how they can improve learning by perfecting and implementing best practices in teaching online.

12 credit hours

EDC5001-8	Making the Shift to Teaching and Learning Online
EDC5002-8	Developing Outstanding Classroom Culture in an Online Environment
EDC5003-8	Developing Outstanding Instructional Practices in an Online Environment
EDC5004-8	Developing Outstanding Assessment Practices in an Online Environment

Master of Education

Description of Program

The MEd program is designed for students focused on developing the knowledge, skills, and dispositions required for leadership roles within diverse fields of PK12, higher education, and adult learning environments. Students in this program will critically analyze a broad range of theories, current trends, practices, and knowledge specific to their discipline. Each specialization prepares graduate students for making informed, ethical decisions and improvements to current educational, organizational, and societal issues.

Program Learning Outcomes

The MEd program in the School of Education has a common set of learning outcomes across all specializations. Upon completion of the MEd program, students will be able to:

1. Examine educational issues to make informed, ethical decisions and recommendations in diverse instructional and organizational settings.
2. Apply professional skills, dispositions, and technology options for leading and educational diverse groups.
3. Analyze current research, theories, and instructional practices in educational and organizational environments.
4. Communicate with diverse audiences about educational theories, research, and practices.

5. Investigate evidence-based solutions for addressing educational, organizational, and societal issues.

Completion Period for Master's Degrees

Northcentral University allows 5 years to complete all 30 credit hour master's programs (36 credit hours if enrolled in the PK-12 Principal Leadership specialization that prepares candidates to meet Arizona State certification requirements).   Students who are considering any degree program are strongly encouraged to check specific state requirements carefully to be sure any degree program they consider will be accepted for purposes of certification or recertification, promotion, or advancement on school district salary schedules.

The MEd degree program has the following graduation requirements:

- A minimum of 18 credit hours (36 credit hours for the PK-12 Principal Leadership Specialization) of graduate instruction must be completed through Northcentral.

- Successful completion of any PK-12 core course signature assignments with a "B"or better. (Signature assignments in all PL specialization courses must also be completed with a "B" or better.)

- Official transcripts on file for all transfer credits accepted by the University. (The PL specialization does not permit transfer credit.)

- The PL certification specialization has additional degree requirements. Please see the PL Handbook for specific information.

The University may accept a maximum of 12 semester credit hours in transfer toward the master's degree for graduate coursework completed at an accredited college or university with a grade of "B" or better. (This does not apply to the specialization in PK-12 Principal Leadership, in which case all courses must be taken at NCU for certification purposes.)

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 40 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 15 months.

Rio Salado College Post-Baccalaureate Transfer Students

The Northcentral University Post-Baccalaureate Master of Education (36 credit) program of study is part of an articulation agreement designed for Rio Salado College (RSC) teacher preparation post-baccalaureate transfer students. This collaborative educational partnership is designed to serve as a master's degree completion program specifically for RSC students. The Master's Degree in Education allows for *up to 18* credits to be transferred to NCU embracing the principle that transfer students should not be required to repeat competencies already achieved.

The credits may apply to the following specializations:

- Curriculum and Teaching
- Early Childhood Education
- Special Education
- English as Second Language
- General Education

The Curriculum and Teaching, Early Childhood Education, Special Education and English as a Second Language are PK-12 specialization accredited by the Teacher Education Accreditation Council (TEAC).

Rio Salado students pursuing this program of study should work closely with an enrollment advisor specifically assigned to work with this unique partnership. The enrollment advisor will work with Rio Salado students to request a complete evaluation of credits toward this Post-Baccalaureate Master of Education Degree.

Accelerated MEd Program

Within the MEd program, the School of Education offers an Accelerated MEd scheduling track. The Accelerated MEd is not an alternative program, but is a scheduling option designed for students capable of completing a fast-paced graduate course structure. Students considering the Accelerated MEd track are strongly encouraged to first think about their availability for study-time, work schedule or any other outside activities that may influence course participation, and their ability to learn in a rapidly moving academic environment. Students who enter and successfully

complete the Accelerated MEd track will graduate in 12 months with a Master of Education degree.

Like the non-Accelerated MEd, students are required to complete 30 credit hours, which include a combination of foundation course work and specialization courses. The second course is staggered four weeks following the start of the first course. The last course in the Accelerated MEd track, ED6002-8 starts six weeks following the start of the next to last course. All other courses are taken in pairs (see course schedule).

Students who start in the Accelerated MEd track may reschedule their courses and continue their studies in the non-Accelerated MEd track. Students who opt out of the Accelerated MEd track, regardless of reason, will not be permitted back into the Accelerated track and will lose any promotional benefits, which may have been in effect at the time of initial enrollment.

Any student transferring out of the Accelerated MEd track into the non-Accelerated MEd or vise-versa must work with his or her assigned Academic Advisor to complete the process. Students in the non-Accelerated MEd can only transfer into the Accelerated MEd track within the first four weeks of the first course.

Students who fail a course in the Accelerated MEd are immediately dismissed from the Accelerated track and must transfer to the non-Accelerated track if they want to continue in the MEd program. Academic Leaves of Absences (ALOAs) are not permitted in the Accelerated MEd track. Students who require an ALOA may request one with the understanding that they must move to the non-Accelerated track upon their return.

As with other MEd programs, the transfer credit policy applies to the Accelerated program. Courses considered for transfer must mirror courses in the Accelerated program. The Dean of the School of Education must approve any courses considered for transfer. All other policies and procedures under this section remain in effect unless stated otherwise in this section.

Prescribed Courses for Accelerated Masters of Education with a Specialization in Education Leadership

Foundation Courses – 15 Credit Hours	
EDU5000-8	Foundations of Graduate Study
ED5022-8	Education Policies and Practices
ED5001-8	Contemporary Issues
ED5034-8	School Community Relations
ED5023-8	Multicultural Relationships

Specialization Courses – 15 Credit Hours	
EDL5033-8	School Based Leadership
EDL5004-8	School Law
EDL5013-8	School Finance
EDL5035-8	Supervision of Curriculum
ED6003-8	Action Research Capstone for PK-12 Specializations

Prescribed Courses for Accelerated Masters of Education with a Specialization in Leadership in Higher Education**:**

Foundation Courses – 15 Credit Hours	
EDU5000-8	Foundations of Graduate Study
ED5040-8	Research Leadership for Learning Communities
ED5041-8	Adult Learning Strategies to Improve Organizational Efficacy
ED5042-8	Intercultural Communication
ED5044-8	Technology and a Vision for the Future
Specialization Courses – 15 Credit Hours	
LHE5004-8	The Organization of Higher Education
LHE5010-8	Topics in Higher Education
LHE5008-8	Financial Issues in Higher Education
LHE5011-8	Leadership in Higher Education
ED6002-8	Action Research Capstone

Course Schedule for Accelerated MEd with a Specialization in Education Leadership

WEEK	COURSES								
1 - 8	EDU5000-8								
5-12		ED5022-8							
13			BREAK						
14-21				ED5001 -8					
				ED5034-8					
22					BREAK				
23-30						ED5023-8			
						EDL5033-8			
31							BREAK		
32-39								EDL5004-8	
								EDL5013-8	
40									BREAK
41-48									EDL5035-8
45-52									ED6003-8

Course Schedule for Accelerated MEd with a Specialization in Leadership in Higher Education

WEEK	COURSES								
1 - 8	EDU5000-8								
5-12		ED5040-8							
13			BREAK						
14-21				ED5041-8					
				ED5042-8					
22					BREAK				
23-30						ED5044-8			
						LHE5004-8			
31							BREAK		
32-39								LHE5010-8	
								LHE5008-8	
40									BREAK
41-48									LHE5011-8
45-52									ED6002-8

Certification and Licensing

The School of Education serves educational leaders by providing online graduate studies in education to reach worldwide populations. The MEd program is designed to reach national and international markets and does not purport to provide licensure or certification in any particular state or country. The one exception to this is the MEd program with a specialization in PK-12 Principal Leadership which has been approved by the Arizona Department of Education to prepare candidates for certification as PK-12 school principals in the State of Arizona. Certification requirements vary by state. Students are advised to contact their state department of education or local school district for guidance in obtaining certification or licensure, or for approval in fulfilling district level incentive programs. Prospective candidates are responsible for learning and following any requirements for licensure, recertification, etc. in the state(s) where they wish to apply the degree.

There are several reasons why an educator would want to pursue a graduate degree in education that does not lead to state licensing or certification.

Reasons may include:

- "Move up" steps on the salary schedule.
- Improve skills and professionalism in general or to pursue a "leadership" position inside or outside the classroom (school-based or district level, or non PK-12).
- Advance as a "teacher leader" through a graduate degree (already has a bachelor's degree and certification).
- Meet the needs of increasingly diverse students.
- Work outside of a traditional PK-12 classroom environment (i.e. trainer, educational consultant).

School of Education Curriculum

The School of Education curriculum emphasizes a combination of learning theory, instructional strategies, and technology integration for educators working with any grade level, and within professional associations, organizations or as a consultant. The emphasis is on students transforming theory immediately into practice and faculty tailoring instruction to enhance student understanding and achievement. The program aims to produce graduates who understand the scope, pace, and magnitude of the transformation of education within the world that is taking place; and to assist students to meet the challenges of state and national standards (if desired), while meeting the learning needs of educators who work beyond the classroom.

State of the Art Content

The School of Education sequence of courses undergoes constant review to ensure that while maintaining depth of focus, the program continually includes latest educational innovations and provides participants the tools to incorporate them into pedagogy. The

curriculum content and related URL links are current and pertinent. All School of Education courses are continually updated to reflect the latest developments in instructional technology to support instruction.

MEd students may select a specialization track from the list of courses offered via the School of Education. All MEd students are required to take either ED6002-8 or ED6003-8 as the Capstone Course for their program, with the exception of those who select the PK-12 Principal Leadership certification specialization. (PL candidates complete a 16-week capstone internship in PL6010-8 and PL6011-8, which includes completion of an action research project.)

Specializations in the Master of Education Program

- Adult Learning and Workforce Education
- Athletic Coaching
- Corporate Wellness
- Curriculum and Teaching
- Early Childhood Education
- Educational Leadership
- E-Learning
- English Second Language
- General Education
- Global Training and Development
- Instructional Leadership
- International Education
- Leadership in Higher Education
- Organizational Leadership
- PK-12 Principal Leadership
- Special Education
- Sports Management

Course Length

Existing MEd students may opt to switch to eight-week courses by contacting their Academic Advisor. Once existing MEd students have opted for eight-week courses, they must receive approval from the Office of the Dean to switch back to a program of 12-week courses. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

The following courses are required in all Master of Education specializations:

MEd Required Foundation Course – 3 credit hours

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*C*lick on the course name for description, click again to close.

EDU5000-8	Foundations for Graduate Study in Education

Prior to enrolling in the required Capstone Course, students are required to complete the Specialization and Research courses listed on the following pages – 24 units

MEd Required Capstone Course – 3 credit hours

ED6002-8	Action Research Capstone

OR

ED6003-8	Action Research Capstone for K-12 Specializations

OR

Students in the PK-12 Principal Leadership certification specialization complete a 16-week capstone internship in PL6010-8 and PL6011-8.

PL6010-8	Capstone Internship I
PL6011-8	Capstone Internship II

Master of Education Course Sequences

For Adult Learning and Workforce Education (AL), Corporate Wellness (CPW), E-Learning (EL), General Education, Global Training and Development (GTD), International Education (IE), Leadership in Higher Education (LHE), and Organizational Leadership (OL), a typical Course Sequence would be:

EDU5000-8	Foundations for Graduate Study
	Specialization Course 1
	Specialization Course 2
ED5040-8	Leadership for Learning Communities
ED5041-8	Adult Learning Strategies to Improve

	Organizational Efficacy
	Specialization Course 3
ED5042-8	Intercultural Communication
	Specialization Course 4
ED5044-8	Technology and a Vision for the Future
ED6002-8	Action Research Capstone

For Athletic Coaching (AC), Curriculum and Teaching (CT), Early Childhood Education (ECE), Educational Leadership (EDL), English as a Second Language (ESL), Instructional Leadership (IL), Special Education (SE), and Sports Management (SM), a typical Course Sequence would be:

EDU5000-8	Foundations for Graduate Study
ED5022-8	Educational Policy and Practice
	Specialization Course 1
ED5001-8	Contemporary Issues in Education
ED5034-8	School and Community Relations
	Specialization Course 2
ED5023-8	Multicultural Relationships in Educational Organizations
	Specialization Course 3
	Specialization Course 4
ED6003-8	Action Research Capstone for PK-12 Specializations

*A*fter taking EDU5000/EDU5000-8, students can take **all but** ED6002/ED6002-8 or ED6003-8 in any order. Student's program must begin with ED5000/ED5000-8 and end with ED6002/ED6002-8 or ED6003-8.

For the specialization in PK-12 Principal Leadership (PL), which prepares candidates for certification as Arizona PK-12 public school principals, the required courses must be taken in the following sequence:

EDU5000-8	Foundations for Graduate Study in Education
ED5001-8	Contemporary Issues in Education
ED5034-8	School and Community Relations
PL5035-8	Supervision of the PK-12 Curriculum
PL5016-8	Instructional Supervision and Leadership for PK-12 Principals
PL5004-8	School Law for PK-12 Principals
PL5013-8	School Finance for PK-12 Principals
ED5023-8	Multicultural Relationships in Educational Organizations effects of cultural diversity on organizational behavior are complex and powerful. What is diversity and what are the goals in achieving a more diverse society? This course examines the educational community's thinking on race, language, culture, gender and disability in the educational sett
ED5022-8	Educational Policy and Practice
PL5050-8	The PK-12 Principalship
PL6010-8	Capstone Internship I
PL6011-8	Capstone Internship II

Candidate Schedule Planning: If the course pair of PL5035-8 and PL5016-8 falls during a summer vacation when planning the program schedule, and summer school supervision/curriculum work is not possible, the course pair of PL5035-8 and PL5016-8 may be exchanged with the course pair of PL5004-8 and PL5013-8 in the course planning sequence.

Adult Learning and Workforce Education (AL) Specialization

The Master of Education degree in Adult Learning and Workforce Education is designed for individuals interested in the growing fields of career development, human resource management, and adult learning. This integrative program seeks to prepare professionals to develop, implement, and manage systems to improve individual and organizational performance. These skills translate across a wide range of industries including higher education settings, workforce development agencies, and adult career centers. In addition, the program is designed to promote skills that will allow graduates to influence public policy and organizational decision-making. This specialization will provide educators with the tools and competencies required to critically reflect on workplace issues, solve organizational problems, and anticipate and respond to change.

MEd courses in AL Specialization and the Educational Research Course - 30 credit hours

 4 additional courses will be selected from the following:

OL5103-8	Leading Change and Organizational Renewal
GTD5011-8	Introduction to Best Practices for Training and Presenting to International Audiences
ED5012-8	Leadership in Educational Organizations
ED5038-8	Art and Science in Adult Education
EL5006-8	Adult Learning Theories
GTD5000-8	Human Performance and Improvement
GTD5013-8	Evaluating Training Programs

Athletic Coaching (AC) Specialization

Coaching sports in the educational setting is a growing discipline with no formalized training process for those interested in this profession. This program is designed to enhance coaching leadership skills for both coaches and athletes. The curriculum focuses on practical and successful coaching strategies; introduces the student to the latest athletic performance improvement techniques; and examines the application of ethics and values in all aspects of coaching sport.

The specialization is designed for professional educators interested in athletic coaching opportunities and offers an outstanding professional development opportunity for those already serving as coaches by advancing knowledge and skills in the field.

MEd Courses in AC Specialization – 30 credit hours

4 additional courses will be selected from the following:

AC5000-8	Leadership in Coaching Today's Athlete
AC5002-8	Legal Aspects in Coaching
AC5004-8	Ethics in Sports
AC5006-8	Sport Nutrition
AC5008-8	Coaching Psychology
AC5010-8	Performance Enhancement in Sport
AC5012-8	Coaching Fundamentals of Speed Development
AC5014-8	Coaching Theory, Methods, and Issues

Corporate Wellness (CPW) Specialization

The Master of Education with a specialization in Corporate Wellness program is designed to prepare researchers and practitioners for leadership roles in higher education, preventive health care, community health care settings, wellness coaching, business and fitness industry, and government agencies. This specialization has an interdisciplinary focus and prepares students for careers in academics, research and in Fitness and Health Promotion. The specialization is designed for educators, fitness professionals, military personnel, corporate health care providers, personal trainers, coaches, and students who want to pursue a career in health and wellness and health care related industries. The courses consist of health and wellness education concepts designed to create an optimal mind, body and spirit approach to health and wellness in research and practice for the general population and special populations. This specialization will provide students with an emphasis on health and wellness education research and a practical approach to the corporate industry dealing with worksite health promotion, public preventive health services, and current topics in corporate fitness and wellness.

MEd Courses in CPW Specialization – 30 credit hours

4 additional courses will be selected from the following:

CPW5010-8	Wellness Coaching - Lifestyle Change
CPW5011-8	Wellness Leadership and Professional Development
CPW5012-8	Business Aspects in Corporate Fitness and Wellness
CPW5013-8	Worksite Health Promotion

Curriculum and Teaching (CT) Specialization

The purpose this specialization is to provide teachers with the tools and competencies to expand their professional effectiveness. Students will explore the latest practices in education, principles of teaching and learning, evaluation of current research and critique of effective curricula design.

MEd Courses in CT Specialization – 30 credit hours

4 additional courses will be selected from the following:

CT5000-8	Curriculum and Instructional Strategies
CT5003-8	Principles of Teaching and Learning
CT5010-8	Teaching, Learning, and Assessment Styles
CT5011-8	Learning and Teaching Styles, Multiple Intelligences, and Ways of Learning
CT5012-8	Teaching Foundations for Language and Literacy
CT5013-8	The Classroom: Management and Organization for Student Achievement

Early Childhood Education (ECE) Specialization

This program is tailored for Master's degree students who desire to model, coach, and guide young children through the first years of life when social, physical, cognitive, and emotional development occur. Skilled educators create an environment that serves as a foundation for a Child's health and well-being. In this specialization, educators will learn to assess educational potential, create instructional programs, direct and coordinate learning activities, and manage early childhood classrooms.

MEd Courses in ECE Specialization – 30 credit hours

4 additional courses will be selected from the following:

ECE5001-8	Foundations of Early Childhood Education
ECE5002-8	Growth and Development of Young Children
ECE5003-8	Administration of Early Childhood Programs
ECE5005-8	Children and Families in a Diverse Society
ECE5007-8	Children's Literature
ECE5009-8	Early Childhood Education
CT5004-8	Foundations of Language and Literacy Education
CT5005-8	Literacy Teaching and Learning

Educational Leadership (EDL) Specialization

Leaders must possess the knowledge to assess current education trends and address the ever-changing conditions of education today. This specialization focuses on a variety of values and practices in modern education. Courses provide a historical perspective from which to guide educational reform, evaluate the needs of diverse student populations and improve educational outcomes.

MEd Courses in EDL Specialization – 30 credit hours

4 additional courses will be selected from the following:

ED5008-8	Teaching Diverse Students
EDL5004-8	School Law
ED5011-8	Leading and Developing Human Capital
ED5012-8	Leadership in Educational Organizations
EDL5013-8	School Finance
ED5014-8	School Organization
ED5015-8	School Safety
ED5016-8	Instructional Supervision and Leadership
ED5025-8	Education for Social Change
ED5031-8	Policy and Politics in the Administration of Education
EDL5033-8	School-Based Leadership

E-Learning (EL) Specialization

This specialization provides the professional educator with the knowledge to implement technology as a tool for teaching and learning. The specialization explores the design of activities to engage the traditional and the virtual student. The student will develop a skill set to effectively and efficiently integrate technology in a seamless manner to enhance delivery of teaching and learning experiences.

MEd Courses in EL Specialization and the Educational Research Course – 30 credit hours

4 additional courses will be selected from the following:

EL5006-8	Adult Learning Theories
EL5007-8	Ethics and Legal Issues
EL5009-8	Mobile Devices for Teaching and Learning

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EL5001-8	Introduction to Principles and Practices in E-Learning
EL5002-8	Introduction to E-Learning Instructional Strategies
EL5003-8	Instructional Design Strategies

English Second Language (ESL) Specialization

As the diversity of student populations change globally, teaching English as a second language is a skill in high demand. This program enhances skills in communicating with speakers of other languages and integrating techniques to successfully instruct students in English proficiency. (Note: students seeking ESL/ESL certification should verify with appropriate state officials that this specialization meets applicable certification requirements.)

MEd Courses in ESL Specialization – 30 credit hours

4 additional courses will be selected from the following:

ED5008-8	Teaching Diverse students
ESL5001-8	Foundations of Instruction for Non-English Language Background Students
ESL5003-8	Assessment of Linguistically Diverse Students
ESL5005-8	English as a Second Language
ESL5006-8	ESL and Bilingual Instructional Methods
ESL5007-8	Second Language Acquisition
ESL5008-8	Building Parent, School & Community Partnerships for ESL Students
ESL5010-8	Practicum for ESL/Bilingual-Bicultural Education

General Education Specialization

The General specialization allows students to select courses from a broad range of electives to fit their personal and professional goals.

Students must complete a minimum of 12 credit hours for the specialization in General Education. Students may take education courses at the 5000 level including up to two courses from other fields (Psychology and/or Business) to fulfill their specialization requirements. Additional courses (i.e., more than two courses) from other disciplines may be considered to fill this requirement, with Dean approval.

Courses listed are examples and upon acceptance to the program, the initial degree plan will include these courses. Students are encouraged to select their specialization courses based on personal and professional goals and to work with their Academic Advisors to revise their degree plan.

Recommended Specialization Courses* - Select 4 courses from the list of specialization courses:

EDL5004-8	Education Law
ED5008-8	Teaching Diverse Students
ED5012-8	Leadership in Educational Organizations
ED5013-8	School Finance
ED5014-8	School Organization
ED5023-8	Multicultural Relationships in Educational Organizations
ED5029-8	Measurement and Assessment in Education

*Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. Students are encouraged to choose their specialization courses based on personal and professional goals and to work with their Academic Advisor to revise their degree plan.

Global Training and Development (GTD) Specialization

This specialization prepares students to develop and implement effective training in a variety of fields. Instructional design and the incorporation of technology and teaching strategies for the adult student are the focus of the specialization. Additionally, the student is prepared to address workplace issues such as the development of human capital and conflict resolution issues. The specialization prepares students to identify

emerging workforce issues and to resolve the issues through effective training and instruction.

MEd Courses in GTD Specialization and the Educational Research Course – 30 credit hours

4 additional courses will be selected from the following:

GTD5000-8	Human Performance and Improvement
GTD5005-8	Introduction to Successful Global Training Techniques
GTD5007-8	The Role of Technology in the Global Training Marketplace
GTD5011-8	Introduction to Best Practices for Training and Presenting to International Audiences
GTD5013-8	Evaluating Training Programs
GTD5019-8	Trainer as Consultant in the Global Marketplace
ED5036-8	Innovation and Change
ED5038-8	The Art and Science of Adult Education

Instructional Leadership (IL) Specialization

Contemporary schools are often funded and ranked on their ability to assess and guarantee learning. This specialization introduces analysis of the instructional capacity of schools, improving student achievement, and develops teacher leaders in providing assessment and improvement strategies. Organizational development and educational change are also addressed in this specialization. Students utilize reflective decision making to assist with the development and implementation of practical solutions to education issues.

MEd Courses in IL Specialization - 30 credit hours

4 additional courses will be selected from the following:

CT5003-8	Principles of Teaching and Learning

ED5011-8	Leading and Developing Human Capital
ED5012-8	Leadership in Educational Organizations
ED5014-8	School Organization
ED5016-8	Instructional Supervision and Leadership
ED5025-8	Education for Social Change
IL5000-8	Instructional Leader as Creator of Learning Culture
IL5001-8	Instructional Leader as Advocate and Decisioner
IL5002-8	Instructional Leader as Community Conduit

International Education (IE) Specialization

The master's degree program in International Education allows students to focus on issues of educational development, comparative systems, and international policy. The program promotes an understanding of global perspectives which impact education in the United States. Skills will be developed in areas of cultural awareness, international education theory, and global trends. Students will develop the practical knowledge required to work within the context of complex global challenges influencing education around the world. The program provides a strong foundation for further study and prepares students for careers in international and community-based organizations.

MEd Courses in IE Specialization and the Educational Research Course – 30 credit hours

4 additional courses will be selected from the following:

ED5008-8	Teaching Diverse students
ED5012-8	Leadership in Educational Organizations
IE5001-8	Introduction to Global and Comparative Education

IE5003-8	International Education Concepts and Theory
IE5005-8	International Organizations in Global Education
IE5007-8	Conflict Resolution in an International Context
IE5013-8	Globalization and Educational Change
IE5021-8	Education and National Development

Leadership in Higher Education (LHE) Specialization

This specialization prepares students to excel in higher education leadership and to pursue careers as higher education specialists and managers. The focus is on legal issues, finance, and organizational leadership in higher education.

MEd Courses in LHE Specialization and the Educational Research Course – 30 credit hours

4 additional courses will be selected from the following:

LHE5004-8	The Organization of Higher Education
LHE5005-8	Exploring Legal Issues in Higher Education
LHE5008-8	Financial Issues in Higher Education
LHE5009-8	A History of Higher Education
LHE5010-8	Topics in Higher Education
LHE5011-8	Leadership for Higher Education
LHE5013-8	The Community College

Organizational Leadership (OL) Specialization

Students develop skills to be effective organizational leaders by building a knowledge base in conflict resolution, organizational capacity, and executive leadership skills. The

curriculum serves to enhance the student's understanding and practice of leadership in a variety of educational fields.

MEd Courses in OL Specialization and the Educational Research Course – 30 credit hours

4 additional courses will be selected from the following:

OL5103-8	Leading Change and Organizational Renewal
OL5100-8	Resolving Conflict
OL5101-8	Organizational Capacity
OL5102-8	Applied Research for Organizational Leaders

PK-12 Principal Leadership Specialization (Prepares Candidates for Arizona PK-12 Principal Certification)

This specialization is designed to prepare candidates to be eligible for institutional recommendation for PK-12 principal certification in the State of Arizona. This preparation is intended for individuals interested in earning a graduate degree and in seeking an administrative certification to work as principals or assistant/associate principals in PK-12 (i.e. PK-2, K-3, K-6, K-8, 7-12) school settings or in other educational settings wherein a graduate degree and PK-12 administrative certification are required.

MEd in PK-12 Principal Leadership – 36 total credit hours

Candidates will take the courses below. If additional graduate courses beyond the 36 credits are needed to meet state-specific PK-12 principal certification requirements, they may be taken at NCU in addition to the 36 required credits, or transferred into the program with permission.

PL5035-8	Supervision of the PK-12 Curriculum
PL5016-8	Instructional Supervision and Leadership for PK-12 Principals
PL5004-8	School Law for PK-12 Principals

PL5013-8	School Finance for PK-12 Principals
PL5050-8	The PK-12 Principalship

Additional specific information is available in the Principal Leadership Handbook.

Special Education Specialization

This specialization prepares educators to address the needs of students with disabilities and gifted abilities by preparing such students to develop, implement and assess specially designed curriculum. Attention is given to teaching methods and strategies that illustrate an advocacy for these student groups. The specialization can be customized to meet the student's unique professional and personal goals, and allows the student to concentrate their coursework on the advanced and the disabled student, or select a single focus.

MEd Courses in Special Education Specialization – 30 credit hours

4 additional courses will be selected from the following:

SE5000-8	Introduction to Special Education
SE5001-8	Exceptional Student Assessment
SE5002-8	Characteristics of Learning Disabled Students
SE5003-8	Characteristics of Emotionally Disabled Students
SE5004-8	Teaching Methods for the Mentally Disabled
SE5005-8	Special Education Law
SE5006-8	Teaching Strategies for Learning Disabled and Behavioral Disorders
SE5007-8	Exceptional Student Management

Sports Management Specialization

Both coaching and athletic administration are growing as professional disciplines. This program is designed to enhance leadership skills, strengthen teaching and administrative abilities, and apply ethics and values to all aspects of athletics.

The Sports Management specialization is for professional educators interested in PK-12 athletic administration and offers an outstanding professional development opportunity for those already serving as coaches and athletic administrators by advancing their knowledge and skills in the field.

Courses focus on leadership, legal aspects in athletics, financial analysis, marketing, sports governance, events and facilities management, ethics. Basic concepts are addressed in each course and application of those concepts emphasized. Courses will have a contemporary focus, emphasizing current problems and opportunities related to the content area. Most courses will emphasize projects and activities directly related to the student's work setting.

MEd Courses in Sports Management Specialization – 30 credit hours

4 additional courses will be selected from the following:

SM5000-8	Leadership and Administration of Athletic Programs
SM5002-8	Legal Aspects in Athletics
SM5004-8	Ethics in Sports
SM5006-8	Sports Governance and Policy Development
SM5008-8	Event and Facility Management and Programming
SM5010-8	Marketing in Athletics
SM5012-8	Issues in Athletic Administration
SM5014-8	Financial Administration of Sports Facilities and Programs

Post-Master's Certificate

Description of Program

In order to earn a Post-Master's Certificate, students must complete six courses (a total of 18 credit hours) within the chosen Post-Master's Certificate program. With the exception of the General Education certificate, each Post-Master's Certificate program is prescribed, meaning students can only take what is listed for the particular Post-Master's Certificate program (students may not substitute alternative courses). Students must complete all six NCU courses with a cumulative GPA of 3.0 or better in order to receive the certificate.

Basis of Admission

A completed master's level or higher degree from an accredited institution or university.

Scope

6 NCU Courses (18 Credit hours) must be completed from the coursework outlined within the corresponding Post-Master's Certificate specialization. Courses taken a past of a Northcentral University master's program cannot be applied towards a Post-Master's Certificate program.

Post-Master's Certificate Transfer into a Doctoral Sequence

Specialization coursework completed as part of a doctoral degree, where a degree was conferred, cannot be applied towards a Post-Master's Certificate program. However, a Post-Master's Certificate can be completed as part of doctoral coursework, assuming the student officially applies for the Post-Master's Certificate prior to completing the fourth course in the Post-Master's Certificate series.

- Coursework completed within a Post-Master's Certificate program may be applied towards the specialization sequence within a doctoral program.
- Applying Post-Master's Certificate coursework towards a doctoral degree is contingent upon coursework and degree relevance under the most current doctoral degree program version.

Completion Period for Post-Master's Certificate

Normal time to completion for this program is 16 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 9 months.

Northcentral University allows 2 years to complete all Post-Master's Certificate.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

NOTE: If a student wants to enroll in a doctoral program in a school other than the school from which the student obtained the Post-Master's Certificate, the University does not guarantee that any of the courses will be transferable to a program of another Northcentral University school.

EXAMPLE: Student obtains a Post-Master's Certificate through the School of Business, but wants to obtain a doctorate through the School of Behavioral and Health Sciences.

In these cases, the School Dean (from the School in which the student wants to obtain the doctorate) will review the Post-Master's Certificate courses and provide the final determination. The outcome will be documented in the student's file. The student will be notified by e-mail of the requirements to obtain the doctoral degree.

Course Length

Existing Post-Master's Certificate students may opt to switch to eight-week courses by contacting their Academic Advisor. Once existing Post-Master's Certificate students have opted for eight-week courses, they must receive approval from the Office of the Dean to switch back to a program of 12-week courses. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

Post-Master's Certificate offered by the School of Education

Click on the course name for description, click again to close.

Curriculum & Teaching (CT)

18 credit hours

CT7000-8	Developing Instructional Strategies

	and Curriculum
CT7001-8	The Role of the Teacher Practitioner
CT7003-8	Teaching and Learning Foundations
CT7006-8	Multiple Intelligences
CT7007-8	Leadership for Student Achievement
CT7008-8	Evaluation of Instruction

Early Childhood Education (ECE)

18 credit hours

ECE7001-8	Topics in Early Childhood Education
ECE7002-8	Topics in Early Childhood Growth, Development, and Educational Programs
ECE7003-8	Topics in Early Childhood Program Administration
ECE7005-8	Early Childhood Curriculum and Assessment
ECE7007-8	Early Childhood Literacy and Literature
ECE7009-8	Families, Communities, and Schools as Partners in Early Childhood Education

Educational Leadership (EDL)

18 credit hours

ED7004-8	School Law
ED7008-8	Educating a Diversity of Students
ED7012-8	Educational Leadership

ED7013-8	Financial Issues in Schools
ED7022-8	Policies and Practices in Leadership
ED7030-8	Development of Organizational Leadership

E-Learning (EL)

18 credit hours

EL7003-8	Instructional Design and Engaging E-Learning Activities
EL7007-8	Ethical and Legal Issues in an Online Course
EL7001-8	Principles and Practices in E-Learning
EL7002-8	E-Learning Instructional Strategies
EL7004-8	The Online Learner
EL7006-8	Facilitating Adult Learning Online

English Second Language (ESL)

18 credit hours

ESL7001-8	Instructional Practices
ESL7002-8	Cultural Diversity
ESL7003-8	Evaluation of Diverse Students
ESL7004-8	Bilingual Instructional Methods
ESL7005-8	Developing Curriculum for ESL Students
ESL7007-8	Second Language Foundations

General Education

The General Education certificate program allows students to select courses from a broad range of electives to fit their personal and professional goals.

Students must complete a minimum of 18 credit hours for the certificate in General Education. Students must take at least four education courses from any of the Education Post-Master's Certificate programs offered and may take up to two courses from the Post-Master's Certificate offered in other fields (Psychology and/or Business) to fulfill their General Education certificate requirements.

Additional courses (i.e., more than two courses) from other disciplines may be considered to fill this requirement, with Dean approval.

Recommended Certificate Courses* - 18 credit hours

ED7004-8	School Law
ED7008-8	Educating a Diversity of Students
ED7012-8	Educational Leadership
ED7014-8	Practices in School Organization
ED7016-8	Supervision and Leadership in Schools
ED7017-8	Systems Dynamics

*Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. Students are encouraged to choose their General Education certificate courses based on personal and professional goals and to work with their Academic Advisor to revise their degree plan.

Global Training and Development (GTD)

18 credit hours

GTD7000-8	Human Performance: Paradigms and Possibilities
GTD7005-8	Strategic Links for Successful Global Training
GTD7007-8	The Role of Technology in the Global Training Marketplace
GTD7011-8	Best Practices for Training &

	Presenting to International Audiences
GTD7013-8	Evaluating Training Programs
GTD7019-8	Trainer as Consultant in the Global Marketplace

Instructional Leadership (IL)

18 credit hours

IL7000-8	The Culture of Learning
IL7001-8	Leader as Advocate and Decision Maker
IL7002-8	Leader as Community Advocate
ED7035-8	Curriculum Supervision
ED7030-8	Development of Organizational Leadership
ED7036-8	Innovation for Change

International Education (IE)

18 credit hours

IE7001-8	Introduction to Global and Comparative Education
IE7003-8	Culture, Society and Education in Comparative Perspective
IE7005-8	International Organizations in Global Education
IE7007-8	International Education Leadership
IE7017-8	International Education Concepts and Theory
IE7021-8	Global Perspective on Ethical Issues

Leadership in Higher Education (LHE)

18 credit hours

LHE7004-8	Organization & Governance of Higher Education
LHE7005-8	Legal Issues in Higher Education
LHE7008-8	Higher Education Finance
LHE7010-8	Current Trends & Topics in Higher Education
LHE7011-8	Foundations of Higher Education Leadership
LHE7012-8	Strategic Planning & Institutional Effectiveness in Higher Education

Organizational Leadership (OL)

18 credit hours

OL7101-8	Building Organizational Capacity
OL7102-8	Leadership Ethics to Attain Organizational Excellence
OL7103-8	Theory and Practice of Organizational Leadership
OL7104-8	Leadership in Nonprofit Organizations
OL7100-8	Conflict Resolution and Mediation
OL7105-8	Leadership in Organizational Change

Special Education

18 credit hours

SE7000-8	Introduction to the Exceptional Student

SE7001-8	Assessment in Special Education
SE7003-8	Emotionally Disabled Student
SE7004-8	Developing Curriculum for the Mentally Disabled
SE7005-8	Law in Special Education
SE7006-8	Teaching Strategies in Special Education

Sports Management

18 credit hours

SM7100-8	Development of Human Resource Strategies in Intercollegiate Athletics
SM7103-8	Intercollegiate Sports Governance
SM7106-8	Legal Aspects of Equity in Intercollegiate Athletics
SM7109-8	Sports Compliance
SM7112-8	Advising the Student Athlete
LHE7011-8	Higher Education Leadership

Education Specialist Degree

Description of Program

The EdS program is designed specifically for professionals who desire continuing education in response to the national and international need for professionals trained to work in divers organizational settings. This program is tailored for students who aspire to engage in advanced levels of professional practice while increasing leadership and scholarship skills to develop solutions and communicate ideas to diverse stakeholders within a chosen field of study. Each specializations within the EdS prepares students for marking informed, ethical decisions and improvements to current educational, organizational, and societal issues.

Northcentral's EdS program offers students a chance to advance in their chosen field or to embark on a new career through a 33 credit-hour course of study in selected

specializations within the School of Education. The EdS specializations include Curriculum and Teaching, Early Childhood Education, Education Leadership, E-Learning, English as a Second Language, Global Training and Development, Higher Education Leadership, International Education, Instructional Leadership, Organizational Leadership, Special Education, and Sports Management.

Program Learning Outcomes

Upon completion of the EdS program, students will be able to:

1. Develop skills to support educational practices across diverse instructional and organizational settings.
2. Communicate with diverse audiences about educational theories, research, and practices.
3. Analyze professional skills, dispositions, and technology options for learning and educating diverse groups.
4. Apply evidence-based solutions for addressing educational, organizational, and societal issues.
5. Analyze current research, theories, and instructional practices in educational and organizational environments.

General Degree Requirements

The EdS Program may be completed in 33 credits. An Academic Advisor or Enrollment Specialist evaluates each student individually and works with the student to create an academically sound Learning Plan based on prior academics and their professional goals.

Completion Period for Doctoral Degrees

Northcentral University allows 5 years to complete the EdS degree.

The University may accept up to 12 semester credit hours in transfer with a maximum of 9 semester credit hours in transfer eligible toward the specialization courses in the Education Specialist degree for graduate coursework completed toward a non-conferred doctoral degree at an accredited college or university with a grade of "B" or better. Transfer credit is only awarded for course work that is evaluated to be substantially equivalent in content with the required course work for the EdS program.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 51 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 18 months.

Certification and Licensing

The School of Education serves educational leaders by providing online graduate studies in education to reach worldwide populations. The EdS program is designed to reach national and international markets and does not purport to provide licensure or certification in any particular state or country.

Education Specialist (EdS) Degree Requirements

Individuals with a previously completed master's degree will meet the basis of admission to the Education Specialist Program. Students enrolled in the Education Specialist program are required to complete foundations, scholarly writing, specialization courses, and the capstone course with a Grade Point Average of 3.00 (B) or higher.

Course Length

All courses are 8 weeks in length.

Educational Specialist Course Sequence

All foundation and specialization coursework must be completed prior to students entering into the capstone course.

All EdS specializations require the following courses:

Click on the course name for description, click again to close.

EdS Required Basic Foundation Courses – 6 credit hours

EDU7101-8	Foundations for Graduate Study in Education (This course will be taken

	as the first course)
EDU7001-8	Advanced Scholarly Writing

The EdS in Education requires two Foundations courses, two Research courses, six Specialization courses, and one Capstone course for a total of 33 credit hours.

	Specialization Course 1
EDU7002-8	Educational Research Methodology
	Specialization Course 2
	Specialization Course 3
	Specialization Course 4
EDR7112	Action Research
	Specialization Course 5
	Specialization Course 6

Education Specialist Capstone Course - 3 credit hours

ED7053-8	Education Specialist Capstone Project

Education Specialist (EdS) Specializations

The Education Specialist (EdS) program emphasizes an applied, project based approach to development of appreciable improvements in the body of educational practice. The EdS attracts individuals who are primarily professionals either at the PK-12 level or the higher education level. (Enrollment managers, superintendents, principals, teacher leaders, and education faculty who primarily teach - not do research, educational consultants, trainers in organizations). The EdS capstone focuses on solving a problem in the workplace or in the professional field of education and results in a "product" or solution. This degree is also intended to help students increase their own workplace Leadership Skills. Specializations are offered in the following areas:

- Curriculum and Teaching
- Early Childhood Education
- Educational Leadership

- E-Learning
- English Second Language
- Global Training and Development
- Instructional Leadership
- International Education
- Leadership in Higher Education
- Organizational Leadership
- Special Education
- Sports Management

Specialization Selections for the Education Specialist Degree Program (EdS)

Curriculum and Teaching (CT) Specialization

This specialization provides students with the skill sets, knowledge and competencies to become a leader in the area of curriculum design and teaching. The specialization will provide an in-depth review of current practices, research, and contemporary teaching issues.

EdS Courses for CT Specialization – 18 credit hours

Select 6 courses from the following:

CT7000-8	Developing Instructional Strategies and Curriculum
CT7001-8	The Role of the Teacher Practitioner
CT7002-8	Identifying and Maximizing Learning/Teaching Styles
CT7003-8	Teaching and Learning Foundations
CT7004-8	Language and Literacy Education
CT7005-8	Literacy: Focus on Curriculum
CT7007-8	Leadership for Student Achievement
CT7008-8	Evaluation of Instruction

Early Childhood Education (ECE) Specialization

The Education Specialist in Early Childhood Education program allows students to explore a broad spectrum of topics from growth and development, childhood literature, program administration, curriculum and assessment, and stakeholder partnerships. The specialization is designed with an emphasis on the development of skills in scientific inquiry and leadership. Students enrolled in this program will develop an understanding of theory related to the study of education in early childhood. Students will apply research findings in an informed manner and conduct applied research and program evaluation.

EdS Courses for ECE Specialization – 18 credit hours

Select 6 courses from the following:

ECE7001-8	Topics in Early Childhood Education
ECE7002-8	Topics in Early Childhood Growth, Development, and Educational Programs
ECE7003-8	Topics in Early Childhood Program Administration
ECE7005-8	Early Childhood Curriculum and Assessment
ECE7007-8	Early Childhood Literacy and Literature
ECE7009-8	Families, Communities, and Schools as Partners in Early Childhood Education
CT7004-8	Language and Literacy Education
CT7005-8	Literacy: Focus on Curriculum

Educational Leadership (EDL) Specialization

Education is the foundation on which a modern society is built. This specialization prepares the student to address management and leadership issues in education and guide others through training, excellence in teaching, research and service. This specialization provides the knowledge base to be a leader in the field of education.

EdS Courses for EDL Specialization – 18 credit hours

Select 6 courses from the following:

ED7004-8	School Law
ED7005-8	Language Arts and Reading
ED7008-8	Educating a Diversity of Students
ED7012-8	Educational Leadership
ED7013-8	Financial Issues in Schools
ED7015-8	Safety Issues for Educators
ED7016-8	Supervision and Leadership in Schools
ED7022-8	Policies and Practices in Leadership
ED7030-8	Development of Organizational Leadership

E-Learning (EL) Specialization

This specialization integrates curriculum development, instructional design and course delivery using technology and online learning management systems. The specialization focuses on providing a knowledge base of current research for the planning and implementation of teaching and delivery modalities using instructional design methodologies incorporating educational media.

EdS Courses for EL Specialization – 18 credit hours

Select 6 courses from the following:

EL7001-8	Principles and Practices in E-Learning
EL7002-8	E-Learning Instructional Strategies
EL7003-8	Instructional Design and E-Learning Activities
EL7004-8	The Online Learner
EL7006-8	Facilitating Adult Learning Online
EL7007-8	Ethical and Legal Issues in an Online Course

EL7008-8	Online Learning Communities in an Online Course
EL7010-8	Online Learning for K12 Students
ED7008-8	Educating a Diversity of Students

English Second Language (ESL) Specialization

The pedagogy of language acquisition is of extreme importance in today's classrooms and businesses. This specialization provides the knowledge base to build successful programs to enhance the learning of the English language, to assess skills of diverse students and to design instruction with bilingual materials. A practicum is possible for this level of study in English as a Second Language. (Note: students seeking ESL certification should verify with appropriate state officials that this specialization meets applicable certification requirements.)

EdS Courses for ESL Specialization – 18 credit hours

Select 6 courses from the following:

ESL7001-8	Instructional Practices
ESL7002-8	Cultural Diversity
ESL7003-8	Evaluation of Diverse Students
ESL7004-8	Bilingual Instructional Methods
ESL7005-8	Developing Curriculum for ESL Students
ESL7007-8	Second Language Foundations
ESL7010-8	Practicum

Global Training and Development (GTD) Specialization

The graduates from Global Training and Development are tomorrow's leaders in the field of training. The coursework entails theoretical and practical information from the areas of organizational leadership, human resources, and adult education as well as a series of research courses in which strategies are changed, reviewed, and prioritized for future effectiveness. The specialization emphasizes systemic leadership and organizational capacity.

EdS Courses for GTD Specialization – 18 credit hours

Select 6 courses from the following:

GTD7000-8	Human Performance: Paradigms and Possibilities
GTD7005-8	Strategic Links for Successful Global Training
GTD7007-8	The Role of Technology in the Global Training Marketplace
GTD7011-8	Best Practices for Training and Presenting to International Audiences
GTD7013-8	Evaluating Training Programs
GTD7019-8	Trainer as Consultant in the Global Marketplace
ED7017-8	Systems Dynamics
ED7030-8	Development of Organizational Leadership

Instructional Leadership (IL) Specialization

Leaders are needed to assist school districts and state educational boards with improvement of instructional capacities in our schools. This specialization provides a strong background in the supervision of instruction and the ability to assess and interpret data. The specialization focuses on instructional improvements and reform to enhance student achievement.

EdS Courses for IL Specialization – 18 credit hours

Select 6 courses from the following:

IL7000-8	The Culture of Learning
IL7001-8	Leader as Advocate and Decision Maker
IL7002-8	Leader as Community Advocate
ED7014-8	Practices in School Organization

ED7016-8	Supervision and Leadership in Schools
ED7035-8	Curriculum Supervision
ED7030-8	Development of Organizational Leadership
ED7036-8	Innovation for Change

International Education (IE) Specialization

Today, leaders are needed who are trained with the skills and practical knowledge required to work effectively within the context of global economic, political, cultural, community influences in education. These same leaders must be aware of global trends and issues in the field of education, recognize the various dimensions of educational interventions and be able to analyze the implications for students nationally and internationally. Additionally, students in this specialization analyze the roles and approaches of international, comparative, and educational practicum.

EdS Courses for IE Specialization – 18 credit hours

Select 6 courses from the following:

IE7001-8	Introduction to Global and Comparative Education
IE7003-8	Culture, Society and Education in Comparative Perspective
IE7005-8	International Organizations in Global Education
IE7009-8	Education in Conflict and Emergencies
IE7013-8	Globalization and Educational Change
IE7007-8	International Education Leadership
IE7017-8	International Education Concepts and Theory
IE7021-8	Global Perspective on Ethical Issues

Leadership in Higher Education (LHE) Specialization

The program provides knowledge in educational leadership research, theory and practices applicable to higher education. Action or applied research is conducted to identify future directions of national and global higher education leadership.

EdS Courses for LHE Specialization – 18 credit hours

Select 6 courses from the following:

LHE7004-8	Organization & Governance of Higher Education
LHE7005-8	Legal Issues in Higher Education
LHE7006-8	Student Affairs Leadership
LHE7007-8	Strategic Enrollment Leadership
LHE7008-8	Higher Education Finance
LHE7010-8	Current Trends & Topics in Higher Education
LHE7011-8	Foundations of Higher Education Leadership
LHE7012-8	Strategic Planning & Institutional Effectiveness in Higher Education
LHE7013-8	Community College Curriculum and Program Development
LHE7014-8	Introduction to the Community College

Organizational Leadership (OL) Specialization

Designed for professionals aspiring towards leadership roles in education, corporate, government, or community organizations, this specialization equips students with the tools necessary to make things happen in any organization. This specialization concentrates on the strategies to forge alliances, build confidence, and inspire a shared vision. This curriculum is grounded in applied research and provides exploration of issues and resolutions in contemporary organizations.

EdS Specialization Courses for OL Specialization– 18 credit hours

Select 6 courses from the following:

OL7100-8	Conflict Resolution and Mediation
OL7101-8	Building Organizational Capacity
OL7102-8	Leadership Ethics to Attain Organizational Excellence
OL7103-8	Theory and Practice of Organizational Leadership
OL7104-8	Leadership in Nonprofit Organizations
OL7105-8	Leadership in Organizational Change

Special Education (SE) Specialization

The program is designed for students who work with gifted and disabled students in a variety of settings. The course offerings in this specialization cover a wide spectrum of issues related to individuals with disabilities, including the development and characteristics of students, learning differences, and instructional strategies to address the needs of these students. Additionally, the specialization will provide the skills to plan, assess, and deliver instruction to students with mental, physical, behavioral, learning disabilities, and the gifted student.

EdS Courses for Special Education Specialization – 18 credit hours

Select 6 courses from the following:

SE7000-8	Introduction to the Exceptional Student
SE7001-8	Assessment in Special Education
SE7002-8	Characteristics of Learning Disabled Students
SE7003-8	Emotionally Disabled Student
SE7004-8	Developing Curriculum for the Mentally Disabled
SE7005-8	Law in Special Education

SE7006-8	Teaching Strategies in Special Education
SE7007-8	Managing the Exceptional Student

Sports Management (SM) Specialization

The Education Specialist degree with a specialization in Sports Management provides educators with leadership expertise in this growing field. The program is designed to allow students the ability to increase their understanding of the field of Sports Management through practical application and doctoral research on the influences that impact sports and athletics. The program includes a combination of science-based academics, research methods, and real-world experience with an emphasis on the ever-changing financial, legal, political, and marketing concerns within the sports industry.

EdS Courses for Sports Management Specialization – 18 credit hours.

Select 6 courses from the following:

SM7100-8	Development of Human Resource Strategies in Intercollegiate Athletics
SM7103-8	Intercollegiate Sports Governance
SM7106-8	Legal Aspects of Equity in Intercollegiate Athletics
SM7109-8	Sports Compliance
SM7112-8	Advising the Student Athlete
LHE7006-8	Student Affairs Leadership
LHE7011-8	Foundations of Higher Education Leadership

Doctor of Education

The EdD program attracts innovative self-starters who have leadership responsibility to provide learning and training for individuals in colleges, PK-12 schools, proprietary organizations, private, non-profit, and public organizations, or the military. This doctoral degree program emphasizes the application of theoretical knowledge and research to advance practice within a field of study. Students will gain the knowledge, skills, and dispositions to make informed, ethical decisions, develop solutions, and communicate

ideas to diverse stakeholders addressing current educational, organizational, and societal issues.

Program Learning Outcomes

1. Develop leadership skills to support educational practices across diverse instructional and organizational settings.
2. Analyze educational theories and research supporting diverse instructional practices.
3. Analyze professional skills, dispositions, and technology options for leading and educating diverse groups.
4. Communicate with diverse audiences about educational theories, research, and practices.
5. Evaluate evidence-based solutions for addressing educational, organizational, and societal issues.

General Degree Requirements

The EdD Program may be completed in 54 credits. Additional credit hours may be allowed as needed to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Completion Period for Doctoral Degrees

Northcentral University allows 7 years to complete all doctoral programs of 60 credits or less.

Northcentral University may accept a maximum of 12 semester credit hours in transfer toward the doctoral degree for graduate coursework completed toward a non-conferred doctoral degree at an accredited college or university with a grade of "B" or better. Transfer credit is only awarded for course work that is evaluated to be substantially equivalent in content with the required course work for the EdD program.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 83 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our

academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 40 months.

Certification and Licensing

The School of Education serves educational leaders by providing online graduate studies in education to reach worldwide populations. The EdD program is designed to reach national and international markets and does not purport to provide licensure or certification in any particular state or country.

Doctor of Education (EdD) Degree Requirements

Individuals with a previously completed master's degree will meet the basis of admission to the Doctor of Education Program.

Doctoral courses are comprised of methods, the comprehensive exam course, and the dissertation with a Grade Point Average of 3.00 (B) or higher.

EdD students must demonstrate competency in specific subject areas prior to enrolling in any of the specialization or elective courses.

Doctoral Dissertation Process

The School of Education has developed a logical step-by-step process that assists in completing an EdD applied research dissertation. Northcentral University provides a detailed EdD Dissertation Handbook that explains the process and Northcentral University's dissertation support structure. The EdD doctoral research courses, the comprehensive course and the dissertation courses are specifically designed to guide students through the process.

The dissertation is the capstone academic achievement of the EdD. The EdD dissertation is applied, project based and results in a product designed to produce appreciable improvements in the student's school or organization and must also impact the student's leadership growth. Although applied and project based, the EdD dissertation is a scholarly document. To earn the EdD degree, the student must demonstrate the ability, drive, and determination; and Northcentral University will provide the faculty, the academic support and process to assist in the attainment of high academic goals.

The School of Education offers students the opportunity to pursue an area of specialization within a degree program. Students who complete at least 18 semester credit hours in a specific specialization may elect to have the specialization recorded on their transcript and diploma.

Northcentral University recognizes that each student is unique, and therefore evaluates each application based not only on what courses or program of study a student has accomplished previously, but takes into consideration which specialization is being pursued at Northcentral University and their current and future professional goals.

Course Length

Existing EdD students may opt to switch to eight-week courses by contacting their Academic Advisor. Once existing EdD students have opted for eight-week courses, they must receive approval from the Office of the Dean to switch back to a program of 12-week courses. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

Doctoral Course Sequence

All foundation competency courses, specialization courses, and method coursework must be completed prior to students entering into the Comprehensive Examination. Upon successful completion of the Doctoral Comprehensive Examination, students become official Doctoral Candidates and may move onward to the dissertation coursework which is completed sequentially.

The EdD is applied research. The research does not have the same stringency test for originality as a Doctor of Philosophy degree. An Oral Presentation of the EdD dissertation is required.

Credit Hours - The EdD program may be completed in 54 credits. Additional credit hours may be allowed as needed to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Basis of Admission - In order to enter the doctoral (EdD) program, applicants must have earned a master's degree from an accredited university. Please note, in addition to general requirements for admission to an Ed.D program, applicants to the Ed.D program with specialization in **Nursing Education** must provide a copy of the a valid and active RN license from the United States.

All EdD specializations require the following courses:

Click on the course name for description, click again to close.

EdD Required Basic Foundation Courses – 6 credit hours

EDU7101-8	Foundations for Graduate Study in Education (This course will be taken as the first course)
EDU7001-8	Advanced Scholarly Writing

The EdD in Education requires two Foundation Courses, five Specialization, five research courses and one Statistical course for a total of 39 credit hours.

	Specialization Course 1
EDR7100	Scholarly Literature Review
EDR7103	Research Methods
	Specialization Course 2
EDR7101	Statistics 1
	Specialization Course 3
EDR7104	Introduction to Measurement
	Specialization Course 4
EDR7105 or EDR7106	Advanced Qualitative Design and Measurement Advanced Quantitative Design and Measurement
	Specialization Course 5
EDR7109 or EDR7110 or EDR7111 or EDR7112	Mixed Methods Research Program Evaluation Case Study Action Research

*EDR7102 Statistics II is available for EdD students as an elective course in addition to the prescribed degree plan.

Doctoral Comprehensive Examination (EdD) - 3 credit hours

CMP9400E	Doctoral Comprehensive Examination

Dissertation Courses - 12 credit hours

DIS9401E	Doctoral Dissertation Research I*
DIS9402E	Doctoral Dissertation Research II*
DIS9403E	Doctoral Dissertation Research III*
DIS9404E	Doctoral Dissertation Research IV*

*Dissertation Research - A minimum of four dissertation research courses must be completed in order to complete the program.

Doctor of Education (EdD) Specializations

The Doctor of Education (EdD) program emphasizes an applied, project based approach to development of appreciable improvements in the body of educational practice. The EdD attracts individuals who are primarily professional administrators either at the PK-12 level or the higher education level. (Deans, enrollment managers, superintendents, principals, teacher leaders, and education faculty who primarily teach - not do research, educational consultants, trainers in organizations). EdD research focuses on solving a problem in the workplace or in the professional field of education and results in a dissertation, but also produces a "product" or solution. This degree is also intended to help students increase their own workplace Leadership Skills. For EdD students, all the statistics they will need is embedded into the Research Courses. An oral presentation of the dissertation is required. Specializations are offered in the following areas:

- Curriculum and Teaching
- Early Childhood Education
- Educational Leadership
- E-Learning
- English Second Language
- General Education
- Global Training and Development
- Instructional Leadership
- International Education
- Leadership in Higher Education
- Nursing Education
- Organizational Leadership

- Special Education
- Sports Management

In the Doctor of Education, specializations such as Curriculum and Teaching (CT), Early Childhood Education (ECE), Educational Leadership (EL), English Second Language (ESOL), Instructional Leadership (IL), Special Education (SE), and Sports Management (SM) have a curriculum focused on the PK-12 environment.

*Please note these Doctoral level PK-12 specializations are not accredited by the Teacher Education Accreditation Council (TEAC).

Specialization Selections for the Doctor of Education Degree Program (EdD)

Curriculum and Teaching (CT) Specialization

This specialization provides students with the skill sets, knowledge and competencies to become a leader in the area of curriculum design and teaching. The specialization will provide an in-depth review of current practices, research, and contemporary teaching issues.

EdD Courses for CT Specialization – 15 credit hours

Select 5 courses from the following:

CT7000-8	Developing Instructional Strategies and Curriculum
CT7001-8	The Role of the Teacher Practitioner
CT7002-8	Identifying and Maximizing Learning/Teaching Styles
CT7003-8	Teaching and Learning Foundations
CT7004-8	Language and Literacy Education
CT7005-8	Literacy: Focus on Curriculum
CT7007-8	Leadership for Student Achievement
CT7008-8	Evaluation of Instruction

Early Childhood Education (ECE) Specialization

The Doctor of Education in Early Childhood Education program allows students to explore a broad spectrum of topics from growth and development, childhood literature,

program administration, curriculum and assessment, and stakeholder partnerships. The specialization is designed with an emphasis on the development of skills in scientific inquiry and leadership. Students enrolled in this program will develop an understanding of theory related to the study of education in early childhood. Students will apply research findings in an informed manner and conduct applied research and program evaluation.

EdD Courses for ECE Specialization – 15 credit hours

Select 5 courses from the following:

ECE7001-8	Topics in Early Childhood Education
ECE7002-8	Topics in Early Childhood Growth, Development, and Educational Programs
ECE7003-8	Topics in Early Childhood Program Administration
ECE7005-8	Early Childhood Curriculum and Assessment
ECE7007-8	Early Childhood Literacy and Literature
ECE7009-8	Families, Communities, and Schools as Partners in Early Childhood Education
CT7004-8	Language and Literacy Education
CT7005-8	Literacy: Focus on Curriculum

Educational Leadership (EDL) Specialization

Education is the foundation on which a modern society is built. This specialization prepares the student to address management and leadership issues in education and guide others through training, excellence in teaching, research and service. This specialization provides the knowledge base to be a leader in the field of education.

EdD Courses for EDL Specialization – 15 credit hours

Select 5 courses from the following:

ED7004-8	School Law

ED7005-8	Language Arts and Reading
ED7008-8	Educating a Diversity of Students
ED7012-8	Educational Leadership
ED7013-8	Financial Issues in Schools
ED7015-8	Safety Issues for Educators
ED7016-8	Supervision and Leadership in Schools
ED7022-8	Policies and Practices in Leadership
ED7030-8	Development of Organizational Leadership

E-Learning (EL) Specialization

This specialization integrates curriculum development, instructional design and course delivery using technology and online learning management systems. The specialization focuses on providing a knowledge base of current research for the planning and implementation of teaching and delivery modalities using instructional design methodologies incorporating educational media.

EdD Courses for EL Specialization – 15 credit hours

Select 5 courses from the following:

EL7001-8	Principles and Practices in E-Learning
EL7002-8	E-Learning Instructional Strategies
EL7003-8	Instructional Design and E-Learning Activities
EL7004-8	The Online Learner
EL7006-8	Facilitating Adult Learning Online
EL7007-8	Ethical and Legal Issues in an Online Course
EL7008-8	Online Learning Communities in an

	Online Course
EL7010-8	Online Learning for K12 Students

English Second Language (ESL) Specialization

The pedagogy of language acquisition is of extreme importance in today's classrooms and businesses. This specialization provides the knowledge base to build successful programs to enhance the learning of the English language, to assess skills of diverse students and to design instruction with bilingual materials. A practicum is possible for this level of study in English as a Second Language. (Note: students seeking ESL certification should verify with appropriate state officials that this specialization meets applicable certification requirements.)

EdD Courses for ESL Specialization – 15 credit hours

Select 5 courses from the following:

ESL7001-8	Instructional Practices
ESL7002-8	Cultural Diversity
ESL7003-8	Evaluation of Diverse Students
ESL7004-8	Bilingual Instructional Methods
ESL7005-8	Developing Curriculum for ESL Students
ESL7007-8	Second Language Foundations
ESL7010-8	Practicum

General Education Specialization

The General Education specialization allows students to select courses from a broad range of electives to fit their personal and professional goals.

Students must complete a minimum of 15 credit hours for the specialization in General Education. Students may take education courses at the 7000 or 8000 level including up to two courses from other fields (Psychology and/or Business) to fulfill their specialization requirements. Additional courses (i.e., more than two courses) from other disciplines may be considered to fill this requirement, with Dean approval.

Recommended Specialization Courses* - 15 credit hours

ED7004-8	School Law
ED7008-8	Educating a Diversity of Students
ED7012-8	Educational Leadership
ED7014-8	Practices in School Organization
ED7016-8	Supervision and Leadership in Schools

*Note: Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. Students are encouraged to choose their specialization courses based on personal and professional goals and to work with their Academic Advisor to revise their degree plan.

Global Training and Development (GTD) Specialization

The graduates from Global Training and Development are tomorrow's leaders in the field of training. The coursework entails theoretical and practical information from the areas of organizational leadership, human resources, and adult education as well as a series of research courses in which strategies are changed, reviewed, and prioritized for future effectiveness. The specialization emphasizes systemic leadership and organizational capacity.

EdD Courses for GTD Specialization – 15 credit hours

Select 5 courses from the following:

GTD7000-8	Human Performance: Paradigms and Possibilities
GTD7005-8	Strategic Links for Successful Global Training
GTD7007-8	The Role of Technology in the Global Training Marketplace
GTD7011-8	Best Practices for Training and Presenting to International Audiences
GTD7013-8	Evaluating Training Programs
GTD7019-8	Trainer as Consultant in the Global Marketplace

OL7101-8	Building Organizational Capacity
OL7100-8	Conflict Resolution and Mediation
ED7017-8	Systems Dynamics
OL7102-8	Leadership Ethics to Attain Organizational Excellence
ED7030-8	Development of Organizational Leadership

Instructional Leadership (IL) Specialization

Leaders are needed to assist school districts and state educational boards with improvement of instructional capacities in our schools. This specialization provides a strong background in the supervision of instruction and the ability to assess and interpret data. The specialization focuses on instructional improvements and reform to enhance student achievement.

EdD Courses for IL Specialization – 15 credit hours

Select 5 courses from the following:

IL7000-8	The Culture of Learning
IL7001-8	Leader as Advocate and Decision Maker
IL7002-8	Leader as Community Advocate
ED7014-8	Practices in School Organization
ED7016-8	Supervision and Leadership in Schools
ED7035-8	Curriculum Supervision
ED7030-8	Development of Organizational Leadership
ED7036-8	Innovation for Change

International Education (IE) Specialization

Today, leaders are needed who are trained with the skills and practical knowledge required to work effectively within the context of global economic, political, cultural, community influences in education. These same leaders must be aware of global trends and issues in the field of education, recognize the various dimensions of educational interventions and be able to analyze the implications for students nationally and internationally. Additionally, students in this specialization analyze the roles and approaches of international, comparative, and educational practicum.

EdD Courses for IE Specialization – 15 credit hours

Select 5 courses from the following:

IE7001-8	Introduction to Global and Comparative Education
IE7003-8	Culture, Society and Education in Comparative Perspective
IE7005-8	International Organizations in Global Education
IE7009-8	Education in Conflict and Emergencies
IE7013-8	Globalization and Educational Change
IE7007-8	International Education Leadership
IE7017-8	International Education Concepts and Theory
IE7021-8	Global Perspective on Ethical Issues

Leadership in Higher Education (LHE) Specialization

The program provides knowledge in educational leadership research, theory and practices applicable to higher education. Action or applied research is conducted to identify future directions of national and global higher education leadership.

EdD Courses for LHE Specialization – 15 credit hours

Select 5 courses from the following:

LHE7004-8	Organization & Governance of Higher Education

LHE7005-8	Legal Issues in Higher Education
LHE7006-8	Student Affairs Leadership
LHE7007-8	Strategic Enrollment Leadership
LHE7008-8	Higher Education Finance
LHE7010-8	Current Trends & Topics in Higher Education
LHE7011-8	Foundations of Higher Education Leadership
LHE7012-8	Strategic Planning & Institutional Effectiveness in Higher Education
LHE7013-8	Community College Curriculum and Program Development
LHE7014-8	Introduction to the Community College

Organizational Leadership (OL) Specialization

Designed for professionals aspiring towards leadership roles in education, corporate, government, or community organizations, this specialization equips students with the tools necessary to make things happen in any organization. This specialization concentrates on the strategies to forge alliances, build confidence, and inspire a shared vision. This curriculum is grounded in applied research and provides exploration of issues and resolutions in contemporary organizations.

EdD Specialization Courses for OL Specialization– 15 credit hours

Select 5 courses from the following:

OL7100-8	Conflict Resolution and Mediation
OL7101-8	Building Organizational Capacity
OL7102-8	Leadership Ethics to Attain Organizational Excellence
OL7103-8	Theory and Practice of Organizational Leadership

OL7104-8	Leadership in Nonprofit Organizations
OL7105-8	Leadership in Organizational Change

Nursing Education (NUR) Specialization

The School of Education at Northcentral University (NCU) is pleased to offer an online Doctor of Education (Ed.D.) in Nursing Education. NCU's exemplary reputation for instructional quality will provide a strong foundation for a doctoral experience that comprises opportunities to develop scholarship, conduct research, and enhance leadership skills for nursing educators. The principal mission of this program is to prepare nurse educators and leaders who will participate and support growth in nursing education. The recent shortage of nursing faculty has resulted in a scarcity of enrollment vacancies in U.S. nursing programs. It is this gap that NCU's Ed.D. in Nursing Education is designed to fill.

EdD Courses for Nursing Education Specialization – 15 credit hours

NUR7000-8	Nursing Education Theories and Concepts
NUR7001-8	Future of Nursing Education – Challenges for the Educational Leader
NUR7002-8	The Nurse as Educator
NUR7003-8	Evidenced Based Teaching in Nursing
NUR7004-8	Teaching with Technology in Nursing Education
NUR7005-8	Assessment and Evaluation in Nursing Education

Special Education (SE) Specialization

The program is designed for students who work with gifted and disabled students in a variety of settings. The course offerings in this specialization cover a wide spectrum of issues related to individuals with disabilities, including the development and characteristics of students, learning differences, and instructional strategies to address the needs of these students. Additionally, the specialization will provide the skills to plan, assess, and deliver instruction to students with mental, physical, behavioral, learning disabilities, and the gifted student.

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EdD Courses for Special Education Specialization – 15 credit hours

Select 5 courses from the following:

SE7000-8	Introduction to the Exceptional Student
SE7001-8	Assessment in Special Education
SE7002-8	Characteristics of Learning Disabled Students
SE7003-8	Emotionally Disabled Student
SE7004-8	Developing Curriculum for the Mentally Disabled
SE7005-8	Law in Special Education
SE7006-8	Teaching Strategies in Special Education
SE7007-8	Managing the Exceptional Student

Sports Management (SM) Specialization

The Doctor of Education degree with a specialization in Sports Management provides educators with leadership expertise in this growing field. The program is designed to allow students the ability to increase their understanding of the field of Sports Management through practical application and doctoral research on the influences that impact sports and athletics. The program includes a combination of science-based academics, research methods, and real-world experience with an emphasis on the ever-changing financial, legal, political, and marketing concerns within the sports industry.

EdD Courses for Sports Management Specialization – 15 credit hours.

Select 5 courses from the following:

SM7100-8	Development of Human Resource Strategies in Intercollegiate Athletics
SM7103-8	Intercollegiate Sports Governance
SM7106-8	Legal Aspects of Equity in Intercollegiate Athletics

SM7109-8	Sports Compliance
SM7112-8	Advising the Student Athlete
LHE7006-8	Student Affairs Leadership
LHE7011-8	Foundations of Higher Education Leadership

Doctor of Philosophy in Education

Description of Program

The PhD Program is suitable for innovative self-starters who want to combine a strong base of theoretical knowledge with a desire to conduct research in and about colleges, PK-12 schools, proprietary organizations, private, non-profit, and public organizations, or the military. This program prepares leaders to be critical consumers of information and use evidence-based research to inform and improve practice. Students will gain the knowledge, skills, and dispositions to make informed ethical decisions, develop solutions, and communicate ideas to diverse stakeholders, addressing, current educational, organizational, and societal issues.

Program Learning Outcomes

1. Develop knowledge of educational theories, research, and diverse instructional practices.
2. Communicate with diverse audiences about educational theories, research, and practices.
3. Develop evidence-based solutions addressing current educational, organizational, and societal issues.
4. Analyze professional skills, dispositions, and technology options for leading and educating diverse groups.
5. Conduct educational research that contributes to the body of knowledge specific to a discipline.

The PhD Research and Dissertation

The University has developed a logical step-by-step process that assists in completing the dissertation. Northcentral University provides a detailed Dissertation Handbook that explains the process and Northcentral University's dissertation support structure.

The PhD doctoral research courses, the PhD comprehensive course and the PhD dissertation courses are specifically designed as a guide through the process in an orderly and meaningful fashion and lead to the oral defense.

The dissertation is the capstone academic achievement of the PhD. The PhD dissertation is a scholarly documentation of the research. To earn the PhD the student must demonstrate the ability, motivation, and commitment and Northcentral University will provide the faculty, the academic support and process to assist with the attainment of high academic goals.

The PhD research is aimed at contributing to the body of research knowledge - either new research or adding to research already studied in the field. PhD students take EDR8101 – Applied Statistics and EDR8102, Advanced Statistical Methods as part of their program of study. There is also an oral defense.

General Degree Requirements

The PhD Program may be completed in 60 semester credit hours. Additional credit hours may be allowed as needed to complete dissertation research in alignment with the Satisfactory Academic Progress (SAP) and Academic Maximum Time Frame policies. Students who do not complete their program within these requirements may be dismissed.

Completion Period for Doctoral Degrees

Northcentral University allows 7 years to complete all doctoral programs of 60 credits or less.

Northcentral University may accept a maximum of 12 semester credit hours in transfer toward the doctoral degree for graduate coursework completed toward a non-conferred doctoral degree at an accredited college or university with a grade of "B" or better. Transfer credit is only awarded for course work that is evaluated to be substantially equivalent in content with the required course work for the PhD program.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 82 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now

designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 45 months.

Certification and Licensing

The School of Education serves educational leaders by providing online graduate studies in education to reach worldwide populations. The PhD program is designed to reach national and international markets and does not purport to provide licensure or certification in any particular state or country.

Course Length

As of August 1st, 2011, all new students enrolling in the Education PhD program are automatically enrolled in courses that are eight weeks in length. Students whose PhD program was in progress as of August 1st, 2011 will continue to be enrolled in courses that are twelve weeks in length. These existing PhD students may opt to switch to eight-week courses by contacting their Academic Advisor. Once existing PhD students have opted for eight-week courses, they must receive approval from the Office of the Dean to switch back to a program of 12-week courses. All eight-week courses are indicated by a "-8" (dash eight) at the end of the course code.

PhD Degree Requirements

Admission to the Doctorate programs requires a master's degree from an accredited institution.

PhD students are required to demonstrate competency in specific subject areas prior to enrolling in any of the specialization or elective courses.

Foundational Competencies for PhD Program

- **Graduate Level Statistics Competency** - PhD students are required to complete a Statistics I Course, EDR8101, and Statistics II, EDR8102.

- **Competency in Research Writing Skill**s - PhD students are required to show competency in writing skills for research purposes through their Northcentral University graduate coursework before being assigned to any dissertation courses. Students will be required to take EDU8001, Advanced Scholarly Writing, to improve APA formatting skills and to address advanced writing and research skills.

- **Computer Competency** - PhD students are required to use appropriate computer skills that are necessary in writing a dissertation. Students must be able to prepare documents using advanced word processing skills (e.g., creation of tables and figures, headers and footers, page breaks, tables of contents, hanging indents, etc.). In addition, students need to use computer programs for

the statistical analysis and presentation of data (e.g., Excel, SPSS). The oral defense normally requires a computer-based presentation by the candidate (e.g., a Power Point presentation).

Doctoral Dissertation Process

Faculty guide each Northcentral University Doctoral student to reach this high goal through a systematic process leading to a high-quality completed dissertation. A PhD dissertation is a scholarly documentation of research that makes an original contribution to the field of study. This process requires care in choosing a topic, documenting its importance, planning the methodology, and conducting the research. These activities lead smoothly into the writing and oral presentation of the dissertation.

A doctoral candidate must be continuously enrolled throughout the series of dissertation courses. If additional time is required to complete any of the dissertation courses, students must re-enroll and pay the tuition for that course. Continuous enrollment will only be permitted when students demonstrate progress toward completing dissertation requirements. The Dissertation Committee determines progress.

PhD Doctoral Course Sequence

Credit Hours - The PhD program may be completed with a minimum of 60 credits. Additional credit hours may be allowed as needed to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Basis of Admission - In order to enter the doctoral (PhD) program, applicants must have earned a master's degree from an accredited university.

The PhD in Education requires the following courses for every specialization:

Click on the course name for description, click again to close.

Required Foundational Courses must be taken first and in sequence.

PhD Required Basic Foundation Courses – 6 credit hours

EDU8000-8	Foundations for Doctoral Study in Education (This course will be taken as the first course)
EDU8001-8	Advanced Scholarly Writing

The PhD in Education requires two Foundation courses, six Specialization courses, five Research courses, and two Statistics courses for a total of 45 credit hours.

	Specialization Course 1
EDR8100	Scholarly Literature Review
EDR8103	Research Methods
	Specialization Course 2
EDR8101	Statistics I
	Specialization Course 3
EDR8102	Statistics II
EDR8104	Introduction to Measurement
	Specialization Course 4
	Specialization Course 5
EDR8105 or EDR8106	Advanced Qualitative Design and Measurement Advanced Quantitative Design and Measurement
	Specialization Course 6
EDR8109 or EDR8110 or EDR8111 or EDR8112	Mixed Methods Research Program Evaluation Case Study Action Research

Doctoral Comprehensive Examination (PhD) - 3 credit hours

**Dissertation Courses - 12 credit hours

CMP9500E	Doctoral Comprehensive Examination
DIS9501E	PhD Doctoral Dissertation
DIS9502E	PhD Doctoral Dissertation

DIS9503E	PhD Doctoral Dissertation
DIS9504E	PhD Doctoral Dissertation

**Dissertation Research - A minimum of four dissertation research courses must be completed in order to complete the program.

Doctor of Philosophy in Education Degree Program (PhD) Specializations

The PhD degree in Education focuses on enhancing the body of knowledge of education. The PhD is intended for the student who wishes to primarily teach in higher education, conduct educational research or work in the area of educational research (full time faculty dedicated to teaching AND research, institutional researchers, etc.) The PhD research is aimed at contributing to the body of research knowledge - either new research or adding to research already completed in the field.

PhD students may select from the following specializations

- Curriculum and Teaching
- Early Childhood Education
- Educational Leadership
- E-Learning
- English Second Language
- Global Training and Develop
- International Education
- Instructional Leadership
- Leadership in Higher Education
- Organizational Leadership
- Special Education
- Sports Management

Specialization areas for the Doctor of Philosophy in Education Degree Program (PhD)

Curriculum and Teaching (CT) Specialization

Education is the foundation on which modern society is built. This specialization provides students with the skill sets, knowledge and competencies to become a leader in the area of curriculum design and teaching. The specialization will provide an in-depth review of current practices, research, and contemporary teaching issues.

PhD Specialization Courses in the CT Specialization – 18 credit hours

Select 6 courses from the following:

CT7000-8	Developing Instructional Strategies and Curriculum
CT7001-8	The Role of the Teacher Practitioner
CT7002-8	Identifying and Maximizing Learning/Teaching Styles
CT7003-8	Teaching and Learning Foundations
CT7004-8	Language and Literacy Education
CT7005-8	Literacy: Focus on Curriculum
CT7007-8	Leadership for Student Achievement
CT7008-8	Evaluation of Instruction

Early Childhood Education (ECE) Specialization

The Doctor of Philosophy in Education in Early Childhood Education program is designed to prepare students for positions of leadership in schools, higher education organizations, and research settings. The program is competency-based, with specific emphasis on research and teaching across a broad spectrum of topics from childhood development, literature, program administration, curriculum and assessment, and stakeholder partnerships. The specialization is designed to promote an understanding of the breadth and depth of early childhood education research, curriculum, and policy. In addition, throughout the program, students will apply scientific findings and conduct theory-based research applicable to this field.

PhD Courses for ECE Specialization – 18 credit hours

Select 6 courses from the following:

ECE7001-8	Topics in Early Childhood Education
ECE7002-8	Topics in Early Childhood Growth, Development, and Educational Programs
ECE7003-8	Topics in Early Childhood Program Administration

ECE7005-8	Early Childhood Curriculum and Assessment
ECE7007-8	Early Childhood Literacy and Literature
ECE7009-8	Families, Communities, and Schools as Partners in Early Childhood Education
CT7004-8	Language and Literacy Education
CT7005-8	Literacy: Focus on Curriculum

Educational Leadership (EDL) Specialization

Education is the foundation on which modern society is built. This specialization prepares the student to address management and leadership issues in education and guide others through training, excellence in teaching, research and service. This specialization provides the knowledge base to be a leader in the field of education, facilitated by research and analysis.

PhD Specialization courses in EDL Specialization – 18 credit hours

Select 6 courses from the following:

ED7004-8	School Law
ED7005-8	Language Arts and Reading
ED7008-8	Educating a Diversity of Students
ED7012-8	Educational Leadership
ED7013-8	Financial Issues in Schools
ED7014-8	Practices in School Organization
ED7015-8	Safety Issues for Educators
ED7022-8	Policies and Practices in Leadership
ED7030-8	Development of Organizational Leadership

E-Learning (EL) Specialization

This specialization integrates curriculum development, instructional design and course delivery using technology and online learning management systems. The specialization focuses on providing a knowledge base through current research and analysis of the planning and implementation of teaching and delivery modalities. Coursework focuses on instructional design methodologies incorporating educational media.

PhD Courses in EL Specialization– 18 credit hours

Select 6 courses from the following:

EL7001-8	Principles and Practices in E-Learning
EL7002-8	E-Learning Instructional Strategies
EL7003-8	Instructional Design and E-Learning Activities
EL7004-8	The Online Learner
EL7006-8	Facilitating Adult Learning Online
EL7007-8	Ethical and Legal Issues in an Online Course
EL7008-8	Online Learning Communities in an Online Course
EL7010-8	Online Learning for K12 Students

English Second Language (ESL) Specialization

The pedagogy of language acquisition is of extreme importance in today's classrooms and businesses. This specialization provides the knowledge base to build successful programs to enhance the learning of the English language, to assess skills of diverse students and to design instruction with bilingual materials. Research and current analysis of ESL and ESL theory provides the basis for the assessment and design process. (Note: students seeking ESL certification should verify with appropriate state officials that this specialization meets applicable certification requirements.)

PhD Specialization Courses for ESL Specialization – 18 credit hours

Select 6 courses from the following:

ESL7001-8	Instructional Practices

ESL7002-8	Cultural Diversity
ESL7003-8	Evaluation of Diverse Students
ESL7004-8	Bilingual Instructional Methods
ESL7005-8	Developing Curriculum for ESL Students
ESL7007-8	Second Language Foundations
ESL7010-8	Practicum for ESL/Bilingual-Bicultural Education

Global Training and Development (GTD) Specialization

This specialization educates leaders in the field of training and development. The coursework entails theoretical and practical information from the areas of organizational leadership, human resources, and adult education as well as a series of research courses in which strategies are changed, reviewed, and prioritized for future effectiveness. The specialization emphasizes systemic leadership and organizational capacity, verified through research and analysis of contemporary theory and practice.

PhD Courses in GTD Specialization – 18 credit hours

Select 6 courses from the following:

GTD7000-8	Human Performance: Paradigms and Possibilities
GTD7005-8	Strategic Links for Successful Global Training
GTD7007-8	The Role of Technology in the Global Training Marketplace
GTD7011-8	Best Practices for Training and Presenting to International Audiences
GTD7013-8	Evaluating Training Programs
GTD7019-8	Trainer as Consultant in the Global Marketplace
ED7017-8	Systems Dynamics

ED7030-8	Development of Organizational Leadership

Instructional Leadership (IL) Specialization

The program provides knowledge in educational leadership research, theory and practices applicable to higher education. Research and analysis is conducted to identify future directions of national and global higher education focused on educational change through policy development and educational reform.

PhD Specialization courses in IL Specialization – 18 credit hours

Select 6 courses from the following:

IL7000-8	The Culture of Learning
IL7001-8	Leader as Advocate and Decision Maker
IL7002-8	Leader as Community Advocate
CT7000-8	Developing Instructional Strategies and Curriculum
CT7007-8	Leadership for Student Achievement
ED7014-8	Practices in School Organization
ED7016-8	Supervision and Leadership in Schools
ED7035-8	Curriculum Supervision
ED7030-8	Development of Organizational Leadership
ED7036-8	Innovation for Change

International Education (IE) Specialization

Leaders are needed who are trained with the skills and practical knowledge required to work effectively within the context of global economic, political, cultural, community influences in education. These same leaders must be aware of global trends and issues in the field of education, recognize the various dimensions of educational interventions and be able to analyze the implications for students nationally and internationally.

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Additionally, students in this specialization analyze the roles and approaches of international, comparative, and educational practicum.

PhD Courses for IE Specialization – 18 credit hours

Select 6 courses from the following:

IE7001-8	Introduction to Global and Comparative Education
IE7003-8	Culture, Society and Education in Comparative Perspective
IE7005-8	International Organizations in Global Education
IE7009-8	Education in Conflict and Emergencies
IE7013-8	Globalization and Educational Change
IE7007-8	International Education Leadership
IE7017-8	International Education Concepts and Theory
IE7021-8	Global Perspective on Ethical Issues

Leadership in Higher Education (LHE) Specialization

The program provides knowledge in educational leadership research, theory and practices applicable to higher education. Research and analysis is conducted to identify future directions of national and global higher education focused on educational change through policy development and educational reform.

PhD Specialization Courses in LHE Specialization – 18 credit hours

Select 6 courses from the following:

LHE7004-8	Organization & Governance of Higher Education
LHE7005-8	Legal Issues in Higher Education
LHE7006-8	Student Affairs Leadership

LHE7007-8	Strategic Enrollment Leadership
LHE7008-8	Higher Education Finance
LHE7010-8	Current Trends & Topics in Higher Education
LHE7011-8	Foundations of Higher Education Leadership
LHE7012-8	Strategic Planning & Institutional Effectiveness in Higher Education
LHE7013-8	Community College Curriculum and Program Development
LHE7014-8	Introduction to the Community College

Organizational Leadership (OL) Specialization

Designed for professionals aspiring towards leadership roles in education, corporate, government, or community organizations, this specialization equips students with the tools necessary to make things happen in any organization. This specialization concentrates on the strategies to forge alliances, build confidence, and inspire a shared vision. This curriculum is based in applied research, providing exploration of issues and resolutions in contemporary organizations and the opportunity to contribute new knowledge in the field.

PhD Specialization Courses in OL Specialization – 18 credit hours

Select 6 courses from the following:

OL7100-8	Conflict Resolution and Mediation
OL7101-8	Building Organizational Capacity
OL7102-8	Leadership Ethics to Attain Organizational Excellence
OL7103-8	Theory and Practice of Organizational Leadership
OL7104-8	Leadership in Nonprofit Organizations

OL7105-8	Leadership in Organizational Change

Special Education (SE) Specialization

The program is designed for students who work with gifted and disabled students in a variety of settings. The course offerings in this specialization cover a wide spectrum of issues related to individuals with disabilities, including the development and characteristics of students, learning differences, and instructional strategies to address the needs of these students. Additionally, the specialization will provide the skills to plan, assess, and deliver instruction to students with mental, physical, behavioral, learning disabilities, and the gifted student, using analysis of contemporary research.

PhD Specialization Courses in Special Education Specialization – 18 credit hours

Select 6 courses from the following:

SE7000-8	Introduction to the Exceptional Student
SE7001-8	Assessment in Special Education
SE7002-8	Characteristics of Learning Disabled Students
SE7003-8	Emotionally Disabled Student
SE7004-8	Developing Curriculum for the Mentally Disabled
SE7005-8	Law in Special Education
SE7006-8	Teaching Strategies in Special Education
SE7007-8	Managing the Exceptional Student
SE7008-8	Language Disabilities
SE7009-8	Transitioning the Exceptional Student

Sports Management (SM) Specialization

The Doctor of Philosophy in Sports Management is a rigorous, research-based degree program requiring students to apply educational concepts and management principles in the planning, organizing, leading, and directing of sports and athletics. Emphasis is

placed on the production, facilitation, promotion, and organization of sport products and services. Because this growing field requires scholar-practitioners with proficiency across a wide range of skills, the curriculum allows for a multifaceted exploration aligned with industry standards. In this program, students will further their knowledge of competencies in athletic administration and coaching; explore working problems within the profession to discern solutions; and build an understanding of educational theories related to this field.

PhD Courses for Sports Management Specialization – 18 credit hours

Select 6 courses from the following:

SM7100-8	Development of Human Resource Strategies in Intercollegiate Athletics
SM7103-8	Intercollegiate Sports Governance
SM7106-8	Legal Aspects of Equity in Intercollegiate Athletics
SM7109-8	Sports Compliance
SM7112-8	Advising the Student Athlete
LHE7006-8	Student Affairs Leadership
LHE7011-8	Foundations of Higher Education Leadership

13 - SCHOOL OF SOCIAL AND BEHAVIORAL SCIENCES

Mission Statement

The School of Social and Behavioral Sciences (SSBS) provides students throughout the world with accessible education opportunities to acquire the knowledge, skills, and values integral to professionals within the social and behavioral sciences.

Vision Statement

The vision of the School of Social and Behavioral Sciences is to unite a diverse community of faculty and students to improve the human condition and experience through research and practice.

Goals

The goal of the School of Social and Behavioral Sciences is to help students achieve expertise in understanding and applying theory, research, communication, cultural competency, ethics and practical skills.

Department of Marriage and Family Sciences

Mission Statement

The mission of the Northcentral University Department of Marriage and Family Sciences is to provide personalized educational opportunities to students throughout the world that will allow them to acquire the knowledge, skills, and values integral to professional practice within the marriage and family sciences.

Vision Statement

The vision of the Northcentral University Department of Marriage and Family Sciences is to unite a diverse community of faculty, staff, and students to improve the human condition through research and practice.

Department Goals

The Northcentral University Department of Marriage and Family Sciences promotes the development of:

- Expertise in discipline-specific models and theories
- Ethical professionals
- Commitment to affirm and advance diversity
- Research competency
- Practical skills that positively impact individuals, families, and communities

Post-Baccalaureate Certificate

Description of Program

The Post-Baccalaureate Certificate in MFT program is designed for students who have completed their bachelor's degree and are seeking academic expertise or to meet state-level requirements for licensure through a graduate level certificate program. In order to earn a Post-Baccalaureate Certificate, students must complete four courses (a total of 12 credit hours) within the chosen Post-Baccalaureate Certificate program. There are four recommended courses for this certificate program, however, students can customize this certificate program as described below. Students must complete all four NCU courses with a cumulative GPA of 3.0 or better in order to receive the certificate.

Basis of Admissions

Admission to a Northcentral University Post-Bachelor's Certificate program requires a conferred bachelor's level or higher degree from a regionally or nationally accredited academic institution.

Post-Baccalaureate Transfer into a Master's Degree Sequence

- Coursework completed within a Post-Baccalaureate Certificate program may be applied towards the master's program.
- Applying Post-Baccalaureate coursework towards a master's degree is contingent upon coursework and degree relevance under the most current master's degree program version.

Specialization coursework completed as part of a master's degree, where a degree was conferred, cannot be applied towards a Post-Baccalaureate Certificate program. However, a Post-Baccalaureate Certificate can be completed as part of master's coursework, assuming the student officially applies for the Post-Baccalaureate Certificate prior to completing the fourth course in the Post Baccalaureate Certificate series.

Completion Period for Post-Baccalaureate Certificate

Normal time to completion for this program is 12 months.

Time to completion varies depending upon the pace at which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate

student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 9 months.

Northcentral allows 2 years to complete all Post-Baccalaureate Certificate programs.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances, they may document the circumstances and send a request for consideration to their respective Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

NOTE: If a student wants to enroll in a master's program in a school other than the school from which the student obtained the Post-Baccalaureate Certificate, the university does not guarantee that any of the courses will be transferable to a program of another Northcentral University School.

EXAMPLE: Student obtains a Post-Baccalaureate Certificate through the Department of Marriage and Family Sciences, but wants to obtain a master's degree through the Department of Psychology. In these cases, the Dean (from the department in which the student wants to obtain the master's degree) will review the Post-Baccalaureate Certificate courses and provide the final determination. The outcome will be documented in the student's file. The student will be notified by e-mail of the requirements to obtain the master's degree.

Course Length

Post-Baccalaureate courses in the Department of Marriage and Family Therapy are twelve weeks in length.

General Family Therapy

The General Family Therapy certificate program is designed for mental health professionals and others that are interested in learning about individual, couple, and family therapy from a systems theory perspective. It is designed to assist in developing greater expertise in MFT or to meet specific licensure requirements. Students may complete the recommended courses listed below or they may select any four master's level courses (with the exception of MFT5101) or those in the State of California can select from the following doctoral level courses: MFT8103, MFT8104, MFT8115, MFT8303 or MFT8601.

Note: students are encouraged to verify with state licensure divisions or boards that the courses they select will meet the state requirements before enrolling in this certificate program.

MFT5104	Treatment Planning and Traditional Family Therapy
MFT5105	Recovery-Oriented Care & Postmodern Family Therapy
MFT6104	Family Therapy with Children
MFT6105	Couples and Sex Therapy

Master of Arts in Marriage and Family Therapy

Description of Program

The Masters of Arts in Marriage and Family Therapy (MAMFT) degree program is focused on developing the skills and personal and professional growth that are required for effective practice in the field of Marriage and Family Therapy. The program is designed to provide an integrated learning experience for adult students seeking specific training in the profession of Marriage and Family Therapy (MFT). Students in this program will critically analyze a broad range of theories and practical knowledge in MFT. Degree requirements also include involvement in ongoing clinical work and supervision. This training prepares students for therapeutic and educational work in a variety of settings including mental health centers, public service agencies, correctional institutions, industry, medical settings, and private practice. Additional program description, requirements, policies, and procedures are further described in the MFT Program Handbook.

Graduates of the master's level program will be well prepared to begin the process of seeking licensure in their home state or area.

Goals of the Master of Arts in Marriage and Family Therapy Program

The goals (referred to as Student Learning Outcomes) of the (MAMFT) program are:

1. Employ competence in working with diverse populations in clinical settings. (SLO #1).
2. Apply family systems oriented clinical skills across a variety of contexts. (SLO #2).
3. Contrast family systems theory oriented models of therapy (SLO #3).
4. Formulate a decision-making process for ethical dilemmas congruent with the AAMFT Code of Ethics. (SLO #4).

The MAMFT degree is structured to assist students to seek licensure in the state or jurisdiction of their choice. To allow this, courses can be added to the standard 45 credit program (up to a total program requirement of 60 credits) to assist with meeting

licensure requirements. Eligible transfer credits can be applied to the program to support the respective state licensure requirement.

A core goal of the Master of Arts in Marriage and Family Therapy (MAMFT) degree is to qualify students to become licensed as Marriage and Family Therapists and pursue a career within this field. Northcentral University recognizes that today's professionals are much more likely to move, live and work in multiple states during their professional careers. With over 25% (n=14) of states now requiring 60 credit degrees to qualify for MFT licensure, and with more states proposing this change, It is recommend that students consider a degree plan and electives that maximize portability of the degree throughout the U.S.

Northcentral recognizes that a majority of states do not yet require 60 credit hour degrees and thus desire to allow students to keep the cost of their education as low as possible while still balancing the need of having a degree that allows for transportability between states during their professional career. Due to the nature of the MFT profession and differences that exist today in state licensing requirements, NCU allows students the ability to select additional electives above the required 45 credit degree plan, up to 60 credits.

MAMFT Specializations in Marriage and Family Therapy

There are seven specializations within the Master of Arts in Marriage and Family Therapy degree program, each of which is described in further detail below:

- California Licensure Track (60 credit hours required – selection of an additional specialization is possible, but it would involve meeting the requirements of the specialization as detailed below)

Each of the specializations listed below require between 45 and 60 credit hours depending upon the requirements in the state in which the student wishes to seek licensure.

- General Family Therapy (45-60 credits based on licensure requirements in students state)
- Child and Adolescent Family Therapy
- Couple Therapy
- LGBTQ Couple and Family Therapy
- Medical Family Therapy
- Military Family Therapy

General Degree Requirements

The MAMFT degree requires a minimum of 45 credit hours at the graduate level beyond the bachelor's degree. While not required for graduation, students who need to complete a 48- or 60-credit program or need specific additional courses for their state

licensure requirements will be allowed to complete optional elective courses to meet these requirements, which will constitute the total credit requirements for graduation from the program.

Northcentral University may accept a maximum of 15 semester credit hours in transfer toward the master's degree for graduate coursework completed toward a non-conferred graduate degree at an accredited college or university with a grade of "B" or better. Transfer credit is only awarded for course work that is evaluated to be substantially equivalent in content to the required course work in the MAMFT program.

The MAMFT program has the following graduation requirements:

- A minimum of 30 credit hours of graduate instruction must be completed through Northcentral.
- Successful completion of all required degree program courses with a Grade Point Average of 3.0 (letter grade of "B") or higher.
- Official documents on file for basis of admission: a conferred bachelor's degree from an accredited academic institution.
- Official transcripts on file for all transfer credit hours accepted by the University.
- All financial obligations to the University paid in full.

Beyond these standard graduation requirements, the MAMFT program has the following degree requirements:

1. **Online Video Conferencing** – In order to complete some of the course requirements and to participate in the online supervision process that is used during the practicum and internship courses, students are required to participate in several online video conferencing meetings throughout their time in the program. In order to participate in these video conference sessions, students are required to own or otherwise have access to a computer, a web cam, a headset, a video recording device, and a high speed internet connection.

2. **Client Contact** – MAMFT students will be required to complete 500 hours of direct client contact, which includes conducting face-to-face therapy with individuals, couples, families, and groups. At least 250 hours of client contact must be relational (e.g., couple or family). For more information, please read through the practicum and internship course descriptions.

3. **Supervision** – In conjunction with client contact, MAMFT students must receive a total of 100 hours of supervision, at least fifty (50) of which will be face-to-face or live supervision conducted by an AAMFT Approved Supervisor(s), Supervisors-in-Training, or equivalent state-approved supervisor(s). In some cases, students may be required to pay for local supervision. This will depend on the clinical placement location, local clinical placement, and/or local supervisor they contract with to complete their practicum and internship requirements. The decision to pay for local supervision is entirely up to the student and not a requirement of Northcentral University.

4. **Liability Insurance** – Prior to beginning any clinical experience, students are required to submit proof of professional liability insurance. This is included with a student membership in the American Association for Marriage and Family Therapy (for California students it is also included in the student membership in the California Association of Marriage and Family Therapists).

5. **Clinical Hours Tracking** – the MAMFT program uses Time2Track (T2T) to document completion of clinical hours. Students, local approved MFT clinical supervisors and NCU faculty supervisors all have access to the system in order to support the successful completion of the clinical training requirements for the program. Students are required to purchase access to the system at a discounted rate from the Vendor. The subscription allows for one year of access to CFS, which will be sufficient for the clinical training (approximately 12 months). Purchase of this required tool will occur during the Practicum Preparation Process and must be accomplished before a student can begin any clinical training courses.

Completion Period for Master's Degrees

Northcentral University allows 6 years to complete Master's programs requiring more than 36 credit hours.

Students who are unable to complete a degree program within the stated time limits (6 years) are dismissed. If a student believes they have extenuating circumstances they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 59 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 33 months.

Elective Courses

To assist students in taking courses that align with their state licensing requirements, if needed students can select from a predetermined list of courses to fill their two elective course requirements or they can request approval to take any of the specialization courses in the PHD-MFT curriculum. If there are not state specific requirements for certain courses, we recommend students take MFT6104 Family Therapy with Children and MFT6106 Families in Crisis. Students should review their state educational requirements and speak with their Academic Advisors to determine the best fit.

Master of Arts in Marriage and Family Therapy Degree Plan

Basic 45-credit hour Program (this is the basis for all degree plans except California)

Foundations - 9 credit hours

MFT5101	Foundations for Graduate Study in MFT
MFT5104	Treatment Planning and Traditional Family Therapy
MFT5105	Recovery-Oriented Care and Postmodern Family Therapy

45 Credit Hours

Fundamental Courses - 9 credit hours

MFT5103	Systemic Evaluation and Case Management
MFT5102	Legal, Ethical and Professional Development in MFT
MFT6102	Psychopathology, Diagnosis, and Systemic Treatment

Required Specialization Courses - 12 credit hours

MFT5106	Research Methods and Evidence-Based Practice

MFT6101	Human Development and Family Dynamics Across the Lifespan
MFT6103	Cultural Diversity, Gender, and Family Development
MFT6105	Couple and Sex Therapy

Clinical Experience Requirements - 9 credit hours

MFT6951	MFT Practicum I
MFT6952	MFT Practicum II
MFT6991	MFT Internship I*
MFT6992	MFT Internship II*
MFT6995	MFT Internship and Capstone Presentation*

* Designates 1-credit courses, all other courses are 3 credits.

Elective Courses (Select Two)

MFT6104	Family Therapy with Children*
MFT6106	Families in Crisis*
MFT8103	Assessing and Treating Family Violence
MFT8104	Pharmacology for Family Therapists
MFT8105	Theories of Personality
MFT8115	Family Systems Approaches to Addiction
MFT8303	Systemic Sex Therapy
MFT8601	Gerontology and Systemic Intervention

*Recommended courses, if no state specific course are required.

NOTE: While the Marriage and Family Therapy program requires only 45 Credit Hours to graduate, some students may need additional specific courses or additional credit hours in order to meet state licensure requirements. These courses can be selected from relevant Marriage and Family Therapy courses as needed. Any additional courses required for licensure will become a part of the total credit requirements for the student's degree plan.

Foundation Curriculum – The Master's degree plan curriculum covers the knowledge and skill required to practice as a MFT. The Foundational Curricular Areas include:

Foundation Curriculum* - All Foundation Curriculum Areas (FCA) below must be met	
Content Area	*Number of required Credit hours*
FCA 1: Foundations of Relational/Systemic Practice, Theories & Models	6
FCA 2: Clinical Treatment with Individuals, Couples and Families	6
FCA 3: Diverse, Multicultural and/or Underserved Communities	3
FCA 4: Research & Evaluation	3
FCA 5: Professional Identity, Law, Ethics & Social Responsibility	3
FCA 6: Biopsychosocial Health & Development Across the Life Span	3
FCA 7: Systemic/Relational Assessment & Mental Health Diagnosis and Treatment	3
FCA 8: Contemporary Issues	Some Coverage
FCA 9: Community Interactions & Collaboration	Some Coverage

Clinical Experience	Minimum of 500 client contact hours with individuals, couples, and families
Must include face-to-face client contact under the supervision of a licensed mental health professional.	
* Courses must have been completed at a regionally accredited institution and passed with a B or higher, and be approved by NCU MFT faculty	

MAMFT Specializations

California Licensure Track Specialization

For students residing in or planning to move to and pursue licensure in California, we offer a California Licensure Track option within the MAMFT program. This option has been pre-approved by the Board of Behavioral Sciences (BBS); the MFT licensing board in California. This degree plans requires 60 credit hours. Students must complete the standard 45 credit hour degree plan with one modification (students must take the California version of our ethics course (MFT6201 California Law and Professional Ethics) rather than the standard ethics course (MFT5102 Legal, Ethical, and Professional Development in MFT), Then, in addition to the standard 45 credits, students must complete an additional five course (15 credits) that have been pre-determined to meet the CA licensing requirements.

60 Credit Hours

Foundations - 9 credit hours

MFT5101	Foundations for Graduate Study in MFT
MFT5104	Treatment Planning and Traditional Family Therapy
MFT5105	Recovery-Oriented Care and

	Postmodern Family Therapy

Fundamental Courses - 9 credit hours

MFT5103	Systemic Evaluation and Case Management
MFT6201	California Law and Professional Ethics
MFT6102	Psychopathology, Diagnosis, and Systemic Treatment

Required Specialization Courses - 18 credit hours

MFT5106	Research Methods and Evidence Based Practice
MFT6101	Human Development and Family Dynamics Across the Lifespan
MFT6103	Cultural Diversity, Gender, and Family Development
MFT6104	Family Therapy with Children
MFT6105	Couple and Sex Therapy
MFT6106	Families in Crisis
MFT8103	Assessing and Treating Family Violence
MFT8104	Pharmacology for Family Therapists
MFT8115	Family Systems Approaches to Addiction
MFT8303	Systemic Sex Therapy
MFT8601	Gerontology and Systemic Intervention

Clinical Experience Requirements - 9 credit hours

MFT6951	MFT Practicum I
MFT6952	MFT Practicum II
MFT6991	MFT Internship I*
MFT6992	MFT Internship II*
MFT6995	MFT Internship and Capstone Presentation*

* Designates 1-credit courses, all other courses are 3 credits.

Additional Specializations within the MFT Master's Program

Obtaining a specialization at the master's level offers students the opportunity to focus their studies in a specific content area. By focusing on this specialized area, students gain both content and application knowledge that enables them to become an "expert" in the particular area.

Students in the MAMFT program may elect to complete a specialization in one of the six areas described below. The following requirements must be met to receive the selected specialization:

1. All courses required for licensure in the selected state
2. Completion of the customized research course (MFT5106)
3. Completion of the two specialization courses as listed below
4.   Completion of at least 100 hours of client contact with clients focused in the selected specialization (supervised by a qualified MFT supervisor)

Note: Students may receive a certificate if all coursework is completed but the 100 hours of supervised experience cannot be completed.

General Family Therapy Specialization

The General Family Therapy specialization allows students to select courses from a broad range of electives to fit their state requirements as well as their personal and professional ambitions. In this specialization, students are required to complete two content courses selected from any of those listed below (6 credit hours), the research course (MFT5106 – 3 credit hours) focused on the selected area(s) of specialization and at least 100 hours of clinical experience in the selected area(s) related to the practice of marriage and family therapy.

Child and Adolescent Family Therapy Specialization

The Child and Adolescent Family Therapy specialization is designed to prepare students to work in therapeutic settings with children and adolescents using a family

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therapy, systems approach. Students in this specialization are required to complete the two content courses listed below, the research course (MFT5106) focusing on issues related to working with children, adolescents, and families as well as completing at least 100 hours of clinical experience in an approved setting with a qualified local supervisor.

Child and Adolescent Family Therapy Specialization Courses (6 credit hours)

MFT6550	Child and Adolescent Family Therapy: Historical and Theoretical Foundations
MFT6551	Child and Adolescent Family Therapy: Clinical Applications

Child and Adolescent Family Therapy focused Research Course (3 credit hours)

MFT5106	Research Methods and Evidence Based Practice

Couple Therapy Specialization

The Couple Therapy specialization is designed to prepare students to work primarily, using a family therapy, systems perspective, with couples in therapeutic settings. Students in this specialization are required to complete the two content courses listed below, the research course (MFT5106) focusing on issues related to working with couples, and at least 100 hours of clinical experience in an approved setting with a qualified local clinical supervisor.

Couple Therapy Specialization Courses (6 credit hours)

MFT6510	Couple Therapy: Historical and Theoretical Foundations
MFT6511	Couple Therapy: Clinical Applications

Couple Therapy focused Research Course (3 credit hours)

MFT5106	Research Methods and Evidence Based Practice

LGBTQ Couple and Family Therapy Specialization

The LGBTQ Couple and Family Therapy specialization is designed to prepare students to work with clients in the LGBTQ community and to specialize in working with couples and families using a family therapy, systems oriented approach. Students in this specialization are required to complete the two content courses listed below, the research course (MFT5106) focusing on issues related to working with LGBTQ couples and families, and at least 100 hours of clinical experience in an approved setting with a qualified local clinical supervisor.

LGBTQ Couple and Family Therapy Specialization Courses (6 credit hours)

MFT6540	Therapy with LGBTQ Couples and Families: Historical and Theoretical Foundations
MFT6541	Therapy with LGBTQ Couples and Families: Clinical Applications

LGBTQ Couple and Family Therapy focused Research Course (3 credit hours)

MFT5106	Research Methods and Evidence Based Practice

Medical Family Therapy Specialization

The Medical Family Therapy specialization is designed to prepare student to work with individuals, couples and family that are facing chronic and acute medical difficulties. Medical Family Therapy incorporates a family therapy, systems perspective in helping clients to understand and manage their medical difficulties. Students in this specialization are required to complete the two content courses listed below, the research course (MFT5106) focusing on issues related to medical family therapy, and at least 100 hours of clinical experience in an approved medical setting with a qualified local clinical supervisor.

Medical Family Therapy Specialization Courses (6 credit hours)

MFT6530	Medical Family Therapy: Historical and Theoretical Foundations
MFT6531	Medical Family Therapy: Clinical Applications

Medical Family Therapy focused Research Course (3 credit hours)

MFT5106	Research Methods and Evidence Based Practice

Military Family Therapy Specialization

The Military Family Therapy specialization prepares students to work primarily, using a family systems perspective, with individuals, couples, and families that are affiliated with the military. Students in this specialization are required to complete the two content courses listed below, the research course (MFT5106) focusing on issues related to working with military families, and at least 100 hours of clinical experience in an approved military setting with a qualified local clinical supervisor.

Military Family Therapy Specialization Courses (6 credit hours)

MFT6520	Therapy with Military Families: Historical and Theoretical Foundations
MFT6521	Therapy with Military Families: Clinical Applications

Military Family Therapy focused Research Course (3 credit hours)

MFT5106	Research Methods and Evidence Based Practice

Post-Master's Certificate

Description of Program

Each Post-Master's Certificate program in MFT comprises 6 courses (18 credit hours). Students must complete the program as listed below and may not substitute alternative courses (with the exception of the General Marriage and Family Therapy Certificate as described below). Students must complete all six NCU courses with a cumulative GPA of 3.0 or better in order to receive a certificate.

Basis of Admission

A completed master's level or higher degree from a regionally accredited institution or university is required.

Scope

6 NCU Courses (18 Credit hours) must be completed to earn a certificate. Courses taken as part of a Northcentral master's program cannot be applied towards a Post-Master's Certificate program.

Post-Master's Certificate Transfer into a Doctoral Program

Post-Master's Certificate program courses may be used to satisfy doctoral degree requirements if the certificate course is required by the doctoral program in which the student is enrolled.

Coursework completed as part of an earned doctoral degree cannot be applied towards a Post-Master's Certificate program. However, a Post-Master's Certificate can be completed as part of doctoral coursework, if the student officially applies for a Post-Master's Certificate prior to completing the fourth course in a Post-Master's Certificate series.

Completion Period for Post-Master's Certificate

Normal time to completion for this program is 19 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 13 months.

Northcentral allows two years to complete a Post-Master's Certificate.

Students who are unable to complete a Post-Master's Certificate within the stated time limit are dismissed. Students who believe they have extenuating circumstances may document the circumstances in a request for special consideration to their respective School Dean or designee. Exceptions to this policy are determined on a case-by-case basis and are granted only once.

NOTE: Northcentral does not guarantee that Post-Master's Certificate courses taken in one Northcentral School will transfer to another Northcentral School. The Dean or designee of the School to which the student wishes to transfer will review the Post-

Master's Certificate courses and make a final determination. The outcome will be documented in the student's file. The student will be notified by e-mail of the requirements to obtain the doctoral degree.

Post-Master's Certificates Offered by the Department of Marriage and Family Sciences

The Post-Master's Certificate at Northcentral University offers students a chance to advance in their chosen field or to embark on a new career through course of study in one of the following areas

- Child and Adolescent Therapy
- Couple Therapy
- Therapy with Military Families
- Medical Family Therapy
- General Marriage and Family Therapy

C*lick on the course name below for a description, click again to close.*

Child and Adolescent Therapy

Children and adolescents are some of the most underserved populations in mental health practice today. The Child and Adolescent Therapy certificate program is designed for mental health professionals that wish to expand their skills in working with these populations.

MFT8201	Play Therapy Methods
MFT8202	Family Therapy with Adolescents
MFT8203	Parenting Strategies
MFT8204	ADHD Assessment and Treatment
MFT8101	Advanced Theories in Marriage and Family Therapy
MFT8102	Dynamics of Family Interaction

Couple Therapy

Couple therapy is a specialized area of mental health practice that requires particular skills in working with two partners at the same time. The Couple Therapy certificate program is designed to provide training in the skills and models needed to effectively work with couples.

MFT8301	Advanced Couple Therapy
MFT8302	Emotionally Focused Couples Therapy
MFT8303	Systemic Sex Therapy
MFT8304	Treating Infidelity and Sex Addiction
MFT8101	Advanced Theories in Marriage and Family Therapy
MFT8102	Dynamics of Family Interaction

Therapy with Military Families

Military personnel and their families are greatly impacted by the dynamics in and effects of military service. The certificate program in Therapy with Military Families is designed for mental health professionals who have the interest and commitment to work with military families and address their unique challenges.

MFT8501	Dynamics of Military Families
MFT8502	Family Therapy in the Military
MFT8103	Assessing and Treating Family Violence
MFT8115	Family Systems Approaches to Addiction
MFT8302	Emotionally Focused Couples Therapy
MFT8304	Treating Infidelity and Sex Addiction

Medical Family Therapy

The Medical Family Therapy certificate is designed to prepare students to work with individuals, couples, and families that are facing chronic or acute medical difficulties. Medical Family Therapy incorporates a family therapy, systems perspective in helping client families to understand and deal with their medical difficulties.

MFT8104	Pharmacology for Family Therapists
MFT8601	Gerontology and Systemic Intervention

MFT8401	Medical Family Therapy
MFT8402	Biopsychosocial Connections and Interventions
MFT8403	Families with Severe and Chronic Illness
MFT8404	Death, Dying, and Bereavement

General Marriage and Family Therapy

Many who have earned a master's degree in a clinical field find that they need additional expertise in specific areas and/or they need courses to meet state-specific educational requirements for MFT licensure. This certificate allows students to select courses from a broad range of electives to fit their personal and professional goals. Completion of this certificate will assist individuals in pursuing a variety of career opportunities in the field of Marriage and Family Therapy in various settings such as schools, hospitals, clinics, research centers, private practice, and academia. Additionally, it can assist in meeting the requirements for licensure (students are encouraged to verify with state licensure divisions or boards that the courses they select will meet the state requirements before enrolling in this certificate program).

Students can select any six (6) doctoral level MFT courses (excluding the first course in the program and dissertation courses) to meet the requirements of the General Marriage and Family Therapy certificate program.

Doctor of Philosophy in Marriage and Family Therapy

Description of Program

The Doctor of Philosophy (PhD) program in Marriage and Family Therapy at Northcentral University is designed to provide a high quality and rigorous education and training experience for students who wish to prepare for professional life as marriage and family therapists. The program is the first (and currently only) primarily distance-based MFT doctoral program to be accredited by the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE). A high standard of excellence is expected. In support of this, program faculty are selected for their expertise and ability to support students and facilitate exceptional educational attainment. The program is focused on developing the skills and personal and professional growth requisite for effective practice in the field of marriage and family therapy. The doctoral program offers advanced clinical education and training, research coursework and opportunities, and supervision training and experience. Graduates of the doctoral program will be prepared to carry out advanced clinical work and supervision and/or education and research in the field of marriage and family therapy. Additional program description, requirements, policies, and procedures are further described in the MFT Program Handbook.

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Goals of the PhD Program in Marriage and Family Therapy

The goals (referred to as Student Learning Outcomes [SLO]) of the PhD in Marriage and Family Therapy (PHDMFT) program are:

1. Model competence in working with diverse populations in academic, clinical, supervision and research settings. (SLO #1).
2. Appraise clinical skills and ethical behaviors in systemic therapy and supervision. (SLO #2).
3. Create new knowledge in marriage and family therapy through independent research. (SLO #3).
4. Develop professional expertise in an *area of specialization* related to the field of marriage and family therapy. (SLO #4).

PhD Specializations in Marriage and Family Therapy

There are five specializations within the Doctor of Philosophy in Marriage and Family Therapy degree program, each of which is described in further detail below:

- Child and Adolescent Therapy
- Couple Therapy
- General Family Therapy
- Medical Family Therapy
- Therapy with Military Families

General Degree Requirements

The PhD in Marriage and Family Therapy degree requires a minimum of 69 credit hours at the graduate level beyond the master's degree.

Northcentral University may accept a maximum of 12 semester credit hours in transfer toward the doctoral degree for graduate coursework completed toward a non-conferred doctoral degree at an accredited college or university with a grade of "B" or better. Transfer credit is only awarded for course work that is evaluated to be substantially equivalent in content with the required course work for the PhD degree program in Marriage and Family Therapy program.

The PhD degree program in Marriage and Family Therapy (all specializations) has the following graduation requirements:

- A minimum of 57 credit hours of graduate instruction must be completed through Northcentral.
- Successful completion of all required degree program courses with a Grade Point Average of 3.0 (letter grade of "B") or higher.

- Official documents on file for basis of admission: a conferred master's degree from an accredited academic institution.
- Official transcripts on file for all transfer credit hours accepted by the University.
- All financial obligations to the University paid in full.

Beyond these standard graduation requirements, the Marriage and Family Therapy doctoral program has the following degree requirements:

1. **Online Video Conferencing** – In order to complete some of the course requirements and to participate in weekly online supervision process that is used during the practicum and internship courses, students are required to participate in online video conferencing meetings throughout their time in the program. In order to participate in these video conference sessions, students are required to own or otherwise have access to a computer, a web cam, a headset, a video recording device, and a high speed internet connection.

2. **Client Contact** – Doctoral students will be required to complete 1000 hours of direct client contact, which includes conducting face-to-face therapy with individuals, couples, families, and groups. At least 500 hours of client contact must be relational (e.g., couple or family). For more information, please read through the practicum and internship course descriptions.

3. **Supervision** – In conjunction with client contact, Doctoral students must receive a total of 200 hours of supervision conducted by an AAMFT Approved Supervisors, Supervisors-in-Training, or equivalent state approved supervisors. In some cases, students may be required to pay for local supervision. This will depend on the clinical placement location, local clinical placement, and/or local supervisor they contract with to complete their practicum and internship requirements. The decision to pay for local supervision is entirely up to the student and not a requirement of Northcentral University.

4. **Doctoral Internship** – Doctoral students are required to complete a 9-month, 30 hour a week, doctoral internship that aligns with their doctoral specialization. Students will be required to have a local supervisor with whom they can meet face-to-face with a minimum of 4 hours per month (i.e. one hour per week). For more information, please read through the practicum and internship course descriptions.

5. **Liability Insurance** – Prior to beginning any clinical experience, PHDMFT students are required to submit proof of professional liability insurance.

6. **Supervision Coursework** – In addition to advanced coursework in marriage and family therapy, students in the doctoral program must complete a course in MFT supervision methodology. The supervision course will be conducted in connection with the requirements established by AAMFT for students to become Approved Supervisors. Not all requirements will be completed for the students to achieve the designation while in the program at Northcentral University. The supervision coursework is pre-approved by the AAMFT to count for the 30-hour supervision course requirement. Students will have to complete the direct

supervision and supervision mentoring requirements outside of the program in order to qualify for the Approved Supervisor designation.

7. **Doctoral Comprehensive Evaluation** – Upon completion of all other program requirements and prior to beginning the dissertation process, students are required to complete a doctoral comprehensive evaluation. This evaluation is relevant to the university program only and is in no way related to, preparatory for, or representative of requirements for state licensure or the licensing exam. The evaluation includes four written components and an oral presentation. The written components include: 1) a personal theory of therapy paper, 2) a critique of a research article and proposal, 3) a detailed response to an ethical dilemma, and 4) a written case illustration that is consistent with the theory of therapy paper. Once the written components are completed, the student is required to prepare and complete an oral presentation of the theory of therapy and case illustration. This is completed through online video conferencing with at least three MFT faculty members present.

8. **Dissertation** – The capstone of doctoral training is the completion of the dissertation process. All programs at Northcentral University use a facilitated dissertation process which is purposefully designed to help students follow a step-by-step sequence in the preparation and completion of a doctoral dissertation. For students in the MFT program, the dissertation must be related to marriage and family therapy and be consistent with the student's selected area of specialization. (Note: The dissertation portion of the PHDMFT program can be completed with a minimum of 12 credit hours in Dissertation Courses, but ***may require additional credit hours***, depending on the time the student takes to complete the dissertation research.)

Competencies for PhD Programs in MFT

All PhD students are required to demonstrate competency in the areas listed below.

1. **Competency in Research Writing Skills** - PhD students are required to complete both MFT7101 and MFT7102 at Northcentral. Students are required to show competency in writing skills for research purposes throughout their Northcentral graduate coursework. Students may request on their own behalf or may be recommended to complete an English writing course if the School Dean or faculty determine communication skills are insufficient for doctoral-level work.

2. **Graduate-Level Research Methods Competency** - PhD students are required to complete MFT7103, MFT7106, and MFT7107 at Northcentral.

3. **Graduate-Level Statistics Competency** - PhD students are required to complete MFT7104 and MFT7108 at Northcentral.

4. **Computer Competency** - PhD students are required to have the computer skills that are necessary for completing a dissertation. Students must be able to prepare documents using advanced word processing skills (e.g., creation of tables and figures, headers and footers, page breaks, tables of contents, hanging indents). In addition, students need to use computer programs for the statistical

analysis of data (e.g., SPSS). The dissertation oral examination requires the student to produce a computer-based presentation (e.g., PowerPoint).

Completion Period for Doctoral Degrees

Northcentral University allows 8 years to complete all doctoral programs of more than 60 credit hours.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 74 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 56 months.

PhD in Marriage and Family Therapy Degree Plan

Credit Hours – This program can be completed with a minimum of 69 credit hours, but *may require additional credit hours*, depending on the need for Foundation Curriculum courses and the time required to complete the dissertation research. If granted, additional dissertation courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Basis of Admission – In order to enter the doctoral (PhD) program in marriage and family therapy, applicants must have earned a master's degree in a clinical/therapy training program from an accredited university. Individuals with a previously completed COAMFTE accredited master's degree in marriage and family therapy meet all standard curriculum requirements and do not require a transcript review. Individuals who have previously completed a master's degree in a clinical/therapy discipline other than a COAMFTE accredited marriage and family therapy program must have their transcripts evaluated to determine if previous coursework meets some or all of the Foundation

Curriculum requirements (see below). Students who have not previously met all Foundation Curriculum requirements would begin their degree plan with MFT7101, MFT7102, and MFT7103 and then complete all required Foundation Curriculum courses prior to taking the remaining courses in their degree plan.

Foundation Curriculum – Up to 30 credit hours may be required as determined by formal review during the applicant evaluation process. Any required courses from the Foundation Curriculum are completed in addition to the minimum of 69 credits required to complete the MFT doctoral degree plan.

Foundation Curriculum* - All Foundation Curriculum Areas (FCA) below must be met	
Content Area	*Number of required Credit hours*
FCA 1: Foundations of Relational/Systemic Practice, Theories & Models	6
FCA 2: Clinical Treatment with Individuals, Couples and Families	6
FCA 3: Diverse, Multicultural and/or Underserved Communities	3
FCA 4: Research & Evaluation	3
FCA 5: Professional Identity, Law, Ethics & Social Responsibility	3
FCA 6: Biopsychosocial Health & Development Across the Life Span	3
FCA 7: Systemic/Relational Assessment & Mental Health Diagnosis and Treatment	3
FCA 8: Contemporary Issues	Some Coverage
FCA 9: Community Interactions & Collaboration	Some Coverage

Clinical Experience	3
Must include face-to-face client contact under the supervision of a licensed mental health professional.	
Total Credit Hours:	30
* Courses must have been completed at a regionally accredited institution and passed with a B or higher, and be approved by NCU MFT faculty	

PhD Doctoral Course Sequence

The PhD in Marriage and Family Therapy requires the following courses for every specialization:

C*lick on the course name for description, click again to close.*

MFT7101	Foundations for Doctoral Study in MFT
MFT7102	Scholarly Writing in MFT
MFT7103	Research Methods in MFT
	Foundation Curriculum Courses (0-36 credit hours as needed)
	Specialization Course 1 (MFT8101)
	Specialization Course 2 (MFT8102)
MFT7104	Statistical Design for MFT Research
	Specialization Course 3
MFT7105	Assessment in MFT Research and Intervention
	Specialization Course 4

MFT7106	Quantitative Research Design in MFT
	Specialization Course 5
MFT7107	Qualitative Research Design in MFT
	Specialization Course 6
MFT7108	Advanced Data Analysis Strategies in MFT
MFT7109	Planning Dissertation Research in MFT

Clinical and Supervision Training

MFT8951	MFT Doctoral Practicum I
MFT8961	MFT Doctoral Internship I (1-credit course)
MFT8962	MFT Doctoral Internship II (1-credit course)
MFT8965	MFT Doctoral Internship and Portfolio (1-credit course)
MFT8970	MFT Supervision Methods

Doctoral Comprehensive Exam - 3 Credit Hours

CMP9500MFT	MFT Doctoral Comprehensive Examination

Dissertation Courses - Minimum of 12 Credit Hours

DIS9501MFT	Doctoral Dissertation Research I
DIS9502MFT	Doctoral Dissertation Research II

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DIS9503MFT	Doctoral Dissertation Research III
DIS9504MFT	Doctoral Dissertation Research IV*

*Dissertation Research - A minimum of four dissertation research courses must be completed in order to complete the program.

PhD Program

The PhD in MFT program may be completed in 69 credits (not including required Foundation Curriculum courses; see above). Additional credit hours may be allowed as needed to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Specializations within the MFT Doctoral Program

Students in the PHDMFT program may elect to complete a specialization, including any of the five options described below.

Child and Adolescent Therapy Specialization

The Child and Adolescent Therapy Specialization is designed to prepare students to work in therapy settings with children and adolescents from a family therapy, systems perspective. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to working with children and adolescents. Eighteen (18) credit hours of coursework are devoted to Child and Adolescent Therapy.

MFT8101	Advanced Theories in MFT
MFT8102	Dynamics of Family Interaction
MFT8201	Play Therapy Methods
MFT8202	Family Therapy with Adolescents
MFT8203	Parenting Strategies
MFT8204	ADHD Assessment and Treatment

Couple Therapy Specialization

The Couple Therapy Specialization is designed to prepare students to work primarily with couples in therapy settings from a family therapy, systems perspective. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to working with couples. Eighteen (18) credit hours of coursework are devoted to Couple Therapy.

MFT8101	Advanced Theories in MFT
MFT8102	Dynamics of Family Interaction
MFT8301	Advanced Couple Therapy
MFT8302	Emotionally Focused Couple Therapy
MFT8303	Systemic Sex Therapy
MFT8304	Treating Infidelity and Sex Addiction

General Family Therapy Specialization

The General Family Therapy specialization allows students to select courses from a broad range of electives to fit their personal and professional ambitions. In this specialization, Students must complete MFT8101 and MFT8102 and then select four courses (12 credit hours) from the Marriage and Family Therapy curriculum at the 8000 level. Courses from the Department of Psychology may be considered to fill this requirement with approval on a case by case basis. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to marriage and family therapy.

MFT8101	Advanced Theories in MFT
MFT8102	Dynamics of Family Interaction
Electives	Four additional electives (theory or treatment-focused) chosen from any of the SMFS specialization courses (or from Psychology with approval) listed in the Catalog that will help the student develop the desired expertise.

Medical Family Therapy Specialization

The Medical Therapy Specialization is designed to prepare students to work with individuals, couples and families that are facing chronic or acute medical difficulties. Medical Family Therapy incorporates a family therapy, systems perspective in helping

client families to understand and deal with their medical difficulties. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to medical family therapy. Eighteen (18) credit hours of coursework are devoted to Medical Family Therapy.

MFT8101	Advanced Theories in MFT
MFT8102	Dynamics of Family Interaction
MFT8401	Medical Family Therapy
MFT8402	Biopsychosocial Connections and Interventions
MFT8403	Families with Severe and Chronic Illness
MFT8404	Death, Dying and Bereavement

Therapy with Military Families Specialization

The Therapy with Military Families Specialization is designed to prepare students to work primarily with individuals, couples, and families that are affiliated with the military through using a family therapy, systems perspective. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to working with military personnel and their families. Eighteen (18) credit hours of coursework are devoted to Therapy with Military Families.

MFT8101	Advanced Theories in MFT
MFT8102	Dynamics of Family Interaction
MFT8501	Dynamics of Military Families
MFT8502	Family Therapy in the Military
MFT8302	Emotionally Focused Couple Therapy
MFT8304	Treating Infidelity and Sex Addiction

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Doctorate of Marriage and Family Therapy

Description of Program

The Doctorate of Marriage and Family Therapy (DMFT) at Northcentral University is designed to provide a high quality and rigorous education and training experience for students who wish to prepare for professional life as a systemically-trained mental health professional. A high standard of excellence is expected. In support of this, program faculty are selected for their expertise and ability to support students and facilitate exceptional educational attainment. The program is focused on developing the skills requisite for effective practice in the field of marriage and family therapy. The DMFT offers training in program development and evaluation, grant writing, advanced clinical education, research coursework and opportunities, and supervision training and experience. Graduates of the DMFT will be prepared to develop and evaluate programs, write grants, deliver clinical services, supervise other clinicians, serve in administrative positions, oversee the business of mental health practices, and participate in education and research in the field of marriage and family therapy. Additional program description, requirements, policies, and procedures are further described in the MFT Doctoral Programs Handbook.

Goals of the Doctorate of Marriage and Family Therapy (DMFT) Program

The goals (referred to as Student Learning Outcomes [SLO]) of the Doctorate of Marriage and Family Therapy (DMFT) program are:

1. Develop competence in working with diverse populations in academic, clinical, supervision and research settings. (SLO #1)
2. Appraise clinical skills and ethical behaviors in systemic therapy and supervision. (SLO #2)
3. Produce applied research in the field of marriage and family therapy through independent research. (SLO #3)
4. Develop professional expertise in an *area of specialization* related to the field of marriage and family therapy. (SLO #4)

DMFT Specializations in Marriage and Family Therapy

There are seven specializations within the DMFT program, each of which is described in further detail below:

- Child and Adolescent Therapy
- Couple Therapy
- General Family Therapy
- Medical Family Therapy
- Therapy with Military Families

- Mental Health Administration
- Small Business Development and Entrepreneurship

General Degree Requirements

The DMFT degree requires a minimum of 60 credit hours at the graduate level beyond the master's degree.

Northcentral University may accept a maximum of 12 semester credit hours in transfer toward the doctoral degree for graduate coursework completed toward a non-conferred doctoral degree at an accredited college or university with a grade of "B" or better. Transfer credit is only awarded for course work that is evaluated to be substantially equivalent in content with the required course work for the DMFT program.

The Doctorate of Marriage and Family Therapy (all specializations) has the following graduation requirements:

- A minimum of 48 credit hours of graduate instruction must be completed through Northcentral.
- Successful completion of all required degree program courses with a Grade Point Average of 3.0 (letter grade of "B") or higher.
- Official documents on file for basis of admission: a conferred master's degree from an accredited academic institution.
- Official transcripts on file for all transfer credit hours accepted by the University.
- All financial obligations to the University paid in full.

Beyond these standard graduation requirements, the DMFT program has the following degree requirements:

1. **Online Video Conferencing.** In order to complete some of the course requirements, students are required to participate in online video conferencing meetings throughout their time in the program. In order to participate in these video conference sessions, students are required to own or otherwise have access to a computer, a webcam, a headset, a video recording device, and a high speed Internet connection.

2. **Doctoral Internship.** DMFT students are required to complete a 9-month, 30 hour a week, doctoral internship that aligns with their doctoral specialization. Students are required to have a local supervisor with whom they can meet face-to-face for a minimum of 4 hours per month (i.e., one hour per week). For more information, please read through the practicum and internship course descriptions.

3. **Liability Insurance.** Prior to beginning any clinical experience, DMFT students are required to submit proof of professional liability insurance.

4. **Supervision Coursework.** In addition to advanced coursework in marriage and family therapy, students in the DMFT program must complete a course in MFT supervision methodology. Students seeking to qualify for the Approved Supervisor

designation will have to complete the direct supervision and supervision mentoring requirements outside of the program.

5. **Doctoral Comprehensive Evaluation (Portfolio).** In pursuit of an applied doctoral degree at Northcentral University, students will gain expertise in their academic discipline and in one or more specializations that complement their academic discipline. The three doctoral portfolio courses are intended to assure that students provide artifacts indicating that they have acquired competencies in the following domains: program and professional goals, a relevant course of study, professional experience and plans, research experience and plans, clinical experience and plans, internship outcomes, documentation of academic growth, and the first draft of the Concept Paper. The DMFT Portfolio is a living document with major updates throughout the program.

6. **Applied Dissertation.** The capstone of doctoral training is the completion of the dissertation process. All programs at Northcentral University use a facilitated dissertation process that is purposefully designed to help students follow a step-by-step sequence in the preparation and completion of a doctoral dissertation. For students in the DMFT program, the applied dissertation must be related to marriage and family therapy and be consistent with the student's selected area of specialization. (Note: The dissertation portion of the DMFT program can be completed with a minimum of 12 credit hours in Dissertation Courses, but *may require additional credit hours*, depending on the time the student takes to complete the dissertation research.)

Competencies for the DMFT Program

All DMFT students are required to demonstrate competency in the areas listed below.

1. **Competency in Research Writing Skills**. DMFT students are required to successfully complete both DMFT7101 and DMFT7102 at Northcentral. Students are required to show competency in writing skills for research purposes throughout their Northcentral graduate coursework. Students may request on their own behalf or may be recommended to complete an English writing course if the School Dean or faculty determine communication skills are insufficient for doctoral-level work.

2. **Graduate-Level Research Methods Competency**. DMFT students are required to successfully complete DMFT7103 at Northcentral and demonstrate the ability to successfully complete a dissertation proposal.

3. **Graduate-Level Research Design and Analysis Competency**. DMFT students are required to successfully complete DMFT7110 and DMFT7111 at Northcentral, as well as carry out, complete, write-up and defend the proposed applied dissertation study.

4. **Graduate-Level Clinical Competency**. All students who enter the DMFT program are required to enroll in a clinical practicum at Northcentral. DMFT students who are fully licensed MFTs have the option to take the supervision practicum (MFT8971) or the clinical practicum (DMFT8951). DMFT students who do not enter the program as fully licensed marriage and family therapists must take

DMFT8951. Successful completion of a practicum course, including relevant evaluations and presentations, is deemed to be evidence of clinical competence.

5. **Graduate-Level Program Evaluation Competency**. DMFT students are required to successfully complete DMFT7112 at Northcentral, which involves demonstrating competence in completing a program evaluation.

6. **Computer Competency**. DMFT students are required to have the computer skills that are necessary for completing a dissertation. Students must be able to prepare documents using advanced word processing skills (e.g., creation of tables and figures, headers and footers, page breaks, tables of contents, hanging indents). In addition, students need to use computer programs for the statistical analysis of data (e.g., SPSS). The dissertation oral examination requires the student to produce a computer-based presentation (e.g., PowerPoint).

Completion Period for Doctoral Degrees

Northcentral University allows 7 years to complete all doctoral programs of 60 credit hours or less.

Students who are unable to complete a degree program within the stated time limits are dismissed. If students believe they have extenuating circumstances they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 53 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 48 months.

DMFT in Marriage and Family Therapy Degree Plan

Credit Hours – This program can be completed with a minimum of 60 credit hours, but *may require additional credit hours*, depending on the time required to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion

policies. Students who do not complete their program in accordance with these policies may be dismissed.

Basis of Admission – In order to enter the DMFT program, applicants must have earned a master's degree in a clinical/therapy training program from an accredited university.

DMFT Doctoral Courses

The DMFT requires the following courses for every specialization:

Click on the course name for description, click again to close.

Foundations Courses	
DMFT7101	DMFT Foundations
DMFT7102	Scholarly Literature Review in MFT
Core Courses	
DMFT7201	Program Development for MFTs
DMFT7202	Grant Writing Concepts and Approaches for MFTs
Research Courses	
DMFT7103	Research Methods in MFT
DMFT7110	Quantitative Research Design and Statistical Analysis in MFT
DMFT7111	Qualitative Research Design and Analysis in MFT
DMFT7112	Program Evaluation and Monitoring in MFT

Clinical and Professional Courses

DMFT8951	DMFT Doctoral Practicum
OR	
DMFT8971	DMFT Supervision Practicum

AND	
DMFT8961	DMFT Doctoral Internship I (1-credit course)
DMFT8962	DMFT Doctoral Internship II (1-credit course)
DMFT8965	DMFT Doctoral Internship and Portfolio (1-credit course)
MFT8970	DMFT Supervision Methods

DMFT Portfolio Courses - Minimum of 3 Credit Hours

CMP9500DMFT	DMFT Portfolio I
CMP9501DMFT	DMFT Portfolio II
CMP9502DMFT	DMFT Portfolio III

Dissertation Courses - Minimum of 12 Credit Hours

DIS9501DMFT	DMFT Dissertation Research I
DIS9502DMFT	DMFT Dissertation Research II
DIS9503DMFT	DMFT Dissertation Research III
DIS9504DMFT	DMFT Dissertation Research IV*

*Dissertation Research – A minimum of four dissertation research courses must be taken in order to complete the program.

DMFT Program

The DMFT program may be completed in 60 credits. Additional credit hours may be allowed as needed to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Specializations within the DMFT Program

Students in the DMFT program will complete a specialization, including any of the seven options described below.

Child and Adolescent Therapy

The Child and Adolescent Therapy Specialization is designed to prepare students to work in therapy settings with children and adolescents from a family therapy/systems perspective. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to working with children and adolescents. Twelve (12) credit hours of coursework are devoted to Child and Adolescent Therapy.

MFT8201	Play Therapy Methods
MFT8202	Family Therapy with Adolescents
MFT8203	Parenting Strategies
MFT8204	ADHD Assessment and Treatment

Couple Therapy

The Couple Therapy Specialization is designed to prepare students to work primarily with couples in therapy settings from a family therapy/systems perspective. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to working with couples. Twelve (12) credit hours of coursework are devoted to Couple Therapy.

MFT8301	Advanced Couple Therapy
MFT8302	Emotionally Focused Couple Therapy
MFT8303	Systemic Sex Therapy
MFT8304	Treating Infidelity and Sex Addiction

General Family Therapy

The General Family Therapy specialization allows students to select courses from a broad range of electives to fit their personal and professional ambitions. In this specialization, students select four courses (12 credit hours) from the Marriage and Family Therapy curriculum at the 8000 level. Courses from The Department of Psychology may be considered to fill this requirement with approval on a case-by-case basis. Students in this specialization are required to focus their course projects,

internship work, and dissertation research on issues related to marriage and family therapy.

Electives	Four additional electives (theory or treatment-focused) chosen from any of the SMFS specialization courses (or from Psychology with approval) listed in the Catalog that will help the student develop the desired expertise.

Medical Family Therapy

The Medical Therapy Specialization is designed to prepare students to work with individuals, couples and families who are facing chronic or acute medical difficulties. Medical Family Therapy incorporates a family therapy/systems perspective in helping client families to understand and deal with their medical difficulties. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to medical family therapy. Twelve (12) credit hours of coursework are devoted to Medical Family Therapy.

MFT8401	Medical Family Therapy
MFT8402	Biopsychosocial Connections and Interventions
MFT8403	Families with Severe and Chronic Illness
MFT8404	Death, Dying and Bereavement

Therapy with Military Families

The Therapy with Military Families Specialization is designed to prepare students to work primarily with individuals, couples, and families who are affiliated with the military using a family therapy/systems perspective. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues related to working with military personnel and their families. Twelve (12) credit hours of coursework are devoted to Therapy with Military Families.

MFT8510	Dynamics of Military Families
MFT8502	Family Therapy in the Military
MFT8302	Emotionally Focused Couple Therapy

MFT8304	Treating Infidelity and Sex Addiction

The following specializations are unique to the DMFT.

Mental Health Administration

The Mental Health Administration Specialization is designed to prepare students to fulfill roles as leaders and administrators in mental health organizations and agencies. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues broadly related to mental health administration. These twelve (12) credit hours of coursework are devoted to Mental Health Administration. A unique aspect of this specialization is that students may select up to two of their four specialization courses from the School of Business or the Department of Psychology.

Students may select four DMFT courses from this list, or 2-3 from this list and 1-2 from Business and Psychology	
DMFT8701	Financial Administration and Budgeting
DMFT8702	Organization and Practice Marketing
DMFT8703	Strategic Planning
DMFT8704	Systemic Consultation
DMFT8705	Systemic Leadership
Students MAY select 1-2 Business or Psychology courses from this list	
MGT7000-8	Business Organization and Management
PSY8503	Evidence-Based Treatments
OL7008B-8	Executive Leadership in Nonprofit Organizations
PSY8401	Leadership and Management
MGT7110-8	Leadership in Organizations
HCA7019-8	Managerial Leadership within Managed Health Care Systems

PSY8500	Mental Health Services Policy
PSY8501	Mental Health Administration and Management
MGT7022-8	Organizational Development
PSY8403	Organizational Development

Small Business Development and Entrepreneurship

The Small Business Development and Entrepreneurship Specialization is designed to prepare students to manage the business aspects of a clinical practice, or use their skills in an entrepreneurial fashion. Students in this specialization are required to focus their course projects, internship work, and dissertation research on issues broadly related to small business development and entrepreneurship. Twelve (12) credit hours of coursework are devoted to small business development and entrepreneurship. A unique aspect of this specialization is that students may select up to two of their four specialization courses from the School of Business or the Department of Psychology.

Students may select four DMFT courses from this list, or 2-3 from this list and 1-2 from Business and Psychology	
DMFT8702	Organization and Practice Marketing
DMFT8703	Strategic Planning
DMFT8704	Systemic Consultation
DMFT8705	Systemic Leadership
DMFT8706	The Business of Therapy
Students MAY select 1-2 Business or Psychology courses from this list	
MGT7013-8	Entrepreneurship
PSY8503	Evidence-Based Treatments
HCA7012-8	Health Care Industry and Financial Management
PSY8401	Leadership and Management
MGT7022-8	Organizational Development

PSY8403	Organizational Development

Licensure, Practicum, and Internship

Licensure and Accreditation

Students wishing to use their graduate training to acquire clinical licensure are advised to enter the Marriage and Family Therapy Program. Northcentral University does not approve or endorse students attempting to become clinically licensed without successfully completing a formal clinical degree program. With the exception of the Marriage and Family Therapy (MFT) Program, Northcentral University does not offer such a program. Therefore, Northcentral University cannot support students who independently attempt to use their degree in general psychology to obtain licensure as a clinical or counseling psychologist.

Any student who intends to seek licensure or certification must take full responsibility for ensuring that their degree program at Northcentral meets whatever requirements are stipulated by licensing or certification bodies within their locality and their field of endeavor. Northcentral University cannot provide assistance to students regarding the interpretation or understanding of a state's licensure requirements, or the requirements of any other such entity. Northcentral University cannot guarantee that a graduate of the MFT program will be able to obtain a license as a marriage and family therapist in a state where they may seek licensure.

Students who complete courses with practical application are responsible for keeping all clinical demographic data and supervision records for presentation to any licensing or certification agency. Northcentral is not responsible for maintaining these records and may not be able to provide this information if a student applies for licensure or certification.

If you wish to pursue licensure, it is important to know that some states require that students have a degree from a program that carries a particular accreditation, such as the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE), the American Psychological Association (APA), or the Council for Accreditation of Counseling and Related Educational Programs (CACREP). The MAMFT and the PHDMFT programs are COAMFTE accredited. Students seeking to become clinicians are advised to enter the Marriage and Family Therapy program. All MFT students and applicants are encouraged to review their own local licensure or certification requirements. Please click this link for a directory of MFT Licensure Boards within the United States and Canada. In addition to the information in this section, additional information related to the clinical training courses for non-degree and degree-seeking students can be found in the Clinical Training Handbook.

Liability Insurance

Students in internship or practicum courses must purchase liability insurance prior to starting work with clients. Many practicum/internship sites require students to show evidence of liability coverage prior to beginning a practicum/internship. Northcentral requires students participating in practicum/internship to purchase student professional liability insurance, typically available at a lower student rate. Students are required to provide proof of this insurance with minimum coverage accounts of $1,000.000/$3,000,000. Insurance is included in the benefits of student membership in the American Association for Marriage and Family Therapy (AAMFT) or the California Association of Marriage and Family Therapists (CAMFT). Information regarding application for membership is provided in the ethics course of the MAMFT program.

MFT Pre-Practicum

Students are required to complete the Practicum Preparation Process (PPP), including all pre-practicum documents, before they can enroll in their first practicum course.

Practicum Information

Marriage and Family Therapy practicum courses require approval from the MFT Director of Clinical Training prior to enrollment in the clinical courses. Students wishing to enroll in a practicum course should begin the approval process with their Academic Advisor at least two months prior to their anticipated practicum enrollment date. Additional details regarding practicum options within each degree program can be found below.

> MA in Marriage and Family Therapy - - Marriage and Family Therapy Master's students must complete at least two practicum courses (3 credits each). Prior to enrolling in the first practicum course, students must complete the Practicum Preparation Process (PPP) and receive clinical readiness approval. As part of the PPP, students will be required to secure a local clinical placement as well as a local supervisor who meets state requirements for supervision of post-graduate MFTs seeking state licensure within their state. In order to finish the practicum requirements and continue on to the internship, students must meet weekly via videoconference in the practicum courses. It is recommended that students complete 8-10 direct client hours per week, or approximately 100 hours per course. By the end of the second practicum course, students should have close to 200 hours. Students who have significantly fewer hours than that will be asked to meet with the Director of Clinical Training and may be required to complete a practicum extension course. Students must also receive satisfactory evaluations from their local site supervisor and their Northcentral faculty supervisor in order to complete the practicum sequence. Students must complete the required number of hours in order to graduate; additional practicum and internship classes are available to students who need additional time to complete the clinical hour requirement.

The practicum courses for master's level degree seeking Marriage and Family Therapy students are MFT6951 and MFT6952. Additional details can be found in the course descriptions.

Non-degree students who need an MFT Practicum course can enroll in MFT6951, MFT6952 (3 credit hours each) or those needing an internship course can enroll in MFT6991, MFT6992, and MFT6995 (1 credit hour each) as needed. Additional details can be found in the course descriptions.

Practicum Pre-requisite Courses:

Foundations Courses	
MFT5101	Foundations for Graduate Study in Marriage and Family Therapy
MFT5104	Treatment Planning and Traditional Family Therapy
MFT5105	Recovery Oriented Care and Postmodern Family Therapy
Fundamental Courses	
MFT5102 *OR* MFT6201	Legal, Ethical and Professional Development in MFT California Law and Professional Ethics for those in the California License Track
MFT5103	Systemic Evaluation and Case Management
MFT6102	Psychopathology, Diagnosis, and Systemic Treatment

PhD in Marriage and Family Therapy - Marriage and Family Therapy doctoral students must complete at least one 3-credit practicum course. Prior to enrolling in the required practicum course, students must complete the Practicum Preparation Process (PPP) and receive approval to enroll in this course. As part of the PPP, students will be required to secure a local clinical placement as well as a local clinical supervisor who meets state requirements for supervision of post-graduate MFTs seeking state licensure. If students are currently licensed to practice Marriage and Family Therapy independently in their state, they are not required to

have a local on-site supervisor. Doctoral students will receive weekly supervision and evaluation from NCU Clinical Faculty.

The practicum course for doctoral level degree seeking Marriage and Family Therapy students is MFT8951 (3 credit hours). Additional details can be found in the course description.

Doctorate of Marriage and Family Therapy (DMFT) - Marriage and Family Therapy DMFT students must complete at least one 3-credit practicum course (with a clinical or supervision focus). Prior to enrolling in the required practicum course, students must complete the Practicum Preparation Process (PPP) and receive approval to enroll in this course. As part of the PPP, students will be required to secure a local clinical placement as well as a local clinical supervisor who meets state requirements for supervision of post-graduate MFTs seeking state licensure. If students are currently licensed to practice Marriage and Family Therapy independently in their state, they can elect to complete a supervision practicum and are not required to have a local on-site supervisor. DMFT students will receive supervision and evaluation from NCU Clinical Faculty.

The practicum course for DMFT degree seeking Marriage and Family Therapy students is DMFT8951 or MFT8971 (each is 3 credit hours). Additional details can be found in the course description for these courses.

Internship Information

The Marriage and Family Therapy internship courses require pre-internship approval from the MFT Director of Clinical Training prior to enrollment. The student's Academic Advisor should be contacted in order to begin this process. Additional details regarding internship options within each degree program can be found below.

MA in Marriage and Family Therapy - Marriage and Family Therapy master's students must complete 9 credit hours of practicum (6 credit hours) and internship (3 credit hours) courses over a minimum of a 52 week time span. The internship site and supervisor must be approved by the MFT Director of Clinical Field Placements prior to enrolling in the practicum course. The primary requirement of this master's level internship is to continue the clinical work that began in the practicum courses and complete the total required minimum 500 hours of direct client contact, 250 of which must be relational. In conjunction with client contact, master's students must complete 100 hours of supervision, 50 of which must be direct individual supervision with the approved local supervisor. Also, within the total supervision hours, at least 50 hours of supervision must include direct observation of the student's clinical work through live observation or review of video or audio recording of the student's clinical sessions. In many cases, these hours of observation-based supervision can be completed with both the direct local supervisor and the NCU faculty supervisor. Students must participate in local supervision during every week they are actively seeing clients. Additionally, students meet weekly via videoconference for NCU Group Supervision with an NCU faculty supervisor during the practicum andinternship courses.

In addition to these client contact hours, students must take the AATBS practice exam online and submit the results to the course site. This is a practice exam for the national licensing exam or the California licensing exam. Information about preparing for and taking this practice exam is provided in the applicable course syllabus.

As a final requirement of MFT6995 MFT Internship and Capstone Presentation, the student must prepare and give a presentation detailing his or her personal theory of therapy. This presentation will be given in an online video conference and must include video clips from actual therapy sessions in which the student demonstrates how he or she uses the presented theory of therapy with her/his clients.

PhD in Marriage and Family Therapy - COAMFTE requires that the majority of content and specialization courses be completed before doctoral students begin their doctoral internship. Thus, doctoral students in the NCU MFT PhD program may begin their internship experience after completing all leveling courses, the first 5 doctoral courses, and the doctoral practicum course. Students will need to meet with the MFT Director of Clinical Training and the Director of Clinical Field Placements to discuss the internship plan, site, and supervisor(s). Final approval rests with the PHDMFT Program Director.

MFT doctoral students must complete a 9-month internship under the direction of an AAMFT Approved Supervisor, Supervisor-in-Training, or the equivalent state-approved supervisor. MFT doctoral students that are licensed MFTs or have previously completed all required clinical and supervision hours may have a local supervisor that is not a clinical supervisor (i.e., AAMFT Approved or state approved supervisor) who is a content expert specific to the students' area of specialization, with the approval of the Director of Clinical Training and the PHDMFT Program Director. For doctoral students who have not previously completed their clinical hours for licensure, the primary requirement of this internship is to complete at least 1,000 hours of direct client contact, 500 of which must be relational. In conjunction with client contact, doctoral students must complete 200 hours of supervision, 100 of which must be individual supervision. All local supervision will occur face-to-face. Client contact and supervision hours obtained prior to practicum can count provided the hours are consistent with the hours required to obtain independent licensure as a Marriage and Family Therapist in the student's state. These hours must be documented appropriately and approved by the MFT Director of Clinical Training.

Students who have not already taken and passed the national MFT licensing exam must take the AATBS practice exam online and submit the results in the appropriate activity for the course. This is a practice exam for the national licensing exam or the California licensing exam. Information about preparing for and taking this practice exam can be found in the applicable course syllabi.

Doctoral students who have completed the required 1000 hours of client contact and 200 hours of supervision prior to enrolling in the doctoral internship can elect

to complete an internship with a focus on clinical research, clinical teaching or administration within the field of Marriage and Family Therapy. These students are required to have an on-site face-to-face supervisor who will serve as a mentor and supervisor. Supervisors are approved on a case-by-case basis by the Director of Clinical Training. Students in a research, teaching or administrative internship are required to have a supervisor who will be available to the intern for at least one hour of face-to-face supervision per week.

The internship process for doctoral MFT students is offered as a series of three 1-credit courses including MFT8961, MFT8962, and MFT8965. Additional details can be found in the course description.

Doctorate of Marriage and Family Therapy – Students must complete the majority of content and specialization courses before beginning their doctoral internship. Thus, DMFT students can begin internship after completing the first 5 DMFT courses and the doctoral practicum (or supervision practicum) course. Students will need to meet with the MFT Director of Clinical Training and the Director of Clinical Field Placements to discuss the internship plan, site, and supervisor(s).   Final approval rests with the DMFT Program Director.

DMFT students must complete a 9-month supervised internship. . DMFT students who plan to engage in clinical work as part of their internship must meet weekly with a local supervisor who is an AAMFT Approved Supervisor, Supervisor-in-Training, or an equivalent state-approved supervisor. This supervision will occur face-to-face.   DMFT students who are fully licensed MFTs can elect to complete an internship with a focus on clinical research, clinical teaching, entrepreneurship or administration within the field of marriage and family therapy. These students are required to have an on-site face-to-face supervisor who will serve as a mentor/supervisor. This local supervisor is not required to be a clinical supervisor (i.e., AAMFT Approved or state approved supervisor), but is a content expert specific to the students' area of specialization, with the approval of the Director of Clinical Training and the DMFT Program Director. Supervisors are approved on a case-by-case basis by the Director of Clinical Training. Students in a research, teaching or administrative internship are required to have a supervisor that will be available to the intern for at least one hour of face-to-face supervision per week.

The internship process for DMFT students is offered as a series of three 1-credit courses including DMFT8961, DMFT8962, and DMFT8965. Additional details can be found in the course description.

MFT Supervision Training

In addition to the PHDMFT or DMFT level practicum and internship courses, students in these programs must complete a course in MFT supervision methodology. The supervision course will be conducted in connection with the requirements established by AAMFT for students to become Approved Supervisors. Not all requirements will be completed for the students to achieve the designation while in the program at Northcentral University. The supervision course in the PhD programs (not in the DMFT

program - students in the DMFT program should inquire about obtaining an approved course) is pre-approved by the AAMFT to count for the 30-hour supervision course requirement. Students will have to complete the direct supervision and supervision mentoring requirements outside of the program in order to qualify for the Approved Supervisor designation.

Doctoral MFT (PHDMFT and DMFT) students must enroll in MFT8970 or as an alternative to completing the supervision course at Northcentral, students may elect to complete the training directly through AAMFT. Upon completion of the training, students may submit documentation through their Academic Advisor for approval and the course requirements (credit hours) for MFT8970 may be waived.

Non-Degree Seeking Students

Students who are not pursuing a degree with NCU, but who wish to enroll in Practicum or Internship courses must demonstrate that they meet the same clinical readiness standards as NCU degree seeking students.

These standards include:

- Successful passing of a background check
- Successful completion of pre-requisite (or equivalent) courses (demonstrated by transcript from an accredited university)
- Acknowledgement of the informed consent, technology checklist, and clinical handbook documents
- Proof of an active professional liability insurance policy
- Clinical readiness interview.

Non-degree seeking students must complete the same SASVAC (site and supervisor vetting and contracting) process as degree seeking students.   In addition, non-degree seeking students are required to complete **an individualized clinical training plan**. This plan must be signed by the student; the plan outlines student and NCU expectations and responsibilities.

Department of Psychology

Mission, Vision, and Goals

Mission Statement

The mission of the Department of Psychology is to deliver educational opportunities allowing students throughout the world to acquire the knowledge, skills, practical application and values integral to the field of psychology.

Vision Statement

The vision of the Department of Psychology is to unite a global community of faculty and students to improve the human condition through research and practice.

Goals

The Department of Psychology provides educational experiences in the field of Psychology that allow students to build and appropriately apply skills related to a relevant knowledge base, research, critical thinking, communication, competencies, and values underlying the field of psychology.

The Department of Psychology, housed within the School of Social and Behavioral Sciences at Northcentral University, offers the following degrees (this section of the catalog is organized as follows):

- BA in Psychology
- Post-Baccalaureate Certificate
  - Gender Diversity Studies
  - General Psychology
  - Health Psychology
  - Industrial/Organizational Psychology
- MA in Psychology
  - Gender Diversity Studies
  - General Psychology
  - Health Psychology
  - Industrial/Organizational Psychology
- Post-Master's Certificate
  - Addictions
  - Addictions and Rehabilitation
  - Gender Diversity Studies
  - Gerontology
  - Health Psychology
  - Industrial/Organizational Psychology
  - Mental Health Policy and Practice
  - Trauma and Disaster Relief
- PhD in Psychology
  - Addictions
  - Gender Diversity Studies
  - General Psychology
  - Gerontology
  - Health Psychology
  - Industrial/Organizational Psychology
  - Mental Health Policy and Practice
  - Trauma and Disaster Relief

Bachelor of Arts in Psychology (BA) Program

Description of Program

The Northcentral University Bachelor of Arts in Psychology program is an undergraduate degree-completion program designed for students interested in obtaining a degree in psychology. The program offers a foundation in psychology that allows for the application of psychology to bachelor's level careers in industry, helping professions, government, and nonprofit agencies. The program also provides knowledge and skills that are a basis for further education in psychology and related fields.

The program requires the successful completion of at least 30 credits at Northcentral University for a total of 120 credit hours. Students enter the program with at least 60 transfer credits that include the completion of all general education requirements (see Basis of Admissions for more details).

Goals of the BA Program in Psychology

The goals (referred to as Student Learning Outcomes) of the Bachelor of Arts in Psychology degree program are as follows:

- Students will be able to describe theories and principles in psychology.
- Students will be able to describe research methods and data analysis in psychology.
- Student will be able to associate psychological principles and research with personal, social, and organizational issues.
- Student will be able to describe ethical principles in psychology.
- Students will be able to distinguish diversity issues in professional contexts.
- Students will be able to articulate clear and effective communication for fellow professionals and the public.

General Degree Requirements

This degree requires a total of 120 semester credit hours, with a minimum of 60 credits in transfer from an accredited institution. In addition:

- A minimum of 30 credit hours must be in required Psychology courses.
- A Grade Point Average of 2.0 (letter grade of "C"), or higher is required to remain in academic good standing and to be eligible for graduation.
- Official transcripts are required to be on file for all transfer credit hours accepted by the University.
- All financial obligations to the University paid in full.

- Official documents must be on file demonstrating all requirements of basis for admissions have been met (see Section 2 - Admission Policies, Basis for Admissions.

The University will accept a maximum of 90 lower and upper division semester credit hours in transfer toward the bachelor's degree for coursework completed at an accredited college or university with a grade of "C" or better.

If a student does not have Introduction to Psychology course in transfer from an accredited institution, then the student must complete PSY2000, Introduction to Psychology, prior to completing any other course. This course does not count toward the 30 required credits. PSY4500, Capstone in Psychology, must be the student's last course on their degree plan.

Completion Time for the Bachelor of Arts in Psychology Program

Normal time to completion for this program is 52 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying the minimum required transfer credits, can expect to finish in as little as 21 months.

Required Northcentral University Psychology Courses (10 courses) – 30 semester credit hours.

Click on the course name for description, click again to close.

LS3010-8	Foundations for Undergraduate Study
PSY3002-8	Abnormal Psychology
PSY3003-8	Human Development
PSY3004-8	Basic Research Methods in Psychology
PSY3006-8	Social Psychology
PSY3007-8	Ethics and Professional Issues

PSY3009-8	Multicultural Psychology
PSY3011-8	Introduction to Statistics in Psychology
PSY3012-8	Evolutionary Psychology
PSY4500-8	Capstone in Psychology

Psychology Electives – Available to students to complete 120 credit hour requirement.

Students may select any undergraduate Northcentral course to fulfill this requirement. Your Academic Advisor can assist you in choosing courses applicable to your career goals.

PSY4200-8	Overview of Substance Abuse and Addiction
PSY4201-8	Forensic Psychology
PSY4202-8	Community Psychology: Prevention and Change
PSY4203-8	Industrial/Organizational Psychology
PSY4204 -8	Adult Aging
PSY4205-8	Principles of Mental Health
PSY4206-8	Critical Thinking and Personal Development
PSY4207-8	Psychology of Learning
PSY4208-8	Human Sexual Behavior
PSY4209-8	Psychology and Health
PSY4210-8	Research Project

Students may select any undergraduate Northcentral course to fulfill this requirement. Your Academic Advisor can assist you in choosing courses applicable to your career goals.

Post-Baccalaureate Certificate

Description of Program

The Post-Baccalaureate Certificate program is designed for students who have completed their bachelor's degree and are seeking academic expertise through a graduate level certificate program. In order to earn a Post-Baccalaureate Certificate, students must complete four NCU courses (a total of 12 credit hours) within the chosen

Post-Baccalaureate Certificate program. With the exception of the General Psychology specialization, each Post-Baccalaureate Certificate is prescribed, meaning students can only take what is listed for the particular Post-Baccalaureate Certificate (students may not substitute alternative courses). Students must complete all four NCU courses with a cumulative GPA of 3.0 or better in order to receive the certificate.

Basis of Admissions

Admission to a Northcentral University Post-Bachelor's Certificate program requires a conferred bachelor's level or higher degree from a regionally or nationally accredited academic institution.

Post-Baccalaureate Certificate Transfer into a Master's Degree Sequence:

- Coursework completed within a Post-Baccalaureate Certificate program may be applied toward the specialization sequence within a master's program.
- Applying Post-Baccalaureate Certificate coursework toward a master's degree is contingent upon coursework and degree relevance under the most current master's degree program version.

Specialization coursework completed as part of a master's degree, where a degree was conferred, cannot be applied toward a Post-Baccalaureate Certificate program.

Completion Period for Post-Baccalaureate Certificate

Normal time to completion for this program is 16 months.

Time to completion varies depending upon the pace in which a student completes courses. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program can expect to finish in as little as 6 months.

Northcentral allows 2 years to complete all Post-Baccalaureate Certificates.

Students who are unable to complete a degree program within the stated time limits are dismissed. If a student believes they have extenuating circumstances, they may document the circumstances and send a request for consideration to their respective School Dean or designee. Exceptions to the policy are determined on a case-by-case basis and are granted only once.

NOTE: If a student wants to enroll in a master's program in a school other than the school from which the student obtained the Post-Baccalaureate Certificate, the university does not guarantee that any of the courses will be transferable to a program of another Northcentral University School.

EXAMPLE: Student obtains a Post-Baccalaureate Certificate through the Department of Psychology, but wants to obtain a master's degree through the School of Education. In these cases, the Dean (from the School or Department in which the student wants to obtain the master's degree) will review the Post-Baccalaureate Certificate courses and provide the final determination. The outcome will be documented in the student's file. The student will be notified by e-mail of the requirements to obtain the master's degree.

Post-Baccalaureate Certificate Offered by the Department of Psychology

The Post-Baccalaureate Certificate at Northcentral University offers students a chance to advance in their chosen field or to embark on a new career through course of study in one of the following areas:

- Gender Diversity
- General Psychology
- Health Psychology
- Industrial/Organizational Psychology

Prerequisite: A bachelor's degree in any field from an accredited institution will satisfy admissions requirements.

Course Length

Post-Baccalaureate Certificate courses in the Department of Psychology are eight weeks in length.

Gender Diversity

The Post-Baccalaureate Certificate in Gender Diversity allows individuals to gain a greater understanding of human sexuality, gender and sexual orientation from a psychological perspective. Coursework examines the social, cultural and biological foundations of these very important elements of identity. Completion of this certificate prepares individuals for advanced studies in psychology as well as career options in a variety of areas including human rights and equal opportunity, social and policy planning, human resource management, teaching and education, media and communications, public relations and journalism, political work, human rights and equal opportunity, community service and community development.

PSY6201-8	Psychology of Sex and Sexuality

PSY6202-8	Psychology of Gender
PSY6203-8	Introduction to Gender Variance
PSY6206-8	LGBTQ Affirmative Psychology

General Psychology

The Post-Baccalaureate Certificate in General Psychology is designed for individuals who would like to learn more about human behavior. Students select courses from a broad range of electives at the 5000 or 6000 level (with the exception of PSY5101) to fit their personal and professional goals. Students may use their coursework in preparation for graduate studies or to pursue a variety of career options including research, human resources, probation and parole, business and public service.

PSY6100-8	Theories of Personality*
PSY6102-8	Multicultural Psychology*
PSY6103-8	Human Communication: Interviewing Skills*
PSY6104-8	Positive Psychology*

*Courses listed are examples and upon acceptance, the initial certificate plan will include these courses. Students are encouraged to choose their courses based on personal and professional goals and to work with their Academic Advisor to revise their certificate plan.

Health Psychology

The Post-Baccalaureate Certificate in Health Psychology provides an understanding of the total matrix of factors influencing psychological and physical health and illness. Completion of coursework prepares individuals for graduate studies, consulting, public policy and community health outreach, among other opportunities.

PSY6301-8	Health Psychology
PSY6302-8	Behavioral Nutrition
PSY6303-8	Stress and Coping

PSY6304-8	Coaching for Health and Wellness

Industrial/Organizational Psychology

The Post-Baccalaureate Certificate in Industrial/Organizational Psychology provides an understanding of people in the world of work, including the application of theory and research to organizational and human resource management issues. Coursework prepares individuals for myriad career opportunities, including human resources, employee training, marketing and sales, and organizational development as well as graduate studies.

PSY6401-8	Industrial/Organizational Psychology
PSY6402-8	Applied Statistics
PSY6403-8	Tests and Measurements in Industrial/Organizational Psychology
PSY6414-8	Small Group Theory and Team Processes

Master of Arts in Psychology (MA)

Description of Program

The Master of Arts (MA) program enables students to pursue advanced study in psychology that can lead to careers in the helping professions, industry, government, and nonprofit organizations. The program also provides students with the foundational knowledge and skills necessary for doctoral-level study.

Goals of the MA Program in Psychology

The goals (referred to as Student Learning Outcomes) of the Master of Arts in Psychology degree program are as follows:

- Students will be able to analyze theories and principles in psychology to inform professional contexts.
- Students will be able to examine research methods and data analysis in psychology.
- Students will be able to apply psychological principles and research to personal, social, and organizational issues.
- Students will be able to relate ethical principles of psychology to academic and professional matters.
- Students will be able to examine diversity issues in professional contexts.

- Student will be able to model clear and effective communication for fellow professionals and the public.

General Degree Requirements

The master's degree requires a total of 36 credit hours at the graduate level beyond the bachelor's degree.

The University may accept a maximum of 12 semester credit hours in transfer toward the master's degree for graduate coursework completed at an accredited college or university with a grade of "B" or better.

All master's degree programs have the following graduation requirements:

- A minimum of 24 credit hours of graduate instruction must be completed through Northcentral.
- Grade Point Average of 3.0 (letter grade of "B") or higher.
- Official documents on file for basis of admission: a conferred bachelor's degree from an accredited academic institution.
- Official transcripts on file for all transfer credit hours accepted by the University.
- All financial obligations to the University paid in full.

Completion Period for Master's Degrees

Northcentral allows five years to complete all 36 credit hour master's programs.

Students who are unable to complete a degree program within the stated time limit are dismissed. Students who believe they have extenuating circumstances may document the circumstances in a request for special consideration to their respective School Dean or designee. Exceptions to this policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 44 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule

designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 18 months.

MA Specializations

Students are required to select one of four specializations within the Master of Arts in Psychology degree program, each of which is described in further detail below:

- Gender Diversity
- General Psychology
- Health Psychology
- Industrial/Organizational Psychology

Course Length

All courses in the Master of Arts in Psychology program are eight weeks in length, with the exception of practicum courses (PSY6901 and PSY6902).

Master of Arts in Psychology Degree Plan

36 Credit Hours

Foundations - 21 credit hours

**C*lick on the course name for description, click again to close.*

PSY5101-8	Foundations for Graduate Study in Psychology
PSY5102-8*	History and Systems of Psychology
PSY5103-8	Professional Ethics, Law, and Psychology
PSY5104-8	Theories of Human Development and Functioning
PSY5105-8	Social Psychology
PSY5106-8	Biopsychology
PSY5107-8	Research Design

*If student opts for the Gender Diversity Studies Specialization, then student can opt to take PSY6200-8 in place of PSY5102-8.

These courses must be completed prior to enrolling in other graduate courses in psychology.

Required Specialization Courses – 15 credit hours

See Specialization options below.

Gender Diversity Studies Specialization

The purpose of the Gender Diversity Studies specialization is to provide an in-depth understanding of the social, cultural, and biological foundations of human sexuality, gender, and sexual orientation.

Required Specialization Courses - 15 credit hours

PSY6201-8	Psychology of Sex and Sexuality
PSY6202-8	Psychology of Gender
PSY6203-8	Introduction to Gender Variance
PSY6206-8	LGBTQ Affirmative Psychology
PSY6205-8	Capstone Course: Gender Diversity Studies

General Psychology Specialization

The General Psychology specialization allows students to select courses from a broad range of electives to fit their personal and professional goals.

Students must complete a minimum of 15 credit hours for the specialization in General Psychology (12 of these credits are from elective courses and 3 from a required Capstone course). Students may take psychology courses at the 5000, 6000, 7000, or 8000 level including up to two courses from other fields (MFT, Business, and/or Education) to fulfill their specialization requirements. Additional courses (i.e., more than two courses) from other disciplines may be considered to fill this requirement, with Dean approval.

Recommended Specialization Courses - 15 credit hours

PSY6100-8	Theories of Personality*
PSY6102-8	Multicultural Psychology*
PSY6103-8	Human Communication: Interviewing

	Skills*
PSY6104-8	Positive Psychology*
PSY6105-8	Capstone Course: Psychology

*Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. Students are encouraged to choose their specialization courses based on personal and professional goals and to work with their Academic Advisor to revise their degree plan.

Health Psychology Specialization

The purpose of the Health Psychology specialization is to provide an in-depth understanding of the total matrix of factors influencing psychological and physical health and illness.

Required Specialization Courses – 15 credit hours

PSY6301-8	Health Psychology
PSY6302-8	Behavioral Nutrition
PSY6303-8	Stress and Coping
PSY6304-8	Coaching for Health and Wellness
PSY6305-8	Capstone Course: Health Psychology

Industrial/Organizational Psychology Specialization

The purpose of the Industrial/Organizational Psychology specialization is to provide an in-depth understanding of people in the world of work. Training is provided in conducting basic and applied research and in the application of theory and research to organizational and human resource management issues.

Required Specialization Courses – 15 credit hours

PSY6401-8	Industrial/Organizational Psychology
PSY6402-8	Applied Statistics
PSY6403-8	Tests and Measurements in Industrial/Organizational Psychology

PSY6414-8	Small Group Theory and Team Processes
PSY6415-8	Capstone Project: Industrial/Organizational Psychology

Post-Master's Certificate

Description of Program

Each Post-Master's Certificate program comprises 6 courses (18 credit hours). With the exception of the General Psychology certificate, students must complete the program as listed below and may not substitute alternative courses. Students must complete all six NCU courses with a cumulative GPA of 3.0 or better in order to receive a certificate. Courses for the General Psychology specialization should be selected from PSY7000-level or PSY8000-level courses only (excluding PSY7101 and PSY7102) .

Basis of Admission

Admission to a Northcentral University Post-Master's Certificate program requires a conferred master's level or higher degree from a regionally or nationally accredited academic institution.

Scope

6 NCU Courses (18 Credit hours) must be completed to earn a Post-Master's Certificate specialization. Courses taken in a Northcentral master's program cannot be applied toward a Post-Master's Certificate program.

Post-Master's Certificate Transfer into a Doctoral Program

Post-Master's Certificate program courses may be used to satisfy doctoral degree requirements if the Post-Master's Certificate course is required by the doctoral program in which the student is enrolled.

Coursework completed as part of an earned doctoral degree cannot be applied toward a Post-Master's Certificate program. However, a Post-Master's Certificate can be completed as part of doctoral coursework, if the student officially applies for a Post-Master's Certificate prior to completing the fourth course in a Post-Master's Certificate series.

Completion Period for Post-Master's Certificate

Normal time to completion for this program is 19 months.

Time to completion varies depending upon the pace in which a student completes courses. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, can expect to finish in as little as 13 months.

Northcentral allows two years to complete a Post-Master's Certificate.

Students who are unable to complete a Post-Master's Certificate within the stated time limit are dismissed. Students who believe they have extenuating circumstances may document the circumstances in a request for special consideration to their respective School Dean or designee. Exceptions to this policy are determined on a case-by-case basis and are granted only once.

NOTE: Northcentral does not guarantee that Post-Master's Certificate courses taken in one Northcentral School will transfer to another Northcentral School. The Dean of the School or Department to which the student wishes to transfer will review the Post-Master's Certificate courses and make a final determination. The outcome will be documented in the student's file. The student will be notified by e-mail of the requirements to obtain the doctoral degree.

Department of Psychology Post-Master's Certificate

Click on the course name for description, click again to close.

Addictions - 18 credit hours

The Post-Master's Certificate in Addictions is intended for mental health practitioners who would like to develop knowledge and expertise in the area of substance abuse, addictions and addictive behaviors. Dynamics of substance abuse and dependence including drugs, alcohol, and marijuana, with an emphasis on assessment and treatment planning will be explored. Coursework also examines research related to addictions and compulsive behaviors, as well as co-occurring disorders.

PSY8111	Clinical Survey of Substance Abuse and Dependence
PSY8112	Addiction Assessment and Treatment Planning

PSY8113	Addiction and Related Disorders
PSY8114	Co-Occurring Disorders
PSY8115	Family Systems Approaches to Addiction
PSY8116	Group Therapy

Addictions and Rehabilitation - 18 credit hours

The Post-Master's Certificate in Addictions and Rehabilitation is designed for individuals interested in gaining knowledge of case management, clinical supervision, clinical supervision leadership strategies, rehabilitation needs of special populations, and evidence-based practices in addiction rehabilitation. Courses will cover core functions in addiction counseling, thus providing students with information to help them prepare for eventual and advanced careers in addiction rehabilitation.

PSY8600	Integrated Theories of Addiction and Rehabilitation
PSY8601	Case Management Approaches and Methods
PSY8602	Clinical Supervision
PSY8603	Advanced Clinical Supervision: Leadership
PSY8604	Addiction Treatment and Special Populations
PSY8605	Evidence-Based Practice in Addictions and Rehabilitation

Gender Diversity - 18 credit hours

The Post-Master's Certificate in Gender Diversity is intended for practicing mental health practitioners and educators who are interested in examining in more depth the social, cultural and biological foundations of human sexuality, gender and sexual orientation. Issues, challenges and changes in current understanding of mental health, gender and healthy sexuality are addressed.

PSY8200	Sexual Issues

PSY8201	Dynamics of Family Interaction
PSY8203	Psychology of Gender
PSY8204	Psychological Aspects of Gender Variance
PSY8205	Psychology and the Gay, Lesbian and Bisexual Population
PSY8206	Sex, Sexuality and Power Dynamics

General Psychology - 18 credit hours

The Post-Master's Certificate in General Psychology allows students to select courses from a broad range of electives to fit their personal and professional goals. Completion of this certificate will assist individuals in pursuing a variety of career opportunities in research and education in both the public and the private sector in setting such as schools, hospitals, clinics, research centers, business and health care teams. Courses for the General Psychology specialization should be selected from PSY7000-level or PSY8000-level courses only (excluding PSY7101 and PSY7102).

Recommended Certificate Courses* - 18 credit hours

PSY8100	Theories of Personality*
PSY8101	Multicultural Psychology*
PSY8103	Cognition, Emotion, and Motivation*
PSY8104	Positive Psychology*
PSY8105	Community Psychology*
PSY8106	Human Communication: Interviewing Skills *

*Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. Students are encouraged to choose their General Psychology certificate courses based on personal and professional goals and to work with their Academic Advisor to revise their degree plan.

Gerontology - 18 credit hours

The Post-Master's Certificate in Gerontology is designed to assist in training individuals interested in working with older adults and their families. As the world's population

continues to age, the demand will continue for individuals trained in gerontology. Coursework in this certificate prepares individuals for career opportunities in health facilities, mental health clinics, numerous government agencies, and community organizations.

PSY8121	Psychology of Aging
PSY8330	Mental Health and Aging
PSY8331	Aging, Families and Elder Care
PSY8332	Multicultural Perspectives of Aging
PSY8333	Psychological Practice in Gerontology
PSY8334	Death and Dying

Health Psychology - 18 credit hours

The Post-Master's Certificate in Health Psychology explores the interaction between the body and the mind, and the factors that influence physical and psychological health, such as stress and nutrition. Coursework prepares individuals for serving as a health consultant to hospitals or agencies, helping individuals develop healthy lifestyles, or providing the psychological perspective to a team of health care providers.

PSY8300	Health Psychology
PSY8111	Clinical Survey of Substance Abuse and Dependence
PSY8128	Stress and Coping
PSY8303	Eating Disorders and Obesity
PSY8304	Complementary and Alternative Medicine
PSY8305	Consultation and Interventions in Health Care Settings

Industrial/Organizational Psychology - 18 credit hours

The Post-Master's Certificate in Industrial/Organizational Psychology reviews psychological theories and models applicable to critical issues in the fields of business and industry. Completion of coursework prepares individuals to assume leadership

positions in industry, government, consulting and education in various fields, such as research, coaching, human resource development, consumer behavior analysis, workplace planning, market strategy, personnel specialist and talent acquisition.

PSY8400	Industrial/Organization Psychology
PSY8106	Human Communication – Interviewing Skills
PSY8117	Life Coaching
PSY8129	Organizational Training and Development
PSY8401	Leadership and Management
PSY8404	Consulting in Business, Education, and Health

Mental Health Policy and Practice - 18 credit hours

The Post-Master's Certificate in Mental Health Policy and Practice is intended for helping professionals to develop a deeper understanding of mental health through an evidence-based practice approach. It is designed to help prepare individuals to assume senior leadership positions in the field of behavioral health service organizations and delivery, state government or private enterprise.

PSY8500	Mental Health Services Policy
PSY8501	Mental Health Administration and Management
PSY8502	Comparative Analysis of Psychotherapies
PSY8503	Evidence-Based Treatments
PSY8504	Psychology and Finance
PSY8505	Mental Health and the Courts

Trauma and Disaster Relief - 18 credit hours

Increasing natural disasters, incidents of abuse and neglect, terrorism, war, violence and conflict on a local, national and global level have created a demand for individuals trained in identifying and treating the aftermath of trauma. Victims, witnesses and relief

workers who experience trauma may also find themselves facing a variety of psychological issues, difficulties in interpersonal relationships, physical health problems and be placed at future risk. Mental health workers would benefit from understanding the various facets of trauma, its impact on coping skills, and treatment, intervention and prevention strategies.

Exposure to trauma and disaster can lead to emotional and behavioral issues for victims, survivors, relief workers and bystanders. The Trauma and Disaster Relief certificate prepares learners to work with individuals who have witnessed natural disasters, accidents, abuse, physical injury, bullying, etc., and who are now grappling with how to cope or to integrate memories or feelings related to that experience.

PSY8110	Psychology of Violence
PSY8320	Psychology of Traumatic Violence
PSY8322	Disaster, Terrorism, and Mass Violence: Impacts on Mental Health
PSY8323	Trauma-informed Assessments, Risk, and Diagnosis
PSY8324	Trauma-informed Interventions with Disaster and Trauma Survivors
PSY8325	Gender and Cultural Considerations in Disaster Trauma and Response

Doctor of Philosophy in Psychology Degree Program (PhD)

Description of Program

The Doctor of Philosophy (PhD) program was designed in response to the growing interest in psychology as a discipline of study and the need for advanced studies, including research beyond the master's level. This degree program emphasizes theory, research, and scholarship, culminating in a dissertation.

Goals of the PhD Program in Psychology

The goals (referred to as Student Learning Outcomes) of the Doctor of Philosophy in Psychology programs are as follows:

- Student will be able to appraise theories and principles in psychology to inform professional contexts.
- Students will be able to evaluate research methods and data analysis in psychology.

- Student will be able to select psychological principles and research for application to personal, social, and organizational issues.

- Students will be able to evaluate ethical principles of psychology in academic and professional matters.

- Students will be able to critique diversity issues in professional contexts.

- Students will be able to design clear and effective communication for fellow professionals and the public.

PhD Specializations in Psychology

There are eight specializations within the Doctor of Philosophy in Psychology degree program, each of which is described in further detail below:

- Addictions
- Gender Diversity Studies
- General Psychology
- Gerontology
- Health Psychology
- Industrial/Organizational Psychology
- Mental Health Policy and Practice
- Trauma and Disaster Relief

General Degree Requirements

The PhD in Psychology degree requires a minimum of 60 credit hours at the graduate level beyond the master's degree.

The University may accept a maximum of 12 semester credit hours in transfer toward the doctoral degree for graduate coursework completed at an accredited college or university while enrolled in a doctoral program with a grade of "B" or better.

The PhD degree programs in psychology have the following graduation requirements:

- A minimum of 48 credit hours of graduate instruction must be completed through Northcentral.

- Grade Point Average of 3.0 (letter grade of "B") or higher.

- Satisfactory completion of a Comprehensive Exam.

- University approval of dissertation manuscript and successful completion of the dissertation defense.

- Submission of the approved final dissertation manuscript to the University Registrar, including the original unbound dissertation manuscript and an electronic copy.

- Official documents on file for basis of admission: a conferred master's degree from an accredited academic institution.
- Official transcripts on file for all transfer credit hours accepted by the University.
- All financial obligations to the University paid in full.

Competencies for PhD Programs in Psychology

All PhD students are required to demonstrate competency in these areas:

- **Competency in Research Writing Skills** - PhD students are required to complete both PSY7101 and PSY7102 at Northcentral. Students must demonstrate doctoral-level writing skills in all Northcentral graduate coursework. Students may request on their own behalf or may be recommended to complete an English writing course if the School Dean or faculty determine communications skills are insufficient for doctoral-level work.
- **Graduate-Level Research Methods Competency** - PhD students are required to complete PSY7103, PSY7106, PSY7108, and PSY7109 at Northcentral.
- **Graduate-Level Statistics Competency -** PhD students are required to complete PSY7107 at Northcentral.
- **Computer Competency -** Doctoral students are required to have the computer skills necessary for completing a dissertation. Students must be able to prepare documents using advanced word processing skills (e.g., creation of tables and figures, headers and footers, page breaks, tables of contents, hanging indents). Students must use computer programs for the statistical analysis of data (e.g., SPSS). Students must produce a computer-based presentation (e.g., PowerPoint) for their dissertation defense.

Completion Period for Doctoral Degrees

Northcentral allows seven years to complete a doctoral program.

Students who are unable to complete a degree program within the stated time limit are dismissed. Students who believe they have extenuating circumstances may document the circumstances in a request for special consideration to their respective School Dean or designee. Exceptions to this policy are determined on a case-by-case basis and are granted only once.

Normal time to completion for this program is 84 months.

Time to completion varies depending upon the pace in which a student completes courses and the number of transfer credits accepted. As most Northcentral students are working adults balancing educational, professional, and personal commitments, our academic advisors will work with you to develop a program schedule that works best for your needs.

The normal time disclosed above reflects the experience of students who may have entered under different program requirements. In the quest for continuous improvement, academic leadership has revised the program to optimize curriculum and pace, facilitate student learning, and improve chances for success. Therefore, the program is now designed for students enrolling today to take advantage of these revised course structures, lengths, and schedules. New students following the preferred schedule designed by the Dean for this program, and applying no transfer credits, can expect to finish in as little as 48 months.

PhD in Psychology Degree Plan

Credit Hours - The PhD program may be completed in 60 credits (not including required Standard Curriculum courses; see below) but **may require additional credit hours**, depending on the time required to complete the dissertation research. If granted, additional courses will be added to the student degree program in alignment with the SAP and Academic Maximum Time to Completion policies. Students who do not complete their program in accordance with these policies may be dismissed.

Basis of Admission - In order to enter the doctoral (PhD) program in psychology, applicants must have earned a master's degree from an accredited university. There are two options for entering the doctoral program in psychology:

- **Direct Entry –** Individuals with a previously completed master's degree in any area of Psychology, Mental Health Counseling, Marriage and Family Therapy, or Social Work may immediately begin the 60 credit PhD program.
- **Evaluation Track –** Individuals who have previously completed a master's degree in an area other than one listed above must have their transcripts evaluated to determine if previous coursework meets some or all of the Standard Curriculum requirements (see below). Students in the Evaluation Track would begin their degree plan with PSY7101 and PSY7102 and then take all required Standard Curriculum courses prior to taking the remaining courses in their degree plan.

> **NOTE: Standard curriculum courses are only required if you do not have a Master's degree in Psychology or a related field. Courses can be waived if similar graduate level courses were completed prior to enrollment.**

Standard Curriculum - Up to 12 credit hours determined based on formal evaluation. These courses are in addition to the 60 credits listed below.

Click on the course name for description, click again to close.

PSY7011	History and Systems of Psychology
PSY7012	Professional Ethics, Law, and Psychology

PSY7013	Human Development and Functioning
PSY7014	Social Psychology

PhD Specializations

Addictions Specialization

The purpose of the Addictions specialization is to provide mental health practitioners to develop knowledge and expertise in the area of substance abuse, addictions and addictive behaviors. Dynamics of substance abuse and dependence including drugs, alcohol, and marijuana, with an emphasis on assessment and treatment planning will be explored. Coursework also examines research related to addictions and compulsive behaviors, as well as co-occurring disorders.

PSY7101	Foundations for Doctoral Study in Psychology
PSY7102	Scholarly Writing and Professional Communication in Psychology
	Standard Curriculum Courses, if needed
PSY8111	Clinical Survey of Substance Abuse and Dependence
PSY7103	Research Methods
PSY8112	Addiction Assessment and Treatment Planning
PSY7104	Statistics I
PSY8113	Addiction and Related Disorders
PSY7105	Tests and Measurements
PSY8114	Co-Occurring Disorders
PSY7106	Quantitative Research Design
PSY8115	Family Systems Approaches to Addiction
PSY7107	Statistics II

PSY8116	Group Therapy
PSY7108	Qualitative Research Design
PSY7109	Planning Dissertation Research in Psychology
CMP9500P	Comprehensive Exam
DIS9501P	Dissertation Research*
DIS9502P	Dissertation Research*
DIS9503P	Dissertation Research*
DIS9504P	Dissertation Research*

*Dissertation Research – A minimum of four dissertation research courses must be completed in order to complete the program.

Gender Diversity

The purpose of the Gender Diversity Studies specialization is to provide an in-depth understanding of the social, cultural, and biological foundations of human sexuality, gender, and sexual orientation, prepare students to apply principles of psychology related to gender diversity in a variety of settings, and carry out research related to gender diversity in a variety of settings. Eighteen (18) credit hours of coursework are devoted to Gender Diversity Studies.

PSY7101	Foundations for Doctoral Study in Psychology
PSY7102	Scholarly Writing and Professional Communication in Psychology
	Standard Curriculum Courses, if needed
PSY8200	Sexual Issues
PSY7103	Research Methods
PSY8201	Dynamics of Family Interaction
PSY7104	Statistics I

PSY8206	Sex, Sexuality and Power Dynamics
PSY7105	Tests and Measurements
PSY8203	Psychology of Gender
PSY7106	Quantitative Research Design
PSY8204	Psychological Aspects of Gender Variance
PSY7107	Statistics II
PSY8205	Psychology and the Gay, Lesbian and Bisexual Population
PSY7108	Qualitative Research Design
PSY7109	Planning Dissertation Research in Psychology
CMP9500P	Comprehensive Exam
DIS9501P	Dissertation Research*
DIS9502P	Dissertation Research*
DIS9503P	Dissertation Research*
DIS9504P	Dissertation Research*

*Dissertation Research - A minimum of four dissertation research courses must be completed in order to complete the program.

General Psychology

The General Psychology specialization allows students to select courses from a broad range of electives to fit their personal and professional goals. This specialization also prepares students to apply principles of psychology and conduct research related to their area of interest in a variety of settings.

Students in the General Psychology specialization select six courses (18 credit hours) from the Department of Psychology curriculum at the 7000 or 8000 level. Courses from other disciplines may fill this requirement, with Department of Psychology approval. Note: an internship course cannot count towards the degree program.

A sample degree plan follows; an asterisk (*) indicates an example specialization course:

PSY7101	Foundations for Doctoral Study in Psychology
PSY7102	Scholarly Writing and Professional Communication in Psychology
	Standard Curriculum Courses, if needed (see above)
PSY8100	Theories of Personality*
PSY7103	Research Methods
PSY8101	Multicultural Psychology*
PSY7104	Statistics I
PSY8103	Cognition, Emotion, and Motivation*
PSY7105	Tests and Measurements
PSY8104	Positive Psychology*
PSY7107	Statistics II
PSY8105	Community Psychology*
PSY7106	Quantitative Research Design
PSY8106	Human Communication: Interviewing Skills *
PSY7108	Qualitative Research Design
PSY7109	Planning Dissertation Research in Psychology
CMP9500P	Comprehensive Exam
DIS9501P	Dissertation Research**
DIS9502P	Dissertation Research**
DIS9503P	Dissertation Research**
DIS9504P	Dissertation Research**

*Courses listed are examples and upon acceptance to the program the initial degree plan will include these courses. Students are encouraged to choose their specialization courses based on personal and professional goals and will work with their Academic Advisor to revise their degree plan. Students can select any PSY8000 level course for this specialization. Please consult the course descriptions for a full list of available courses.

**Dissertation Research – A minimum of four dissertation research courses must be completed in order to complete the program. Additional dissertation research courses may be taken if the dissertation requirements are not completed in DIS9504P.

Gerontology

The Gerontology specialization is designed to assist in training individuals interested in working with older adults and their families. As the world's population continues to age, the demand will continue for individuals trained in gerontology. Coursework in this certificate prepares individuals for career opportunities in health facilities, mental health clinics, numerous government agencies, and community organizations.

PSY7101	Foundations for Doctoral Study in Psychology
PSY7102	Scholarly Writing and Professional Communication in Psychology
	Standard Curriculum Courses, if needed (see above)
PSY8121	Psychology of Aging
PSY7103	Research Methods
PSY8330	Mental Health and Aging
PSY7104	Statistics I
PSY8331	Aging, Families and Elder Care
PSY7105	Tests and Measurements
PSY8332	Multicultural Perspectives of Aging
PSY7107	Statistics II
PSY8333	Psychological Practice in Gerontology

PSY7106	Quantitative Research Design
PSY8334	Death and Dying
PSY7108	Qualitative Research Design
PSY7109	Planning Dissertation Research in Psychology
CMP9500P	Comprehensive Exam
DIS9501P	Dissertation Research*
DIS9502P	Dissertation Research*
DIS9503P	Dissertation Research*
DIS9504P	Dissertation Research*

*Dissertation Research – A minimum of four dissertation research courses must be completed in order to complete the program.

Health Psychology

The purpose of the Health Psychology specialization is to provide an in-depth understanding of the total matrix of factors influencing psychological and physical health and illness, prepare students to apply biopsychosocial principles in a variety of settings, and carry out research related to health psychology in a variety of settings. Eighteen (18) credit hours of coursework are devoted to Health Psychology.

PSY7101	Foundations for Doctoral Study in Psychology
PSY7102	Scholarly Writing and Professional Communication in Psychology
	Standard Curriculum Courses, if needed (see above)
PSY8300	Health Psychology
PSY7103	Research Methods
PSY8301	Psychosocial Factors in Health
PSY7104	Statistics I

PSY8302	Behavioral Nutrition
PSY7105	Tests and Measurements
PSY8303	Eating Disorders and Obesity
PSY7107	Statistics II
PSY8304	Complementary and Alternative Medicine
PSY7106	Quantitative Research Design
PSY8305	Consultation and Interventions in Health Care Settings
PSY7108	Qualitative Research Design
PSY7109	Planning Dissertation Research in Psychology
CMP9500P	Comprehensive Exam
DIS9501P	Dissertation Research*
DIS9502P	Dissertation Research*
DIS9503P	Dissertation Research*
DIS9504P	Dissertation Research*

*Dissertation Research – A minimum of four dissertation research courses must be completed in order to complete the program.

Industrial/Organizational Psychology

The purpose of the Industrial/Organizational Psychology specialization is to provide an in-depth understanding of people in the world of work, prepare students to apply principles of I/O psychology in work and organizational settings, and carry out research related to human behavior in organizations. Eighteen (18) credit hours of coursework are devoted to Industrial/Organizational Psychology.

PSY7101	Foundations for Doctoral Study in Psychology
PSY7102	Scholarly Writing and Professional Communication in Psychology

	Standard Curriculum Courses, if needed
PSY8400	Industrial/Organizational Psychology
PSY7103	Research Methods
PSY8401	Leadership and Management
PSY7104	Statistics I
PSY8402	Work Motivation and Attitudes
PSY7115	Tests and Measurements in I/O Psychology
PSY8403	Organizational Development
PSY7107	Statistics II
PSY8404	Consulting in Business, Education, and Health
PSY7106	Quantitative Research Design
PSY7108	Qualitative Research Design
PSY8406	Multivariate Statistical Analysis
PSY7109	Planning Dissertation Research in Psychology
CMP9500P	Comprehensive Exam
DIS9501P	Dissertation Research*
DIS9502P	Dissertation Research*
DIS9503P	Dissertation Research*
DIS9504P	Dissertation Research*

*Dissertation Research – A minimum of four dissertation research courses must be completed in order to complete the program.

Mental Health Policy and Practice

The purpose of the Mental Health Policy and Practice specialization is to provide an evidence based practice approach to those people who have substantial experience in their respective disciplines and wish to broaden and deepen their knowledge behavioral health administration and care. Eighteen (18) credit hours of coursework are devoted to Mental Health Policy and Practice.

PSY7101	Foundations for Doctoral Study in Psychology
PSY7102	Scholarly Writing and Professional Communication in Psychology
PSY8500	Mental Health Services Policy
PSY7103	Research Methods
PSY8501	Mental Health Administration and Management
PSY7104	Statistics I
PSY8502	Comparative Analysis of Psychotherapies
PSY7105	Tests and Measurements
PSY8503	Evidence-Based Treatments
PSY7107	Statistics II
PSY8504	Psychology and Finance
PSY7106	Quantitative Research Design
PSY8505	Mental Health and the Courts
PSY7108	Qualitative Research Design
PSY7109	Planning Dissertation Research in Psychology
CMP9500P	Comprehensive Exam
DIS9501P	Dissertation Research*
DIS9502P	Dissertation Research*
DIS9503P	Dissertation Research*

DIS9504P	Dissertation Research*

*Dissertation Research – A minimum of four dissertation research courses must be completed in order to complete the program.

Trauma and Disaster Relief

Increasing natural disasters, incidents of abuse and neglect, terrorism, war, violence and conflict on a local, national and global level have created a demand for individuals trained in identifying and treating the aftermath of trauma. Victims, witnesses and relief workers who experience trauma may also find themselves facing a variety of psychological issues, difficulties in interpersonal relationships, physical health problems and be placed at future risk. Mental health workers would benefit from understanding the various facets of trauma, its impact on coping skills, and treatment, intervention and prevention strategies.

Exposure to trauma and disaster can lead to emotional and behavioral issues for victims, survivors, relief workers and bystanders. The Trauma and Disaster Relief specialization prepares students to work with individuals who have witnessed natural disasters, accidents, abuse, physical injury, bullying, etc., and who are now grappling with how to cope or to integrate memories or feelings related to that experience.

PSY7101	Foundations for Doctoral Study in Psychology
PSY7102	Scholarly Writing and Professional Communication in Psychology
	Standard Curriculum Courses, if needed
PSY8110	Psychology of Violence
PSY7103	Research Methods
PSY8320	Psychology of Traumatic Violence
PSY7104	Statistics I
PSY8322	Disaster, Terrorism, and Mass Violence: Impacts on Mental Health
PSY7105	Tests and Measurements
PSY8323	Trauma-informed Assessments, Risk, and Diagnosis

PSY7107	Statistics II
PSY8324	Trauma-informed Interventions with Disaster and Trauma Survivors
PSY7106	Quantitative Research Design
PSY8325	Gender and Cultural Considerations in Disaster Trauma and Response
PSY7108	Qualitative Research Design
PSY7109	Planning Dissertation Research in Psychology
CMP9500P	Comprehensive Exam
DIS9501P	Dissertation Research*
DIS9502P	Dissertation Research*
DIS9503P	Dissertation Research*
DIS9504P	Dissertation Research*

*Dissertation Research – A minimum of four dissertation research courses must be completed in order to complete the program.