



**UWLA**  
Graduate Studies

SCHOOL OF GRADUATE STUDIES CATALOG

**2012-2013**

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The University of West Los Angeles  
Distance Learning Program  
Master Degree

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**University of West Los Angeles**  
**School of Graduate Studies**  
**9800 S. La Cienega Boulevard**  
**12th Floor**  
**Inglewood, California 90301**  
**310.342.5291**  
**[www.uwla.edu/sogs](http://www.uwla.edu/sogs)**

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## **GRADUATE PROGRAM COURSE CATALOG**

The time period covered by this catalog is from 7/1/12 and ends 6/30/13.

## **MISSION STATEMENT OF THE SCHOOL OF GRADUATE STUDIES**

The Mission of The University of West Los Angeles, School of Graduate Studies is to offer premier Master of Science Degrees through a technology-enhanced learning environment for a diverse population in order to develop and enhance their professional skills and to enable them to more effectively contribute to society.

## **ACADEMIC FREEDOM STATEMENT**

The School of Graduate Studies has a policy of academic freedom ensuring faculty members the ability to exercise their reasonable and informed judgment.

The University shall establish no policy which will inhibit academic freedom. Faculty members have the right and obligation to examine all aspects of problem areas, to gather data and to question assumptions. Faculty members are free and secure to teach, investigate and participate as responsible citizens in community activities. The faculty and the administration shall attempt to maintain an educational climate which is conducive to the free exploration of all ideas and of varying points of view.

Any faculty member who finds that a possible violation of academic freedom cannot be resolved informally with the Dean may submit such a question in writing to the general faculty, which may appoint an investigative committee to ascertain the facts of the alleged violation and make recommendations for the resolution of the matter to the Dean and the general faculty.



## Dean's Message-

The Master of Science in Administration Degree programs are tailored for those who wish to succeed in the rapidly changing contemporary workplace.

These programs evolved from an understanding that institutions of higher education must provide practical degrees to set their graduates apart from other students seeking similar positions. Our program will graduate a higher quality and better-qualified graduate and our students will graduate with an expanded parameter of knowledge. Our faculty uses the newest technologies to teach and inspire our students to develop realistic skills that are usable immediately in the workforce.

Our degree programs have the potential to add value to the careers of our graduates and especially to those whose careers are in court administration, government agencies and regulation, law enforcement, human resources, social services, law firms, and business organizations in the public and private sectors.

I invite you to contact me and my staff to discuss how we can save you time by offering a program customized to your schedule and your needs.

Kimberly Y. Johnson, Ed.D.

Dean

School of Graduate Studies



## **INSTITUTIONAL ACCREDITING HISTORY**

Since 1978, the Committee of Bar Examiners of the State Bar of California (CBE) has continuously accredited the University of West Los Angeles, School of Law.

The University of West Los Angeles-School of Law received accreditation from the Western Association of Schools and Colleges (WASC) in 1983. Accreditation was surrendered in 2006. In 2012 the University of West Los Angeles, as a single unified entity (School of Law and School of Graduate Studies) applied for re-accreditation and WASC found that the University has met each of the Eligibility Criterion and may move forward to a comprehensive self-review under the WASC Standards in pursuit of Candidacy.

The School of Graduate Studies is an unaccredited graduate degree program and may not be recognized for some employment positions, including but not limited to, positions within the State of California. Additionally, as an unaccredited degree program, students enrolling into the program are not eligible for federal financial aid.

The University of West Los Angeles has never filed for bankruptcy petition, operated as a debtor in possession or had a petition of bankruptcy filed against it under federal law.

University of West Los Angeles is a private University.

## **What You Should Know About Our Pending Application for State Approval**

This institution is a private institution approved to operate by the California Bureau for Private Postsecondary Education. Approval to operate means the institution is compliant with the minimum standards in the California Private Postsecondary Education Act of 2009 (as amended) and Division 7.5 of the California Code of Regulations. For more information, call the Bureau for Private Postsecondary Education at (916) 431-6959, or toll-free at (888) 370-7589, or visit its website at [www.bppe.ca.gov](http://www.bppe.ca.gov).

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to:

### **Bureau for Private Postsecondary Education**

**P.O. Box 980818**

**West Sacramento, CA 95798-0818**

**[www.bppe.ca.gov](http://www.bppe.ca.gov) - P: 888.370.7589 or 916.431.6959 F: 916.263.1897**

As a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement.

## **SCHOOL PERFORMANCE FACT SHEET**

The programs and concentrations outlined in this catalog are too new to provide data for any of the categories. The number of students who graduate, the number of students who are placed, or the starting salary you can earn after finishing the educational programs are unknown at this time. Information regarding general salary and placement statistics may be available from government sources or from the institution, but is not equivalent to actual performance data.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling 888.370.7589 or by completing a complaint form, which can be obtained on the bureau's Internet Web site [www.bppe.ca.gov](http://www.bppe.ca.gov).

## **ALL COURSES TAUGHT ONLINE:**

University of West Los Angeles - School of Graduate Studies

9800 S. La Cienega Boulevard

12th Floor

Inglewood, California 90301

310.342.5291

[www.uwla.edu/sogs](http://www.uwla.edu/sogs)

## **PROGRAM DESCRIPTION**

The University of West Los Angeles, School of Graduate Studies (SOGS) seeks to meet the needs of students, law firms, government agencies and organizations by offering a new program designed to produce legal and healthcare experts, managers, leaders, administrators and innovators for public and private industries.

The SOGS evolved from an understanding that institutions of higher education must provide students with practical degrees that help to set them apart from other students seeking similar positions in the workplace. Due to our downsized economy, the economic and societal importance of higher learning has produced a more competitive job market.

In order for our students to be successful, they must meet the needs of employees in the future. Our program teaches students realistic skills that are usable immediately in the workforce. We developed the Master's Degree Program to produce a higher quality and better-qualified graduate. Our program instills current and relevant issues in legal studies, practical skills, leadership, communication, and responsibility. This program aims to shape individuals capable of becoming innovative members of the business and legal workforce, assuming leadership roles within their chosen organizations, and to make a positive difference in the work place and in their communities.

Today's organizations seek highly educated, professionally capable and competent employees with knowledge, technology expertise and the skill set to become leaders in a business and legal environment.

## **PROGRAM SCHEDULING AND DELIVERY**

All courses will be administered in an eight-week session format. Two courses will be offered each session and each student must complete (12) three unit courses at UWLA for a total of 36 units for a master's degree.

Initially, classes will be offered online for eight-week sessions. In the future, classes may be offered onsite to meet the expansion needs of the programs. When classes are offered onsite, they will meet for eight weeks on two nights per week for a three-hour session per night.

Students may finish the degree in less than two years depending on the number of courses that they take per session.

## GRADUATION REQUIREMENTS

Students must complete (12) three unit courses at UWLA for a total of 36 units for a Master degree. Students must have a 2.7 GPA to graduate.

## CORE COURSE DESCRIPTIONS

All students seeking a master's degree must complete the following first six core courses;

### **GS601: Leadership and Management (3units)**

This course is an introduction to the study of leadership qualities and management styles and examines leaders in a historical context. Students will focus on effective leadership in an organizational setting. Project Management approaches with a hands-on project; an Electronic Portfolio/File, which the students update throughout their program, will be introduced. The project begins with an Entrance Exam and an Interview and will culminate in the Capstone course.

### **GS602: Business Management and Operations (3 units)**

This course addresses management challenges, processes, and solutions for organizations. This course will incorporate human resource management, fiscal administration, and strategic planning. This course will investigate core elements and administration as well as incorporate some fundamental management skills, such as; clear communication in writing, analysis of behavior, managing complexity, leadership and ethics.

### **GS603: Organizational Behavior (3 units)**

This course is designed to provide human resource techniques and theories, which enable the student to work more effectively within organizations. This course will focus on psychological and organizational processes directly related to the management and leadership role. Specific activities will engage the student in an experimental approach to the subject matter aimed at developing specific competencies.

### **GS604: Ethics and Critical Thinking (3 units)**

This course offers students the opportunity to study ethics and to critically evaluate the value systems of other individuals, groups, and societies. This course examines principles of principal-client relationships, fiduciary duties and accountability, respect for human rights, and professional and personal responsibility. In this course, students learn to differentiate between social faux pass and actionable wrongs, understand logic and reasoning and professional responsibility. Case studies emphasize the importance of professional and personal ethical codes and how particular choices affect an organization. Development of personal philosophies is examined as well as fundamental principles that address the intercultural workplace.

### **GS605: Alternative Dispute Resolution (3 units)**

This course will offer the student an in-depth study of the nature of legal, environmental and organizational conflict. It will also focus on strategies and methods of Conflict Resolution and Alternative Dispute Resolution; including mediation, arbitration, and negotiation. The student will concentrate on communication, diverse values, cultures, beliefs, ethics, and philosophies that exist within the American legal system.

### **GS606: Statistical Analysis and Research Management (3 units)**

The course acquaints the student with the delicate balance between computation, decision-making and conceptual understanding. This course assists the student in planning and execution of empirical social research. The student will gain a working knowledge of techniques used by behavioral scientists, such as; measuring objectives, collecting data, working with significant levels, analyzing variances and interpreting questionnaires, interviews, ethnography, and participant observation, and document study. Related issues such as reliability and validity, scaling will also be covered.

All students seeking a Master's degree are required to take the capstone course as the last course in their program;

### **GS607: Capstone Course - Closing the Circle (3 units)**

This course examines principles of accountability, respect for human rights, and personal responsibility along with the integration of ethics, values, and morals related to effective leadership. This course explores human relationships and dynamics of interpersonal communication in terms of executing productivity, motivation, and team dynamics. This course will incorporate simulations, role-playing, and problem solving. Students will practice interviewing skills and prepare a career portfolio and resume. Students will complete an Exit Exam and Exit Interview, which will be compared to their Entrance Exam and Entrance Interview.

## **DEGREE OPTIONS**

There are two program options for SOGS students. Students may pursue the following degree paths:

### **1. Master of Science Degree in Administration with one of five Specialty Concentrations**

- a. To pursue the Master of Science Degree in Administration all students are required to take the same SEVEN core courses of the 12 course series. After successfully completing the sixth course, the student is then ready to complete five specialty courses towards their major with the final core course (Capstone Course) being the final class in the program.

### **2. Dual Master of Science Degree in Administration with 2 concentrations.**

- a. For the second program option students who opt to pursue dual Master of Science Degrees will be required to take the same SEVEN core courses of the 12 course series. After successfully completing the sixth course, the student is then prepared to take 10 specialty courses towards their respective major. Thus a student pursuing a dual Master's Degree will complete a 17 course series. Once those courses are completed the student will then take the final core course (Capstone Course) which is the final class in the program.

## **FACULTY INFORMATION**

Every faculty member teaching a session will hold "virtual office hours" weekly. Faculty members are required to be available at least one hour per week for each course taught. Students will be able to access their instructor via email, telephone or by the use of some other VoiP P2P (e-communication) modality (ie., Skype, Nextiva, Vocalocity) during the "virtual" office hour. The faculty member's office hour will be published on the first day of the course.

The faculty members possess diverse educational backgrounds, which they have demonstrated by meeting all minimum requirements as outlined the Bureau for Private Postsecondary Education for duly qualified faculty. All faculty members will have expertise in their field of specialty or emphasis that they will be teaching. The faculty members provide and the institution maintains records documenting that each faculty member is duly qualified to perform in the area that the faculty member was assigned.

No more than 72 hours will elapse between receipt of student inquiries, lessons and projects and the response or evaluation by faculty members in each course.

## **FACULTY QUALIFICATIONS**

All School of Graduate Studies faculty have over 7 years of professional experience in their respective industries/fields. Below is a comprehensive list of all current School of Graduate Studies faculty members and their qualifications.

### **A**

#### **Ackerman, George – Law Enforcement program**

Ph.D., Criminal Justice, Capella University (2013)

J.D., Nova Southeastern University Shepard Broad Law School (2003)

MS, Criminal Justice, Nova Southeastern University (2006)

BA, Arts & Humanities, Florida Atlantic University (1999)

#### **Aghakhanian, Armond – Core Faculty**

MBA, Woodbury University (2006)

BA, Political Science, Pepperdine University (2002)

#### **Allen, Eldevell – Law Enforcement program**

M.Ed., Counseling, Cambridge College, 2005

BS, Criminology and Criminal Justice, University of Missouri, 1993

#### **Anastasov, Bob – Core Faculty**

MBA, Healthcare Management, Baker College, 2003

BS, Biology, Central Michigan University, 1999

### **B**

#### **Baird, Joseph – Legal Studies program**

J.D., St. Thomas University, 2005

BA, Classical Culture, University of Oklahoma, 2002

California State Bar #98342

#### **Bloomquist, Lara – Law Enforcement program**

J.D., Whittier Law School, 1978

BA, California State University Long Beach, Political Science, 1975

California State Bar #98342

### **Brooks, Rodney – Law Enforcement program**

D.Min, California Graduate School of Theology, 1985

MA, Mass Media Communications, Loyola Marymount, 1977

BA, Sociology, Morgan State College, 1967

### **Brooks-LeFridge, Sheila – Human Resource program**

MA, Organizational Management, University of Phoenix, 2001

BS, Health Science, California State University, 1989

### **Brown, Lauren – Human Resource Management program**

Ph.D., Social Policy, Florence Heller School of Social Policy & Management, Brandeis University, 2008

MPP, Irving B. Harris School of Public Policy, University of Chicago, 1994

BA, Sociology, University of California Los Angeles, 1991

## **C**

### **Clifton, Romunda – Law Enforcement program**

MA, Public Administration, California State University Dominguez Hills, 1995

BA, Human Service Adult Life & Gerontology, California State University Dominguez Hills, 1992

### **Cole, A. Beverly – Business Management program**

J.D., Fordham University, 1977

MBA, Wharton School, University of Pennsylvania, 1983

BA, Asian & International Studies, Boston University, 1973

### **Cristall, Jonathan – Legal Studies program**

J.D., Southwestern Law School, 1997

BA, Public Relations, California State University Dominguez Hills, 1995

California State Bar #191935

### **Cromer, Kenneth – Core Faculty**

Ph.D., Business Administration, Trident University, 2009

M.Ed., Instructional Technology, Troy University, 2005

BS, Liberal Arts, Excelsior College, 2002

## D

### **Davis, Jamil – Health Care Management program**

MS, Nursing, Albany University, 2012

BS, Nursing, Albany University, 2008

Georgia Registered Nursing License #RN188113

### **Day, Vivian – Health Care Management program**

Ph.D., Education, Capella University, 2012

BS, Health Care Administration, St. Joseph's College, 1986

### **DeGarmo, Alana – Legal Studies program**

J.D., University of LaVerne, 1997

BA, Political Science, California State University Northridge, 1992

California State Bar #192449

### **DeGyarfus, Bridgette – Legal Studies program**

J.D., Southwestern University School of Law, 1994

BS, Computer Information Systems, Arizona State University, 1984

California State Bar #175368

## E

### **Elliott, Christopher – Business Management program**

MSW, Social Work, St. Louis University, 1996

BSW, Social Work, St. Louis University, 1994

### **Ellis, Aubrey – Human Resource Management program**

J.D., University of California Davis, 1974

MA, Behavior Science: Negotiation and Conflict Management, California State University Dominguez Hills, 1990

BA, History & Criminology, University of California Berkeley, 1970

**Ellison, Christopher – Legal Studies program**

J.D., Pepperdine University, 2002

BS, Sociology, Brigham Young University, 1999

California State Bar #248545

**F**

**Folson, Anthony – Core Faculty**

MA, Adult Education and Corporate Training, University of Phoenix, 2012

BS, Kinesiology, California State University Fullerton, 2009

**Fullerton, Kristina – Law Enforcement program**

MS, Public Safety Program, Criminal Justice, Capella University, 2008

BS, Criminology, University of Southern Maine, 2006

**G**

**Gale, LaTonya – Human Resource Management program**

Ph.D., Organization and Management, Capella University, 2012

MBA, Pfeiffer University, 2006

BS, Business Administration, Mt. Olive College, 2005

**Gilliam, Dreana – Core Faculty**

MBA, Everett College, 2010

BBA, Everett College, 2005

**Givhan, Gjenaii – Business Management program**

MBA, Business Administration, Mt. St. Mary's College, 2011

BA, Liberal Studies, California State University, 1999

California Real Estate Broker's License #01238757

**Glee, Gwendolyn – Core Faculty**

MBA, Webster University, 2003

BS, Organizational Management, Voorhees College, 1999

**Gonzalez, David – Law Enforcement**

MA, Organizational Leadership, Biola University, 2007

BS, Human Development, Hope University, 2005

**Gonzalez, Teresita – Health Care Management**

DHA, Health Administration, University of Phoenix, 2009

MBA, University of Phoenix, 2004

BA, English, Ateneo University, 1970

**Gougis, Nicole – Legal Studies program**

J.D., Boalt Hall School of Law, Berkeley, 2004

MA, Cognitive and Social Psychology, University of California Los Angeles, 2000

BA, Psychology, University of California Los Angeles, 1999

California State Bar #232986

**H****Hernandez, Esperanza – Legal Studies program**

M.Ed., Adult Education and Training, University of Phoenix, 2011

BS, Criminal Justice Administration, University of Phoenix, 2008

**Hopkins-Moore, Patsy – Legal Studies program**

J.D., California Western School of Law, San Diego, 1995

BA, Communications, Washington State University, 1980

California State Bar #193933

**Hyatt, Josh – Health Care Management program**

MHL, Health Law, Nova Southeastern University, 2004

BA, Psychology, Florida International University, 1995

**J****Jain, Sundeep – Business Management program**

MSM, Business Management, Oakland City University, 2001

BA, Business Administration, University of St. Francis, 1988

**Jones, Darryl – Business Management program**

BA, Lincoln University, 1993

State of Missouri Insurance License #0107367

**K**

**Klein, Judith – Health Care Management program**

Ph.D., Public Health, Walden University, 2010

MS, Public Health, Walden University, 2008

MBA, National University, 1996

BS, Microbiology & Immunology, McGill University, 1976

**L**

**Leinweber, Robert – Law Enforcement program**

MS, Management, University of Redlands, 2002

BS, Applied Management, Azusa Pacific University, 1999

**Letter, Gordon – Human Resource Management program**

J.D., Hasting College of the Law, 1977

BA, University of California Los Angeles, 1974

California State Bar #86328

**M**

**Manzo, Dennis – Core Faculty**

MA, Management, University of Redlands, 2012

BS, Human Resource Management, Kaplan University 2007

**Martin, Clarissa – Legal Studies program**

MBA, Management and Leadership, University of LaVerne, 2004

BA, Business Administration, University of LaVerne, 2003

**Mathur, Neil – Health Care Management program**

Ph.D., Business Administration/Health Care Administration, Union Institute and University, 2003

M.Ed., Health Psychology, Cambridge College, 2000

BA, Psychology and Administration, Carleton University, 1996

**McAlpin, Kahlil – Business Management program**

J.D., Whittier Law School, 1998

MBA, Management, California State University Dominguez Hills, 2007

BA, Economics, California State University Dominguez Hills, 1994

California State Bar #199512

**Meade, Russ – Legal Studies program**

J.D., St. John's University, 1975

BA, History, Adelphi University, 1968

**Michaels, Connie – Human Resource Management program**

J.D., University of Southern California, 1986

MA, Communications Management, University Southern California, 1986

BA, Mass Communication and Political Science, University of California Berkeley, 1983

**Mongeon, Jannine – Core Faculty**

MBA, Escuela de Administracion de Negocis para Graduados, 1999

BS, Industrial Engineering, University of Lima, 1996

**N****Nicholas, Vanita – Legal Studies program**

J.D., Texas Southern University, 1975

BA, Modern Foreign Languages, Fisk University, 1969

Nicholson, Michael – Business Management program

MS, Business Administration, New Jersey Institute of Technology, 1998

BA, Psychology, Rutgers University, 1990

## O

### **Offiah, Martin – Law Enforcement program**

MBA, Criminal Justice Administration, Oklahoma City University, 1998

BA, Criminal Justice, University of Central Oklahoma, 1989

## P

### **Pierson, Patrick – Core Faculty/Law Enforcement program**

MS, Leadership and Executive Management, Kaplan University, 2011

BS, Higher Education Management, Everest University, 2008

### **Pistone, Paul – Core Faculty**

MA, Philosophy of Religion and Ethics, Biola University, 2011

BA, Philosophy, University of California San Diego, 2006

### **Portis, Cedric – Core Faculty**

M.Div., Eden Theological Seminary, 2012

MPM, Keller Graduate School of Management, 2002

BS, Christian Ministry, St. Louis Christian College, 2002

BS, Mechanical Engineering, University of Missouri Rolla, 1994

### **Price, Curren – Health Care Management program**

J.D., University of Santa Clara, 1976

BA, Political Science, Stanford University, 1972

## R

### **Rogers, Paulette – Business Management program**

MSM, Finance, Argosy University, 2012

BA, Marketing, Strayer University, 2009

**Safaie, Majid – Legal Studies program**

J.D., University of West Los Angeles, 1995

MA, Economics, California State University Los Angeles, 1981

BS, Accounting, Woodbury University, 1979

California State Bar #185129

**Scott, Bradley – Core Faculty**

MBA, Marketing, Ashford University, 2011

BS, Mechanical Engineering, Milwaukee School of Engineering, 1994

**Sebhatu, Peter – Core Faculty**

Ph.D., Leadership and Organizational Behavior, United States International University San Diego, 1994

MBA, National University, 1989

BA, Business Administration Union Institute, 1987

**Semple, Odetta – Core Faculty**

MS, Strategic Leadership; Leadership and Development, Mountain State University, 2011

BS, Organizational Management and Leadership, Bluefield College, 2008

**Smith, Almuhtada – Legal Studies program**

J.D., University of California Los Angeles, 2008

BA, Business Administration, Morehouse College, 2005

California State Bar #263762

**Spangenburg, Janice – Business Management program**

Ph.D., Business, Regent University, 2004

MS, Management, Fielding University, 1992

MS, Management, Troy University, 1992

BA, Business Administration, Fielding Graduate University, 1992

**Stancil, William – Core Faculty**

J.D., New York University School of Law, 1979

BA, Political Science, 1976

**Strand, Charles – Human Resource Management program**

M.Ed., Special Education, University of Illinois, 1978

BA, Sociology, St. Olaf College, 1973

**T**

**Thompson, Beverly – Health Care Management program**

MA, Behavioral Science, California State University Dominguez Hills, 1999

BS, Business Administration, Chapman University, 1996

**Tooley, Tonya – Legal Studies program**

J.D., Loyola University College of Law, 1997

BA, Communications, Howard University, 1990

**V**

**Varela, Angelica – Legal Studies program**

J.D., St. Thomas University, 2005

BA, Oberlin College, Environmental Studies, 1998

Florida State Bar #15826

**Velasco, Alejandro – Health Care Management program**

MBA, University of LaVerne, 2012

BS, Biology, Bio-Technology/Medical Technology, California State University Northridge, 2003

**W**

**Washington, Aldina – Core program**

MBA, Keller Graduate School, 2000

BA, Organizational Management, Southern California College/Vanguard University, 1996

**Washington, Booker – Legal Studies program**

J.D., University of Kentucky College of Law, 2012

BS, Mechanical Engineering, Howard University, 1992

Ohio State Bar # 0089823

Kentucky State Bar # 95341

**Washington, Denise – Business Management program**

MBA, Washington University, 2003

BS, Accounting, Florida Agricultural and Mechanical University, 1994

**Williams, Robyn – Business Management and Core**

MAT, Mathematics, Webster University, 1998

BS, Accounting, St. Louis University, 1989

**Willingham, Gloria – Health Care Management program**

Ph.D., Education, Claremont Graduate University, 1996

MNSc, University of Arkansas Medical Science Campus, 1984

BSN, Nursing, Regents College, University State of New York, 1981

**Winslow, Oscar – Legal Studies/Law Enforcement program**

J.D., Southwestern University School of Law, 1997

BS, Psychology, California State University Long Beach, 1985

California State Bar #233882

**Woodall, Lois – Human Resource Management program**

Ed.D., Leadership, Nova Southeastern University, 1999

MHR, Human Relations, University of Oklahoma, 1995

BS, Liberal Sciences, Central State University, 1978

**Y****Yedgarian, Vahick – Business Management program**

J.D., Newport University/Janus University, 2006

MS.Psy., Psychology, University of Phoenix, 2011

MBA, Global Management, University of Phoenix, 2007

BS/A, Business Administration, University of Phoenix, 200

## STUDENT TO TEACHER RATIOS

In an effort to afford students the most personalized academic experience and individualized attention and support, UWLA prides itself in maintaining student to teacher ratios between 1::20 and 1::25 per course per instructor.

## ADMISSION REQUIREMENTS

Enrollment applications are accepted on a continual basis however courses only commence in the Fall, Spring and Summer semesters.

Our admissions standard is based on homogenous entrance exams and our bar is set to allow qualified individuals the opportunity to pursue a quality graduate education. The SOGS admissions standard is based on inclusivity as opposed to exclusivity.

The admissions committee of UWLA uses a composite of the GMAT score in conjunction with one's undergraduate grade point average, personal and professional experience, personal statement and letters of recommendation in determining eligibility to the program.

### General Admissions Requirements:

The University of West Los Angeles' School of Graduate Studies' admissions requirements are outlined below.

The University of West Los Angeles encourages those interested in admission to the School of Graduate Studies take the GMAT, however the GMAT is not required for admission to any of the MSA programs.

In an effort to ensure the University maintains high academic integrity, for those students who have not taken the GMAT, the School of Graduate Studies will consider admission to the MSA programs if the applicant meets one or both conditions outlined below:

1. Strong GPA and distribution of strong grades in classes showing promise for success in graduate business studies shown by all university transcripts (and WES or ECCE translations for International Students). Unofficial copies are acceptable for this purpose. **OR,**
2. Minimum of three years of post-baccalaureate professional level work experience. Please note that we define "professional" as requiring a bachelor degree in hand to obtain the job shown by your resume with your dates of employment and job description.
3. Personal Statement addressing:
  - Personal background information
  - Current career path and/or future career aspirations or goals
  - Candidates' interest in pursuing a graduate degree and how achieving this accomplishment will impact the candidate
  - What the student has achieved either academically and/or professionally that would support the student's success in the MSA program that the student would not be able to be demonstrated from taking the GMAT test alone.
4. Your resume

5. Submission of official transcripts from the institution that granted their Bachelor's degree or international equivalent (it is the student's responsibility to have transcripts evaluated and translated by a certified translator or credential evaluation service.)
6. Submission of the UWLA School of Graduate Studies application and application fees
7. Participation in a personal Interview conducted by the Director of Enrollment
8. Two letters of recommendations (dated within the past 2 years) from:
  - An employer or mentor
  - A professor or instructor

All documents can be forwarded to:

**University of West Los Angeles' School of Graduate Studies**  
**9800 S. La Cienega Blvd.**  
**12<sup>th</sup> Floor**  
**Inglewood, CA 90301**  
**ATTN: Dean**

#### **Admissions Requirements for International Students:**

The University of West Los Angeles welcomes international learners however, because the program is delivered 100% online, the University of West Los Angeles does not offer the opportunity for student visas.

The University of West Los Angeles' School of Graduate Studies' admissions requirements for international students are the same as outlined above. However, in addition to the outlined criteria above, international students should note that if the undergraduate work was completed in a language **other** than English:

Students must take ONE of either of the below examinations:

- Test of English as a Foreign Language (TOEFL iBT)** – a score of 71 or better is required for admission.

OR

- International English Language Testing System (IELTS Academic Version)** – a score of 6 or better is required for admission.

*\*Note that scores for both the TOEFL and IELTS are only valid for two years from the date the test was taken.*

Because all instruction is conducted in English, international students should have good command of the English language and as indicated above, the respective TOEFL iBT or IELTS scores will guide that determination. The University does not offer English language services.

The Admissions Advisor will be responsible for processing prospective students' file. The Advisor will evaluate each file to verify that the applicant has earned a Bachelor's Degree from a regionally or nationally accredited institution. Applicants must submit an official transcript from the institution granting their Bachelor's Degree. Applicants must take the GMAT and must submit the score document prior to admission. Applicants are required to submit a personal statement and two letters of recommendation. No postgraduate credits toward their UWLA Master's degree will be accepted from another institution.

A personal interview with the Director of Enrollment is required. UWLA does not accept or award credit for transfer credits, experiential learning, challenge exams, or achievement tests.

## 2012-2013 ACADEMIC CALENDAR

Classes begin for Summer 2013 on June 10, 2013

Classes begin for Fall 2013 on September 16, 2013

## APPLICATION DEADLINES

Application deadline for Summer 2013 is May 31, 2013

Application deadline for Fall 2013 is August 5, 2013

## LATE APPLICATION DEADLINE

Late application for Summer 2013 is June 5, 2013

Late application for Fall 2013 is August 19, 2013

Students applying by the late application deadline will incur a \$35.00 late processing fee.

## SCHOOL PERFORMANCE FACT SHEET

The programs and concentrations outlined in this catalog are too new to provide data for any of the categories. The number of students who graduate, the number of students who are placed, or the starting salary you can earn after finishing the educational programs are unknown at this time. Information regarding general salary and placement statistics may be available from government sources or from the institution, but is not equivalent to actual performance data.

## REGISTER TODAY

Students may register online via our website at [www.uwla.edu](http://www.uwla.edu).

## TRANSFER OR ARTICULATION AGREEMENTS

This institution has not entered into transfer or articulation agreements with any other college or university.

## STUDENT'S RIGHT TO CANCEL

SOGS offers distance education programs where the instruction is not offered in real time. The SOGS shall transmit the first lesson and any materials to any student within seven days after UWLA accepts the student for admission.

A student has the right to cancel this agreement in writing, withdraw and receive a full refund **before the first lesson and materials are received**. Cancellation is effective on the date the written notice of cancellation is received by the University. Documents can be mailed to: 9800 S. La Cienega Blvd., 12<sup>th</sup> Floor, Inglewood, CA 90301. If the agreement is cancelled the school will refund the student any money he/she paid, less an application fee not to exceed \$250.00, within 45 days after the notice of cancellation is received.

- Cancellation may be by mail or by hand delivery and must occur prior to the receipt of the first lesson and materials, which will occur within seven days after UWLA admits a student for admission.
- The written notice of cancellation, if sent by mail, is effective on the date when it is received by the University properly addressed with proper postage.
- The written notice of cancellation need not take any particular form and, however expressed, it is effective if it shows that the student no longer wishes to be bound by the agreement.

The School of Graduate Studies shall transmit all of the lessons and other materials to the student if the student (a) has fully paid for the educational program; and (b) after having received the first lesson and initial materials, requests in writing that all of the material be sent. If the Institution transmits the balance of the material as the student requests, the Institution shall remain obligated to provide the other educational services it agreed to provide, such as responses to student inquiries, student and faculty interaction, and evaluation and comment on lessons submitted by the student, but shall not be obligated to pay any refund after all of the lessons and materials are transmitted.

### **WITHDRAWAL FROM THE PROGRAM**

Students may withdraw from the school at any time and receive a pro rata refund so long as less than 60 percent of the scheduled days in the current payment period have been completed in the program through the last day of attendance. The refund will be less an application fee not to exceed \$250.00, within 45 days of withdrawal.

For the purpose of determining a refund under this section, a student shall be deemed to have withdrawn or administratively dismissed from a program of instruction when any of the following occurs:

- The student notifies UWLA of the student's withdrawal or as of the date of the student's withdrawal, whichever is later. Request for withdrawal from the university must be submitted in writing along with the "change of program" form and the \$45.00 processing fee.
- Failure to maintain satisfactory progress; failure to abide by the rules and regulations of the institution; failure to meet financial obligations to UWLA; and/or for cause determined within UWLA's sole discretion will result in an "administrative dismissal" from the university.
- Failure to log into his/her online course within the first seven days of the course will result in an "administrative dismissal" from the university.
- The student fails to return from an authorized leave of absence.

For the purpose of determining the amount of the refund, the date of the student's withdrawal or dismissal shall be deemed the last date of recorded attendance/participation. A change of status form along with a fee of \$45 must accompany the request to voluntarily withdraw from the University. The amount owed equals the daily charge for the program (total institutional charge, minus non-refundable fees, divided by the number of days in the program), multiplied by the number of days scheduled to attend, prior to withdrawal. For distance education students scheduled days are based on a five-day week, which does not include Saturday or Sunday, or any holiday stated below.

## 2013 Holidays

Tuesday, January 1	New Year's Day
Monday, January 21	Martin Luther King, Jr. Day
Monday, February 18	President's Day
Monday, May 27	Memorial Day
Thursday, July 4	Independence Day
Monday, September 2	Labor Day
Thursday, November 28	Thanksgiving Day
Friday, November 29	Day after Thanksgiving
Tuesday, December 24	Christmas Eve (observed)
Wednesday, December 25	Christmas Day
Monday, December 31	New Year's Eve

## REFUND POLICY

The refund policy is based on state holidays as outlined above. UWLA shall make all determined refunds available to students within 45 days of official cancellation or withdrawal.

### For the purpose of determining the amount of the refund the following stipulations apply:

1. Students are eligible to receive a full refund, less the application fee of less than \$250.00 at any time prior to receiving the first lesson and materials.
2. Withdrawals commenced after day 7 of week one (Sunday at 11:59pm) will be determined based on the total tuition cost of the course divided by the number of weeks in which the student has attended (a student is charged for one full week any time after 11:59pm Sunday of any given week) Ex. If a student withdraws on Monday of week 3, the student will be charged tuition totaling 3 full weeks of attendance.

## WHEN STUDENT'S WILL NOT RECEIVE A REFUND

The student will not receive a refund if the student has completed more than 60 percent of the scheduled days in the current term of the program through the last day of attendance. The 61% point has been determined as any time after 11:59pm, Sunday of week 4.

## ACADEMIC INTEGRITY POLICY

UWLA regards academic integrity as vital to the success of its students and to the reputation of the university as an institution of higher learning. Students attain their educational goals and the academic experience is enriched only when there is effective learning. Effective learning occurs when students conduct their own research and are the sole authors of their work. The assessment of that learning is undermined when the originality of students' work is questionable. The University therefore expects students to adhere to the highest standards of academic integrity in all their work.

The most common form of academic dishonesty is presentation of the work of another person as one's own, and is referred to as "plagiarism." Plagiarism is a serious academic infraction that tarnishes everyone associated with the infraction. Civil and criminal penalties may also apply where conduct violates U.S. copyright laws.

**Plagiarism includes, but is not limited to:**

1. **Contract Cheating** – Hiring another person or organization to prepare/complete academic work on your behalf;
2. **Copy and Pasting** - Piecing together the work of other people, section by section or as a whole and presenting such copied work as your own;
3. **Direct Duplication** - Manual or electronic copying of the work of another person, including from an article, website, book, online repository or another student and presenting such copied work as your own;
4. **Paraphrasing** - Restating another person's work with minor changes but maintaining the essence or meaning of the statement without properly citing the source;
5. **Submitting or Facilitating the Submission of Prior Work**- Submitting work previously submitted for assessment whether created by oneself or another student.

Facilitating academic dishonesty is also a violation of UWLA's Academic Integrity Policy. It includes, but is not limited to:

1. Intentionally assisting another student to commit an act of academic dishonesty;
2. Attempting to assist another student to commit an act of academic dishonesty.

While facilitating academic dishonesty may not directly benefit the facilitator, it does assist another student in violation of the policy.

**To Avoid Plagiarism**

1. Never represent the work of another person as your own. Use your own words in referring to the ideas or concepts of others, even when collaborating with other students.
2. When you do use the idea of another person, give credit to the author/source. For example, you may state: "Another point of view, as espoused by Sam Smith, is that . . . [Smith, 2000]"
3. Place words written by another person, up to two sentences in length, in quotation marks and properly cite the source.
4. Place words written by another person of more than two sentences in length separately from the text of your report by single spacing and indenting from both right and left margin, (an offset quote), and properly cite the source.
5. Students are responsible for familiarizing themselves with the course guidelines and the presentation on elements of a well written paper. For questions or concerns regarding plagiarism students are urged to contact their professor.

**Procedure for Reporting and Resolving Charges of Plagiarism**

Charges of plagiarism may be raised by anyone including but not limited to:

1. Professors
2. Administrators
3. Peers (other students or co-workers)

The following procedures apply when a student is suspected of plagiarism:

1. The relevant details shall first be presented to the course professor.
2. If the charge is deemed credible, the professor shall contact the student and request an explanation.
3. After communicating with the student, the professor may do any of the following:
  - Accept the student's explanation and deem the matter closed
  - Direct the student to resubmit the assignment(s) in question
  - Assign a failing grade for the assignment(s) in question
  - Assign an appropriate final grade in the course
  - Impose any other appropriate educational/academic sanction
  - Refer the matter to the Dean or designee for appropriate sanctions including but not limited to suspension and expulsion from the university.
4. A student may not avoid an academic integrity allegation or assigned sanction by dropping or withdrawing from a course.
5. UWLA reserves the right to review all current and previous course-work (whether graded or ungraded) of any student found to have engaged in plagiarism. Where plagiarism in prior course-work is confirmed appropriate sanctions may be applied by the College Dean or the Dean's designee.

### **Right of Appeal**

In cases where a penalty/sanction is applied, the student shall have the right of appeal as follows:

1. Any decision rendered by a professor may be appealed to the Dean of the School of Graduate Studies within 5 business days of the decision.
2. Any decision rendered by the may be appealed to the Campus President or designee within 5 business days of the decision.
3. In all cases, the decision of the President shall be final and not subject to any further appeals or other proceedings.

### **STUDENT LEARNING EXPERIENCES AND ASSESSMENT (GRADED ASSIGNMENTS)**

The School of Graduate Studies curriculum is designed to prepare students to evaluate, analyze, and synthesize real world problems and devise appropriate recommendations, draw affective conclusions and outline strategic action steps to resolve or address specific problems, obstacles or change events within an organization. To achieve this, the learning experiences the student will encounter are designed to challenge and enhance critical analysis and critical thought processes required in today's competitive workplace. During the course of the Master's program student will engage in the following learning activities:

#### **Case Studies (CS)**

The case study is written description of a real world problem or situation. The intent of the case study is to place the student in a position which will require research, analysis, synthesis and evaluation of information as well as critical thought and analysis about a particular issue, problem or obstacle or change event. Students will be asked to differentiate pertinent factors or information from extraneous ones, disaggregate that information and develop sound rationales to make informed recommendations or action plans based on data presented in the case. This aspect of the learning experience provides an opportunity to improve your ability to think and reason critically and rigorously and sharpen problem solving skills. Case studies are submitted weekly per the instructor's direction and instruction.

## **Class Discussions (CD)**

Class discussions are open ended thought provoking questions designed to provide students with the opportunity to analyze real world issues, problems, obstacles, change events, etc., in the workplace amongst themselves with instructor facilitation. Class discussions are designed to provide students with synchronous as well as asynchronous discussion opportunities. Class discussions offer students the opportunity to engage in robust discourse with each other and apply critical analysis and critical thought techniques and approaches to various discussion prompts, ideas and concepts as well as course materials. Students are expected to engage and post comments, questions or insights at least TWO times per week responding to the initial question posed and also responding to a classmates post.

## **Extended Learning Project (ELP)**

The extended learning project is a research and application thesis style composition designed for students to apply course materials, information and concepts to real world situations. Students will be required to engage in an integrative paper reflecting their comprehensive knowledge of and ability to apply the course materials affectively to relevant and timely workplace issues, demands or responsibilities. The ELP is structured according to APA style formatting and is submitted at the end of each 8 week course.

## **Capstone Contribution (CC)**

The Capstone Contribution is designed for students to apply course materials and discussion points relative to the examination, synthesis, evaluation or analysis of a specific issue, problem, obstacle, or change event occurring in the student's real world workplace.

Students will be charged with discussing the socio, political, economic, legal and technological (SPELT) issues affecting their chosen problem. To achieve this, student's will be asked to prepare a 5-7 slide PowerPoint presentation (not including cover slide) that identifies and describes the issue, problem, obstacle or change event that is occurring in the workplace and propose solutions, outline strategies or develop an action plan that positively affects or remediates the chosen issue/topic. The CC will include and be supported by applicable coursework and research materials into the presentation. The CC is completed for each 8 week course and will be submitted during the final week of class.

The CCs the student completes for each course can then be used to develop and complete the final E-Portfolio which is completed as the final course of the Master's program.

## **Capstone Course E-Portfolio**

Students are required to complete the final E-Portfolio, which will be reviewed, by faculty and Dean at the completion of the student's program of study. Portfolios will be kept on file electronically. Electronic portfolios are a powerful assessment tool as they allow for organized, efficient, indexing of student data that combines individual student work with standard assessments. The portfolio demonstrates the ways in which an individual student has met the Program's learning objectives. The E-Portfolio is completed as the final component of the Master program.

**All graded assignments are due and should be uploaded to the D2L system by 12AM PST the Saturday of the final week of classes.** Students will not be able to access the D2L system after this time any attempts to upload assignments will result in an error message. The exception to this rule is if the student has previously requested an extension. See the section in the University catalog on extensions for additional information.

## **UNGRADED BUT REQUIRED ASSIGNMENTS**

At the end of each course students are required to submit a reflection essay. This essay will express the student's reaction to their personal or professional growth during each course. This self analysis activity is designed to provide students the opportunity to identify strengths, weaknesses and areas of opportunity as they matriculate through the program. The self reflection essay is an ungraded assignment due at the end of course.

## GRADING SYSTEM

Students are graded on their class discussions, case studies, extended learning projects and capstone contributions as set forth in the syllabus for each course. Upon completion of the course, students are awarded a letter grade, which correlates to the four-point grading system, as follows:

A	4.00	Outstanding
A-	3.70	
B+	3.30	
B+	3.00	Above average
B-	2.70	
C+	2.30	
C	2.00	Average
C-	1.70	
D+	1.30	
D	1.00	Below average
D-	0.70	
F	0.00	Failure

Students receive a course grade for each subject taken in the program, according to the above scale. Term and cumulative grade point averages (GPA) are calculated at the end of each term and appear together with course grades on the student's transcript.

## GRADING ERRORS

A student claiming that an assignment or a course grade was the product of clerical, recordation, or computational error in the calculation of the grade should, within two weeks after the grades are released, inform the School of Graduate Studies office and request that the matter be investigated. If the matter is not resolved to the student's satisfaction, the student may petition the Dean of the School of Graduate Studies for relief. This petition must be filed within one week after the School of Graduate Studies has notified the student of the results of the investigation.

## UNFAIRNESS OR DEPARTURE FROM ESTABLISHED GRADING POLICY

A student claiming that an examination grade or a course grade was the product of unfairness or was a departure from established grading policy may, within two weeks after the grades are released, petition the Dean of the School of Graduate Studies for relief.

The student is strongly encouraged to meet with the relevant instructor in order to discuss the basis of the grade prior to petitioning the Dean. The professor cannot change the grade. If the student did not meet with the instructor, the student must state in the petition the reason(s) why such a meeting did not take place.

In any event, the petitioning student must present clear and convincing factual evidence supporting the claim that a grade was unfair or was a departure from established grading policy.

If the student fails to state a proper basis for the petition, fails to present clear and convincing factual evidence to support the petition, or fails to act timely, the Dean may deny the petition summarily.

If, however, the student satisfies the procedural and substantive requirements of the petition process, the Dean may request a statement from the instructor involved. The Dean may also request other information it deems appropriate. The Dean will notify the student in writing of the outcome. The Academic Council's decision on the student's petition is final.

## COURSE REPETITION POLICY

A student who receives a grade of 'B-' or above in a course will receive academic credit for the course and is not required (or permitted) to repeat that course. (A student who receives an 'C' or below in any course will receive no academic credit for that course.)

A student who receives a 'C' or below in a required course and who remains in good standing despite the failing grade must repeat the course at such time as it is next offered. (If the student is not in good standing, the student will be academically dismissed.) The student will be required to re-register, pay tuition, and regularly attend the course. Upon completion of the course, the new grade will be used in the GPA computation and the previously earned fail will not be used (although both grades remain on the transcript).

Requests to repeat courses for reasons other than those listed above must be approved, via written petition, by the Dean, prior to a student being eligible to enroll in the desired course.

## GOOD ACADEMIC STANDING

A student is in good academic standing if the student has fewer than two failing grades and maintains the minimum cumulative grade point average (GPA) of 2.7. All such students are in good academic standing unless they are dismissed or are placed on academic probation or otherwise subject to disciplinary action.

## SATISFACTORY ACADEMIC PROGRESS-ACADEMIC WARNING AND ACADEMIC DISQUALIFICATION

Students are expected to remain actively engaged in their academic work and maintain the following **minimum grade point averages**.

- Students in the graduate (Master) programs must complete each graduate course with a grade of "B-" (2.7) or better and maintain a minimum cumulative GPA of 2.7 for all graduate level coursework applying toward the degree.

Satisfactory academic progress (SAP) will be measured and evaluated after each session. Students who receive failing grades or who fail to maintain the required grade point average for their respective degree programs will receive formal **notice of an academic warning** via email from the Office of the Registrar. The notice will identify the requirements to be met by the student in order to be removed from warning status. The requirements may include repeating failed courses and/or raising the cumulative GPA above the minimum required for graduation from the program. A copy of the notice will become part of the student's permanent file.

The performance of students on academic warning will be reviewed every session. When the academic performance requirements have been met, the student will be removed from academic warning. A formal notice will be sent to the student via e-mail from the Office of the Registrar. A copy of this notice will become part of the student's permanent file.

Students with multiple failed grades will be subject to academic disqualification. Approval of academic disqualification will be based on factors including, but not limited to, the number of failed grades, the student's overall past academic performance, the level of academic deficiency, and the student's probability of achieving satisfactory academic standing within a reasonable time frame consistent with the university policy on the maximum timeframe for completion of a degree. Notice of academic disqualification will be sent to students by the Office of the Registrar and will become part of the student's permanent record.

Academically disqualified students may submit a one-time request for reconsideration and readmission to the Office of the Dean. The Dean or designee will render a decision on the request within 5 business days. Approval of readmission does not guarantee financial aid eligibility.

## **ACADEMIC WARNING**

Students, regardless of cumulative GPA, are placed on academic warning for the following academic session of enrollment if they have a cumulative GPA below a 2.7. Students will be notified via email as well as USPS of the warning.

## **ACADEMIC PROBATION**

Students are placed on academic probation when their GPA falls below the acceptable minimum standard of a cumulative 2.7 GPA.

## **ACADEMIC DISMISSAL**

Students are dismissed from SOGS if they are placed on probation for 2 consecutive sessions and do not raise their GPA to the acceptable minimum standard of a cumulative 2.7 in the 3<sup>rd</sup> session. Students may appeal a dismissal, in writing, to the Academic Standing Committee. This appeal must be submitted to the SOGS Office by 12:00 p.m. by the Monday of the second week of classes following the subsequent academic session.

The Academic Standing Committee must meet within 10 days and may choose to:

- Uphold dismissal,
- Suspend the student for a minimum of one session with or without expectations to be met during their absence,
- Place a student on a third academic probation, or
- Rescind academic probation.

Students who receive an academic suspension will be placed on a Mandatory Academic Counseling (MAC) contract upon return for the next session of enrollment. During sessions of academic suspension, the student will be considered a non-enrolled student. This status allows access to campus facilities, counseling services and academic tutorials. Non-enrolled students are not allowed to audit classes without written approval from the Dean. Upon notification of dismissal, the student may no longer take courses but may make an appeal on the decision of dismissal by the Academic Standing Committee, in writing to the Dean.

## **EXTENSIONS AND INCOMPLETE GRADES**

It is the experience of UWLA that students who pursue an uninterrupted course of study have the highest probability for successfully completing their degree programs. Those students are also the best performers in their degree program and receive the maximum benefits from their learning experience. UWLA also realizes that adult learners face unforeseen circumstances in their lives requiring temporary breaks in enrollment or interruption of their program of study.

Grades of Incomplete may be assigned when circumstances prevent students from completing and receiving a passing grade for a course. The assignment of a grade of Incomplete is not a student's "right" but a courtesy. The request for a grade of Incomplete must be submitted in writing to the Dean's office for each specific course prior to the published deadline.

The request will not be approved without satisfactory completion of 62.5% (5 weeks) of the course. If approved, the 'Incomplete' grade will be assigned with an extension of forty-five (45) days.

If the student fails to complete the course by the deadline, the 'Incomplete' grade is changed to an F (or the appropriate letter grade based on the course work submitted to date). If the student fails to complete the course and military/government tuition assistance (TA) funding was used, the student may be subject to recoupment of the TA.

If Department of Veterans' Affairs funds were used, similar restitution of VA Benefit may have to be made by the student to the Department of Veterans Affairs.

Note also that any approved extension does not alter the financial obligations a student may have with the University. Students must also comply with all tuition assistance and financial aid requirements.

If a student requests a grade of 'Incomplete' and extension for the last course in the degree program the student will be reported as "withdrawn" to ensure the student enters the grace period/repayment timely in compliance with federal regulations. Upon completion of the course with a passing grade the student's status will be updated from "Withdrawn" to "Graduate".

The last date to submit a request for an Extension or Incomplete:

Students have until 3PM PST the Friday of the 5<sup>th</sup> week of class to request an Extension or Incomplete.

## **LEAVE OF ABSENCE POLICY**

The SOGS programs are designed as a series of uninterrupted courses. Students with extenuating circumstances may be granted a leave of absence (LOA), at the discretion of the Dean. Extenuating circumstances are limited to the following:

1. Maternity leave (this includes an adoption of child)
2. Activation for military or reserve service
3. Emergency health care situations with self or immediate family member (spouse, children, parents)
4. Bereavement (spouse, children, parents)

The total amount of the leave may not exceed 180 days and students must return within that timeframe on an established MOD start date as outlined in the most current version of the University catalog. If the student does not return within the time agreed upon and has not contacted the school, he/she will be terminated and given a refund in accordance with SOGS refund policy.

A request for a leave of absence must be made in writing and signed by the student. The student must submit his/her request for LOA in writing and this must be accompanied by a \$25 processing fee. The Dean will notify the student in writing within 5 business days with the result. If a leave of absence is approved, the student will be granted a leave of absence not to exceed 180 days within a 12-month period.

## **ATTENDANCE POLICY**

Students are required to log in to their online courses within the first seven days during the week in which their course officially begins. Students who fail to log into their online course within the first seven days of their course will be "administratively dismissed" from the course.

Students should check into their online courses four to five times each week. Distance learning attendance is determined weekly by students completing required weekly assignments or posting material within a required discussion forum. D2L has a built in tracking system to monitor student's online participation.

## ACADEMIC PARTICIPATION/SUBSTANTIVE INTERACTION

Students are required to participate in their courses in a **regular, timely** and **substantive** manner. Regular, timely and substantive academic participation includes the following elements:

1. Navigating through the course syllabus and modules to identify and understanding course expectations by the professor.
2. Engaging in the assigned and background readings for each module including viewing of video and/or PowerPoint presentations by the professor.
3. Posting **substantive** comments in the class discussion areas in D2L - at a minimum of once per week for each module. Simple agreement or disagreement with comments posted by others will not be considered substantive interaction. In order for a student's discussion comments to be considered substantive there must be explanations of agreement or disagreement, introduction of new ideas or personal experiences related to the subject-matter.
4. Conducting independent research for any Case Study assignments, using the various UWLA library databases as well as sites on the internet bearing on the subject matter of the curriculum which may include government and educational sites.
5. Preparing and uploading assignments – communication with the professor for clarification of expectations and guidance.
6. Submitting all assignments via D2L at the end of each module. Students may refer to the academic calendar for specific due dates.
7. Incorporating professor feedback into subsequent assignments and modules.
8. Attending and participating in on-line conferences where applicable.

Should obstacles arise which might preclude active participation or substantive interaction, students must immediately communicate with their professors and/or advisors for guidance with respect to applicable university policies related to extensions, leave of absences, etc.

For purposes of determining the last date of such activity, UWLA uses the last date of activity which UWLA can readily document through its student services systems D2L i.e. posting of a discussion comment or submission of assignments and/or projects.

## WITHDRAWAL and DISMISSAL POLICIES

Students who wish to withdraw from the University from an ongoing session or a course after the published drop deadline, must submit a request in writing to the Office of the Registrar. If approved after review, the student will be deemed as **officially withdrawn with a grade of 'W' assigned for the course(s) in an ongoing session**. Such request can only be made prior to the official ending date of the session and will not be considered retroactively. Students requesting to withdraw will be responsible for all applicable tuition and fees.

### Unofficial Withdrawal

Students are urged to actively and regularly participate in their courses in compliance with the university policy on **Academic Participation/Substantive Interaction**.

Students receiving or applying for financial aid are urged to consult with their financial aid advisor regarding approved breaks in enrollment and requirements for course completion.

## ADMINISTRATIVE DISMISSAL

An administrative dismissal is an action that the university takes which results in the student's withdrawal from the university. Administrative dismissals occur when a student has not:

1. Actively participated in his/her online coursework within the first seven (7) days of the course.
2. Actively participated in his/her online coursework in 10 days from the last date of recorded attendance/participation as indicated by the Desire 2 Learn platform.
3. Complied with the University's Student Code of Conduct

Grades of 'X' will be reflected on the transcript and no course credit will be granted.

## Adding/Dropping Courses

The University understands that students want to matriculate and graduate in the least amount of time possible and to achieve that, students will often "double up" on their courses to expedite this matriculation process. Unfortunately, the University does not permit students to add additional courses to the 6 credit unit course load per term that is outlined in the University catalog. The dates for the last day to drop a class with a refund, and withdraw from a class without academic penalty are published online and in this handbook. A student may not drop or withdraw from a course after the deadlines set by the University without the permission of the University Dean.

If a student withdraws from a course before the deadline to drop without academic penalty a grade of "W" is recorded on their academic record. Students who stop "attending" class after the last day to withdraw without academic penalty will receive a grade of "F," except under mitigating circumstances. The student must document the mitigating circumstances as defined on page 20 of the Catalog and receive approval of the University Dean.

## ADD/DROP DEADLINES FOR 2012-2013 ACADEMIC YEAR

Students may add or drop a course within the first 7 days of the course commencement date with no penalty.

## ACADEMIC HONORS

Dean's List

At the completion of each semester, a Dean's List is published of those students whose GPA for that particular semester places them in the top ten percent of their respective class. When determining the Dean's List, separate categories for part-time and full-time students are not made, they are calculated together.

To be eligible for the Dean's List, a student must have completed a minimum of 6 credit units for the semester.

## HONORS UPON GRADUATION

Students who graduate with the following cumulative grade point average do so with honors as follows:

GPA	Honor
3.20	Summa Cum Laude
3.00 - 3.19	Magna Cum Laude
2.80 - 2.99	Cum Laude

The student with the highest GPA will be the Class Valedictorian.

## PROGRAM TUITION AND FEES

Program	Application Fee Non-Refundable	Registration Fee/ CORE courses Non-Refundable	Registration Fee/SPECIAL- IZATION courses Non-Refundable	Technology Fee \$850 per 8 week session Non-Refundable af- ter the start of each session	Student Tuition Recovery Fund Non-Refundable (per \$1000)	Tuition	*Total Cost
Master	\$50.00	\$200.00	\$200.00	\$510.00	\$.50	\$14,220.00	\$15,215.00

\*Estimated charges for the entire program. Textbooks and Materials are not included. Tuition for the 2012 – 2013 academic year will be as follows:

Tuition per unit \$395.00

UWLA Alumnus per unit \$370.00

### MASTER DEGREE

12 courses Total: 36 units

\$15,215.00 Tuition total

(Non-refundable student tuition recovery fund included)

### OTHER FEES MAY APPLY

Graduation and Diploma Fee: \$150.00

Additional Diploma Fee: \$75.00

Official Transcript Fee: \$35.00

Unofficial Transcript Fee: \$10.00

Expedited Transcript Fee: \$50.00 (expedited is 3-5 business days)

Late Registration Fee per session: \$100.00

Returned Check: \$25.00

Declined Credit Card Fee: \$10.00

Drop Fee per Course: \$45.00

Petition Fee: \$25.00

The Deferred Payment Fee is \$125 (the Deferred Payment LATE fee is \$75)

### FINANCIAL SERVICES

The Financial Services staff will advise students regarding private lenders. Students will be urged to meet with Financial Services when they begin the admission process. Student payment arrangements must be made prior to enrollment. UWLA does not participate in federal or state financial aid programs.

### CHARGES DUE UPON ENROLLMENT

Student fees are charged when services are rendered; Application fee, Registration fee and full payment of tuition for enrolled course session and any other applicable fees must be made or arrangements for payment entered into with UWLA at the time of registration. Tuition and fees must be paid or arrangements for payment entered into with UWLA for each session before a student's registration is complete and the student is allowed to attend classes.

## PAYMENT OPTIONS

Student payment or finance option must be determined and approved by UWLA prior to or at the same time as acceptance of the Enrollment Agreement. Students have three payment options:

1. A student may pay for the tuition due for that session in full at the time of registration.
2. A student may choose the Deferred Payment option in which the first payment, the deferred payment fee as well as a signed payment contract must be submitted at the time of registration.
3. A student may have a CERTIFIED student loan through one of our lenders in which a future disbursement date has been set and a disbursement roster has been generated.

## LOANS

Students may apply for private loans. If a student obtains a loan to finance his/her education the student will have to repay the full amount of the loan plus interest, less the amount of any refund and that, if the student receives federal aid funds, the student is entitled to a refund of the money not paid from the federal financial aid funds. If a student receives a student loan, they are responsible for repaying the loan amount plus any interest, less the amount of any refund.

## FAILURE TO MAKE PAYMENTS

If a Student who has opted to be on a payment plan does not make payments, this may be considered sufficient cause to:

1. Rescind registration and/or admission
2. Suspend or dismiss the student
3. Disallow a student to register for future terms or courses
4. Nullify a student's attendance of any classes and prevent a student from participating in classes or from taking any exams
5. Nullify a student's performance on any exams and/or to require a student to re-take an exam
6. Withhold grades, transcripts, diplomas, scholastic certificates, and degrees.

## TEXTBOOKS (E-Books)

Textbooks and materials are **not** included in tuition or fees. Upon course session registration or not less than 3 weeks prior to the first day of the session, a booklist will be available. Students may purchase textbooks and related course materials via our exclusive textbook partner **CourseSmart**. A direct link to the **CourseSmart** website is available to students when they log on to the D2L learning management system and enter their course/learning environment. All books purchased through **CourseSmart** are electronic books or e-books. If a student prefers a hardbound book, he/she may purchase their texts from their preferred vendor.

## PLACEMENT SERVICES

Placement assistance is provided. Our Placement Officer thoroughly prepares students for the rigors of a job search, both before and after an offer has been made, including but not limited to resume and cover letter creation, interview preparation, networking fundamentals and salary negotiation.

However, students agree and understand that the UWLA does not and cannot promise nor guarantee either employment or level of income or wage rate to any student or graduate.

## STUDENT TUITION RECOVERY FUND DISCLOSURES

You must pay the state-imposed assessment for the Student Tuition Recovery Fund (STRF) if all of the following applies to you:

1. You are a student, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition either by cash, guaranteed student loans, or personal loans, and
2. Your total charges are not paid by any third-party payer such as an employer, government program or other payer unless you have a separate agreement to repay the third party.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if either of the following applies:

1. You are not a California resident, or are not enrolled in a residency program
2. Your total charges are paid by a third party, such as an employer, government program or other payer, and you have no separate agreement to repay the third party.

The State of California created the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic losses suffered by student who are California residents, or are enrolled in a residency program, attending certain schools regulated by the Bureau for Private Postsecondary Education.

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

1. The school closed before the course of instruction was completed.
2. The school's failure to pay refunds or charges on behalf of a student to a third party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of the school.
3. The school's failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by the school prior to closure in excess of tuition and other cost.
4. There was a material failure to comply with the California Private Postsecondary Education Act of 2009 or Division 71750 within 30 days before the school closed or, if the material failure began earlier than 30 days prior to closure, the period determined by the Bureau for Private Postsecondary Education.
5. An inability after diligent efforts to prosecute, prove, and collect on a judgment against the school for a violation of the Act.

## TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED AT UWLA

The transferability of credits you earn at University of West Los Angeles is at the complete discretion of an institution to which the student may seek to transfer. Acceptance of the degree you earn is also at the complete discretion of the institution to which you may seek to transfer. If the credits or degree that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of their coursework at that institution. For this reason you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending University of West Los Angeles to determine if your credits or degree will transfer.

## **DESCRIPTION OF FACILITIES**

UWLA's School of Graduate Studies' main campus is in Inglewood, California. The campus has ample classrooms, meeting rooms, and office space as well as two distinctive library facilities, computers and wireless capabilities. All School of Graduate Studies courses are offered online, using Desire2Learn distance learning platform. Additionally, students are able to use the onsite facilities.

## **LIBRARY**

The University has an outstanding library for onsite research and study facility for students, faculty, and alumni. The University also offers access to Internet legal research via Westlaw and/or Lexis for our onsite and online students. We offer online legal research services and training for online legal research.

**Students may use the library M-Th 1:30PM – 9PM, Fri and Sat 9AM-5PM.**

## **STUDENT SUPPORT SERVICES**

SOGS academic advisor or Dean will supervise students accepted into the SOGS Program. All new students will be required to meet with their academic advisor or Dean during their first session of attendance. Advising will take place through a combination of online meetings or face-to-face visits, telephone calls, and email communication. Students will have continual online and by-appointment access to the faculty throughout their course of study.

In addition, an administrative assistant will provide any additional services, especially support for the efficient and effective handling of paperwork and student files.

## **POSTING OF ACADEMIC PERFORMANCE INFORMATION**

Students in the School of Graduate Studies are protected by the Family Educational Rights and Privacy Act (FERPA), which safeguards against the public disclosure of any personally identifiable student information without their written consent. This information includes, but it is not limited to, performance on examinations. The public disclosure by student's name, matriculation number or social security number without written permission is a violation of the law.

Public disclosure may only occur using a procedure that is not in violation of the law. Upon admission to SOGS, each student will be asked to provide permission to post academic performance information on public display utilizing a personal identification number (matriculation number) known only to the student and the School.

The names of those students requesting not to have their grades posted will be forwarded to the appropriate faculty and/or administrators by the Dean for appropriate notification and response. These students will make arrangements with their individual instructors to have grade information provided to them.

## **ACADEMIC COUNSELING**

Academic Council (AC) is designed to help students who have trouble with a particular subject or with study skills in general. Participation in AC will be required of students earning a course grade of B- or below. AC students must confer with the Dean, academic advisor, or faculty member for academic counseling. Any student requiring additional assistance with their course work should contact their instructor.

## **STUDENT HOUSING**

The University of West Los Angeles, School of Graduate Studies, does not assume responsibility for student housing, does not have dormitory facilities under its control, nor offer student assistance. According to [www.rentals.com](http://www.rentals.com), for Inglewood, CA rental properties start at approximately \$900 per month.

## LANGUAGE PROFICIENCY

The university welcomes international students to enroll into a program of their choosing. All instruction is provided in English and the university does not offer or provide English language services, assistance or instruction. To be successful with the coursework students are encouraged to have a mastery of the English language.

Because the academic programming is offered 100% online the university does not assist students with securing visas.

## DISTANCE LEARNING

All courses will be offered in the Desire2Learn (D2L) Online Learning Environment.

D2L is an online educational platform that enables learning to occur when the student and the instructor are physically separated from each other in time and place.

An online course is a great option for the working student whose schedule conflicts with a traditional face-to-face class, a parent who has time limitations or military personnel who can continue their education wherever they are located. It is also an excellent option for those who like to set their own pace.

In our online courses, instruction is asynchronous which means that learning can be done at anytime, and anywhere, meaning that the learning process of a particular subject is performed without fixed class hours in classrooms.

## COMPUTER REQUIREMENTS

These platform requirements apply to all versions in the listed series of products.

System and software requirements		
	Required	Recommended
Operating system	Windows XP, Vista, Windows 7 Mac OS X	Windows 7 Mac OS X v10.7 (Lion)
Video	Minimum resolution of 1024 x 600	Resolution of 1024 x 768 or greater
Internet speed	56K modem	56K or cable modem, DSL
Java Runtime Environment (JRE)	JRE 1.6.x (Required to run the Equation Editor)	JRE 6 update 31
JavaScript	Enabled	Enabled
Cookies	Enabled	Enabled

## Browser support

Windows Browser	Status
Internet Explorer 9	Supported (recommended)
Internet Explorer 8	Maintenance
Firefox (newest)	Supported (recommended)
Firefox 10.0	Maintenance
Chrome (newest)	Supported
Mac OS X Browser	Status
Safari 5.1	Supported
Safari 5.0	Maintenance
Safari 4.0	Maintenance
Firefox (newest)	Supported (recommended)
Firefox 10.0	Maintenance
Chrome (newest)	Supported
Mobile Web Operating System/Browser	Status
iOS (Newest)	Supported
iOS 5 (Safari 5.1)	Supported
iOS 4 (Safari 5.0)	Maintenance
iOS 3 (Safari 4)	Maintenance
Android (Newest)	Supported
Android 4.0 (Ice Cream Sandwich)	Supported
Android 3.2 (Honeycomb)	Supported
Android 2.3 (Gingerbread)	Supported
Android 2.2 (Froyo)	Supported
Android 2.1 (Eclair)	Maintenance
Android 1.6 (Donut)	Maintenance
Android 1.5 (Cupcake)	Maintenance
Blackberry 6	Supported

## **PROCEDURE FOR STUDENT GRIEVANCES AND/OR COMPLAINTS OF UNLAWFUL HARASSMENT OR DISCRIMINATION**

The School of Graduate Studies (SOGS) has an open door Grievance Policy, which encourages students to bring suggestions, complaints, and grievances, to the administration for discussion and, when appropriate, informal resolution. It is to be used for any complaints of unlawful harassment, including sexual harassment, and any complaint of unlawful discrimination based on any legally protected category.

The Grievance Procedure has been established to give students a vehicle to resolve situations, conflicts or disputes in a professional, unbiased, and documented procedure. Matters that have been resolved by another procedural process are considered final and may not be the subject of a grievance under this policy.

SOGS seeks to address student issues that may arise and works to partner with a student to arrive at effective, timely resolution to a student's issues:

1. SOGS encourages prompt reporting of complaints so that a rapid response can be made and an appropriate action taken. Complaints need not be limited to unlawful discrimination or harassment.
2. A student may lodge a complaint by communicating orally or in writing to the Dean or his/her designee, who is the administrator overseeing student complaints.
3. SOGS will promptly investigate the complaint and provide the student with a written response, including a summary of the SOGS investigation and disposition of it. If the complaint or relief requested by the student is rejected, the reasons for the rejection will be given.
4. If the student feels that SOGS has not satisfactorily resolved the complaint, the student has the option of notifying the California Department of Consumer Affairs, Bureau for Private Postsecondary Education (BPPE), P.O. Box 980818, West Sacramento, CA 95798-0818, P: 888-370-7589.

**A detailed outline of the grievance procedure appears in the Appendix of this catalog.**

### **RETENTION OF RECORDS**

SOGS SHALL PERMINANTLY MAINTAIN;

1. The names, addresses, email addresses and telephone numbers of each student who enrolled,
2. permanent records of degrees, certificates and the dates each were granted,
3. the courses and units on which the certificate or degree was based,
4. the grades earned by the student in each of those courses.
5. transcripts showing all courses completed or attempted, educational programs, and credits awarded from UWLA.

SOGS shall maintain for a period of not less than five years, complete and accurate records of all of the following information;

- 1) the educational programs offered by SOGS and the curriculum for each,
- 2) the names, addresses and educational qualifications of SOGS faculty members,

### **STUDENTS WITH DISABILITIES**

The University of West Los Angeles, School of Graduate Studies is committed to providing services and reasonable accommodations to students with disabilities unless an accommodation would present an undue hardship to the SOGS. The ADA Compliance Officer monitors our ADA Program.

Any student, who desires to receive services from the ADA Program, should carefully review all the program's policies and procedures. While the University of West Los Angeles recognizes its legal obligation to provide reasonable accommodations to students with disabilities, students requesting and/or utilizing these services have certain obligations and responsibilities surrounding their use of such services.

## **TAX INCENTIVES FOR HIGHER EDUCATION**

The tax code provides a variety of tax incentives for families who are saving for, or already paying, higher education costs or are repaying student loans.

For specific information about the following incentives, please confer with your financial advisor or accountant, for;

1. Students may be able to claim a Hope and Lifetime Learning Credit for the qualified tuition and related expenses of the students in your family who are enrolled in eligible educational institutions.
2. Students may be able to claim a tuition deduction of up to \$4,000 of qualified education expenses paid during the year for themselves, their spouse, or their dependent.
3. Students may be able to deduct interest paid on a qualified student loan.

## **VIDEO/PHOTO/SPEECH RELEASE**

I understand that during any UWLA or SOGS program and/or activity, including but not limited to class participation, my photograph may be taken and my speech recorded by UWLA and SOGS or its agents, event producers, sponsors, organizers, and/or assigns.

I agree that my photograph and speech, including video photography, still photography, or other reproduction of my likeness and/or speech, may be used without charge by the UWLA and SOGS and their owners, agents, event producers, sponsors, organizers and/or assigns in any form (such as podcasts or other downloadable form) and for any purpose they deem appropriate, including, but not limited to, promotional materials, fund raising presentations or proposals, newspaper or magazine publication or posting on a website for promotional or other purposes.

## **NOTICE OF NON-DISCRIMINATORY POLICY**

UWLA admits students without regard to their race, color, sex, age, national or ethnic origin, religion, sexual orientation, ancestry, military discharge or status, marital status, parental status, or any other protected status to all the rights, privileges, programs, and other activities generally accorded or made available to students at UWLA. UWLA does not discriminate on the basis of race, color, sex, age, national or ethnic origin, religion, sexual orientation, ancestry, military discharge or status, marital status, parental status, or any other protected status in administration of its educational policies, admission policies, scholarship and loan programs, and other administered programs.

## **RIGHTS RESERVED**

UWLA/SOGS reserves the right to change, at any time, without notice, the policies and procedures announced in this manual, technical standards, graduation requirements, fees and other charges, curriculum, course structure and content, and other such matters as may be within its control, notwithstanding any information set forth in its catalog or other official documents. UWLA reserves the right to refuse to admit or readmit any student at any time should it be deemed necessary in the interest of the student or of UWLA to do so. UWLA reserves the right to require the withdrawal of any student at any time for misconduct and who fails to give satisfactory evidence of academic ability, earnestness or purpose, who fails to cooperate in all requirements of their enrollment or for cause as determined within the sole discretion of UWLA.

## **ARBITRATION**

It is agreed and understood that any dispute arising out of or related to my enrollment at UWLA will be resolved by final and binding arbitration under the laws of California. This means that such disputes will not be decided by a judge or jury in a trial. It is agreed and understood that arbitration is not available as a remedy for disputes about my academic performance. The arbitration will be conducted pursuant to the applicable rules of the American Arbitration Association. UWLA shall bear the costs of the arbitration with the exception of attorney's fees. Attorney's fees may be awarded by the arbitrator only under applicable law.

The arbitrator's award may be reviewed only pursuant to California law. This arbitration agreement does not affect UWLA's procedure for student grievances found in the SOGS catalog. All SOGS grievance policies and procedures must be exhausted before arbitration can be requested. It is agreed and understood that this agreement means that I may not pursue any cause of action or request for relief against UWLA or SOGS in a court of law.

## **Master of Science in Administration**

### **Business Management Specialization**

#### **Program Description:**

A Master of Science in Business Management offers the knowledge and skills needed for high-level management positions. Students gain an understanding of financial systems and institutions, insurance principals and economic organization, real estate practices and environmental laws and regulations.

#### **General Objectives:**

1. Learning about oneself;
2. Learning to lead others effectively;
3. Learning to empower others through cooperative teamwork;
4. Learning to articulate a personal philosophy of leadership;
5. Learning to develop strategies for leadership by example;
6. Individual performance;
7. Reviewing substantive issues;
8. Reviewing and defining terminology;
9. Identifying issues;
10. Identifying procedures;
11. Identifying ethical issues;
12. Developing the proper remedies for issues;
13. Developing an understanding and appreciation for diversity;
14. Developing oral communication skills;
15. Developing the ability to plan strategically and manage change;
16. Developing interpersonal skills in-group decision-making;
17. Developing creative problem solving, and conflict resolution.

#### **Program Objectives:**

1. Function at the professional middle management level in the business management field.
2. Demonstrate effective written communication in an advanced business management environments.
3. Perform critical analysis of complex situations within business management and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations within business management systems.
5. Marshal and manage relevant resources within business management arenas particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of business management administration.
7. Demonstrate awareness of and work effectively in a diverse organization within the business management field.
8. Recognize, analyze, and confront ethical and social responsibility issues in the business management field.

## Program Concentration:

### Business Management Specialization

#### CORE COURSES:

Course Code	Course Title	Semester Credit Hours
GS601	Leadership and Management	3
GS602	Business Management and Operations	3
GS603	Organizational Behavior	3
GS604	Ethics and Critical Thinking	3
GS605	Alternative Dispute Resolution	3
GS606	Statistical Analysis and Research Management	3
GS607	Capstone Course-Closing the Circle	3

#### Concentration Courses:

Course Code	Course Title	Semester Credit Hours
BM741	Financial Systems and Institutions	3
BM742	Tenets if Insurance	3
BM743	Fiscal Management and Policy	3
BM744	Real Estate	3
BM745	Energy and Environment	3

#### Semester Credit Hours:

Core Courses	21	Semester Credit Hours
Concentration Courses	15	Semester Credit Hours
Total	36	Semester Credit Hours

## Course Descriptions

### Core Courses:

#### GS601: Leadership and Management

This course reviews leadership principles and management styles in a historical context. The focus of the course is on effective leadership in an organizational setting. Project Management approaches with a hands-on project; an Electronic Portfolio/File, which the students update throughout their program will be introduced. **3 units**

#### GS602: Business Management and Operations

Management challenges, processes, and solutions for organizations. This course incorporates human resource management, fiscal administration, and strategic planning. Core elements of administration as well as fundamental management skills, such as; clear communication in writing, analysis of behavior, managing complexity, leadership and ethics are incorporated.

**3 units**

### **GS603: Organizational Behavior**

This course focuses on human resource techniques and theories within organizations. This course will focus on psychological and organizational processes directly related to the management and leadership role. Specific activities will engage the student in an experimental approach to the subject matter aimed at developing specific competencies. **3 units**

### **GS604: Ethics and Critical Thinking**

This course focuses on the principles of principal-client relationships, fiduciary duties and accountability, respect for human rights, and professional and personal responsibility. This course offers students the opportunity to study ethics and to critically evaluate the value systems of other individuals, groups, and societies. In this course, students learn to differentiate between social faux pas and actionable wrongs, understand logic and reasoning and professional responsibility. Case studies emphasize the importance of professional and personal ethical codes and how particular choices affect an organization. Development of personal philosophies is examined as well as fundamental principles that address the intercultural workplace. **3 units**

### **GS605: Alternative Dispute Resolution**

This course offers an in-depth study of the nature of legal, environmental and organizational conflict. The course focuses on strategies and methods of conflict resolution and alternative dispute resolution; including mediation, arbitration, and negotiation. Communication, diverse values, cultures, beliefs, ethics, and philosophies that exist within the American legal system are examined. **3 units**

### **GS606: Statistical Analysis and Research Management**

This course discusses the planning and execution of empirical social research. This course acquaints the student with the delicate balance between computation, decision-making and conceptual understanding. Techniques used by behavioral scientists, such as; measuring objectives, collecting data, working with significant levels, analyzing variances and interpreting questionnaires, interviews, ethnography, and participant observation, and document study. Related issues such as reliability and validity, scaling will also be covered. **3 units**

### **GS607: Capstone Course - Closing the Circle**

Principles of accountability and personal responsibility along with the integration of ethics, values, and morals related to effective leadership. The Capstone Course E-Portfolio is a **voiced over** PowerPoint presentation that identifies an issue, obstacle, problem or change event in the student's workplace. In doing so, the student will identify and outline Socio, Political, Economic, Legal and Technical influences that are contributing to the chosen deficient issue, problem or change event and offer recommendations and/or develop an action plan designed to remediate the problem presented. **3 units**

### **Concentration Courses:**

#### **BM741: Financial Systems and Institutions**

This course is the study of the financial services industry, including banking regulations, the structure of markets and financial institutions, lending criteria, investments and asset and liability management. **3 units**

#### **BM742: Tenets of Insurance**

This course is a comprehensive overview of insurance law, principles, practices, policies, and coverage. This course also explores the study of contract formation and types of coverage, exclusions, negotiation and settlement processes. **3 units**

### **BM743: Fiscal Management and Policy**

The focus of this course is in the area of financial management. Managers will learn how to interface with accounting and finance departments and help them to understand how firms meet their financial objectives utilizing financial decision-making. This course will also explain financial planning (budgeted financial statements), the problems associated with budgeting, best practices in budgeting, financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management. This course will deal with a number of related topics, including multinational financial management, risk management, mergers and acquisitions.

3 units

### **BM744: Real Estate**

This course is a study of real estate practices, land use, the purchase and sale of property, escrow, finance and secured transactions, title insurance, marketable title and recording statutes and land use. 3 units

### **BM745: Energy and Environment**

A study of energy concepts, resources and environmental laws and regulations that affect doing business in the 21<sup>st</sup> century. This course focuses on conservation, heat, and electricity, pollution prevention, water and waste treatment and recycling, environmental health and greenhouse effect. 3 units

## **Master of Science in Administration**

### **Health Care Management Specialization**

#### **Program Description:**

The Master of Science degree in Health Care Management offers working knowledge and practical skills for a solid foundation of Health Care principals and the latest management tools to be a successful leader in Health Care organizations.

#### **General Objectives:**

1. Learning about oneself;
2. Learning to lead others effectively;
3. Learning to empower others through cooperative teamwork;
4. Learning to articulate a personal philosophy of leadership;
5. Learning to develop strategies for leadership by example;
6. Individual performance;
7. Reviewing substantive issues;
8. Reviewing and defining terminology;
9. Identifying issues;
10. Identifying procedures;
11. Identifying ethical issues;
12. Developing the proper remedies for issues;
13. Developing an understanding and appreciation for diversity;
14. Developing oral communication skills;
15. Developing the ability to plan strategically and manage change;
16. Developing interpersonal skills in-group decision-making;
17. Developing creative problem solving, and conflict resolution.

#### **Program Learning Objectives:**

1. Function at the professional middle management level in the healthcare management field.
2. Demonstrate effective written communication in an advanced healthcare administration environment.
3. Perform critical analysis of complex situations within healthcare and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations within healthcare systems.
5. Marshal and manage relevant resources within healthcare systems particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of healthcare administration.

7. Demonstrate awareness of and work effectively in a diverse organization within the healthcare system.
8. Recognize, analyze, and confront ethical and social responsibility issues in the healthcare administration field.

**Program Concentration:**

**Health Care Management Specialization**

**CORE COURSES:**

<b>Course Code</b>	<b>Course Title</b>	<b>Semester Credit Hours</b>
GS601	Leadership and Management	3
GS602	Business Management and Operations	3
GS603	Organizational Behavior	3
GS604	Ethics and Critical Thinking	3
GS605	Alternative Dispute Resolution	3
GS606	Statistical Analysis and Research Management	3
GS607	Capstone Course-Closing the Circle	3

**Concentration Courses:**

<b>Course Code</b>	<b>Course Title</b>	<b>Semester Credit Hours</b>
HC751	Health Care System	3
HC752	Health Care Policies and Law	3
HC753	Health Care Compliance	3
HC754	Management of Health Service Organizations	3
HC755	Decision Making and Problem Solving in Health Care	3

Semester Credit Hours:

Core Courses	21	Semester Credit Hours
Concentration Courses	15	Semester Credit Hours
Total	36	Semester Credit Hours

**Course Descriptions**

**Core Courses:**

**GS601: Leadership and Management**

This course reviews leadership principles and management styles in a historical context. The focus of the course is on effective leadership in an organizational setting. Project Management approaches with a hands-on project; an Electronic Portfolio/File, which the students update throughout their program will be introduced. 3 units

### **GS602: Business Management and Operations**

Management challenges, processes, and solutions for organizations. This course incorporates human resource management, fiscal administration, and strategic planning. Core elements of administration as well as fundamental management skills, such as; clear communication in writing, analysis of behavior, managing complexity, leadership and ethics are incorporated.

3 units

### **GS603: Organizational Behavior**

This course focuses on human resource techniques and theories within organizations. This course will focus on psychological and organizational processes directly related to the management and leadership role. Specific activities will engage the student in an experimental approach to the subject matter aimed at developing specific competencies. 3 units

### **GS604: Ethics and Critical Thinking**

This course focuses on the principles of principal-client relationships, fiduciary duties and accountability, respect for human rights, and professional and personal responsibility. This course offers students the opportunity to study ethics and to critically evaluate the value systems of other individuals, groups, and societies. In this course, students learn to differentiate between social faux pas and actionable wrongs, understand logic and reasoning and professional responsibility. Case studies emphasize the importance of professional and personal ethical codes and how particular choices affect an organization. Development of personal philosophies is examined as well as fundamental principles that address the intercultural workplace. 3 units

### **GS605: Alternative Dispute Resolution**

This course offers an in-depth study of the nature of legal, environmental and organizational conflict. The course focuses on strategies and methods of conflict resolution and alternative dispute resolution; including mediation, arbitration, and negotiation. Communication, diverse values, cultures, beliefs, ethics, and philosophies that exist within the American legal system are examined. 3 units

### **GS606: Statistical Analysis and Research Management**

This course discusses the planning and execution of empirical social research. This course acquaints the student with the delicate balance between computation, decision-making and conceptual understanding. Techniques used by behavioral scientists, such as; measuring objectives, collecting data, working with significant levels, analyzing variances and interpreting questionnaires, interviews, ethnography, and participant observation, and document study. Related issues such as reliability and validity, scaling will also be covered. 3 units

### **GS607: Capstone Course - Closing the Circle**

Principles of accountability and personal responsibility along with the integration of ethics, values, and morals related to effective leadership. The Capstone Course E-Portfolio is a **voiced over** PowerPoint presentation that identifies an issue, obstacle, problem or change event in the student's workplace. In doing so, the student will identify and outline Socio, Political, Economic, Legal and Technical influences that are contributing to the chosen deficient issue, problem or change event and offer recommendations and/or develop an action plan designed to remediate the problem presented. 3 units

## **Concentration Courses:**

### **HC751: Health Care System**

The study of health care concepts, systems, and issues related to healthcare leadership and management. Students will study the history of the health care industry, health care reform initiatives, Medicare and Medicaid, and managed care regulations. **3 units**

### **HC752: Health Care Policies and Law**

This course reviews the legal structure of health care policy and law. Students will study complex state and federal regulations, the impact of legislation and the processes used to comply with standards, statutes and regulations. Students will learn about the legal aspects of doctor-patient relationships, informed consent, duty to treat, confidentiality, malpractice, health insurance, advance directives and health care fraud. **3 units**

### **HC753: Health Care Compliance**

This course reviews the skills necessary to successfully develop and implement a health care compliance program. Students will focus on the process to build a program that will educate staff and keep the organization compliant to meet state and federal regulations and policies, how prepare for internal and external audits and dealing with non-compliance. **3 units**

### **HC754: Management of Health Service Organizations**

This course involves a study of healthcare structure, management and function, organizational and financial theory and practice, public administration, economics, and diversity in the workplace. Students will focus on leadership and communication skills. **3 units**

### **HC755: Decision Making and Problem Solving in Health Care**

This course examines principles of health care management, respect for human rights, and personal responsibility along with the integration of ethics, values and morals related to health care professionals. Case studies emphasize the importance of professional and personal ethical codes and how particular choices affect health care professionals. **3 units**

## **Master of Science in Administration**

### **Legal Studies Specialization**

#### **Program Description:**

A Master of Science in Legal Studies offers an advanced study of legal theory and the foundations of the state and federal legal system. Students gain an understanding of legal processes, judicial administration legal information management and legal writing. Students study the evolution of democracy, traditions of ruling bodies and informal power brokers.

#### **General Objectives:**

1. Learning about oneself;
2. Learning to lead others effectively;
3. Learning to empower others through cooperative teamwork;
4. Learning to articulate a personal philosophy of leadership;
5. Learning to develop strategies for leadership by example;
6. Individual performance;
7. Reviewing substantive issues;
8. Reviewing and defining terminology;
9. Identifying issues;
10. Identifying procedures;
11. Identifying ethical issues;
12. Developing the proper remedies for issues;
13. Developing an understanding and appreciation for diversity;
14. Developing oral communication skills;
15. Developing the ability to plan strategically and manage change;
16. Developing interpersonal skills in-group decision-making;
17. Developing creative problem solving, and conflict resolution.

#### **Program Learning Objectives:**

1. Function at the professional middle management level in the legal studies field.
2. Demonstrate effective written communication in an advanced legal studies administration environment.
3. Perform critical analysis of complex situations within the legal studies field and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations within various legal systems.
5. Marshal and manage relevant resources within legal studies systems particularly in an uncertain global environment.

6. Integrate, apply, and synthesize knowledge across the functional areas of legal studies administration.
7. Demonstrate awareness of and work effectively in a diverse organization within the legal studies system.
8. Recognize, analyze, and confront ethical and social responsibility issues in the legal studies administration field.

**Program Concentration:**

**Legal Studies Specialization**

**CORE COURSES:**

<b>Course Code</b>	<b>Course Title</b>	<b>Semester Credit Hours</b>
GS601	Leadership and Management	3
GS602	Business Management and Operations	3
GS603	Organizational Behavior	3
GS604	Ethics and Critical Thinking	3
GS605	Alternative Dispute Resolution	3
GS606	Statistical Analysis and Research Management	3
GS607	Capstone Course-Closing the Circle	3

**Concentration Courses:**

<b>Course Code</b>	<b>Course Title</b>	<b># Semester Credit Hours</b>
LG721	Legal Processes	3
LG722	Judicial Administration	3
LG723	Legal Studies	3
LG724	Legal Information Management	3
LG725	Legal Research and Writing	3

**Semester Credit Hours:**

Core Courses	21	Semester Credit Hours
Concentration Courses	15	Semester Credit Hours
Total	36	Semester Credit Hours

## Course Descriptions

### Core Courses:

#### **GS601: Leadership and Management**

This course reviews leadership principles and management styles in a historical context. The focus of the course is on effective leadership in an organizational setting. Project Management approaches with a hands-on project; an Electronic Portfolio/File, which the students update throughout their program will be introduced. **3 units**

#### **GS602: Business Management and Operations**

Management challenges, processes, and solutions for organizations. This course incorporates human resource management, fiscal administration, and strategic planning. Core elements of administration as well as fundamental management skills, such as; clear communication in writing, analysis of behavior, managing complexity, leadership and ethics are incorporated. **3 units**

#### **GS603: Organizational Behavior**

This course focuses on human resource techniques and theories within organizations. This course will focus on psychological and organizational processes directly related to the management and leadership role. Specific activities will engage the student in an experimental approach to the subject matter aimed at developing specific competencies. **3 units**

#### **GS604: Ethics and Critical Thinking**

This course focuses on the principles of principal-client relationships, fiduciary duties and accountability, respect for human rights, and professional and personal responsibility. This course offers students the opportunity to study ethics and to critically evaluate the value systems of other individuals, groups, and societies. In this course, students learn to differentiate between social faux pas and actionable wrongs, understand logic and reasoning and professional responsibility. Case studies emphasize the importance of professional and personal ethical codes and how particular choices affect an organization. Development of personal philosophies is examined as well as fundamental principles that address the intercultural workplace. **3 units**

#### **GS605: Alternative Dispute Resolution**

This course offers an in-depth study of the nature of legal, environmental and organizational conflict. The course focuses on strategies and methods of conflict resolution and alternative dispute resolution; including mediation, arbitration, and negotiation. Communication, diverse values, cultures, beliefs, ethics, and philosophies that exist within the American legal system are examined. **3 units**

#### **GS606: Statistical Analysis and Research Management**

This course discusses the planning and execution of empirical social research. This course acquaints the student with the delicate balance between computation, decision-making and conceptual understanding. Techniques used by behavioral scientists, such as; measuring objectives, collecting data, working with significant levels, analyzing variances and interpreting questionnaires, interviews, ethnography, and participant observation, and document study. Related issues such as reliability and validity, scaling will also be covered. **3 units**

### **GS607: Capstone Course - Closing the Circle**

Principles of accountability and personal responsibility along with the integration of ethics, values, and morals related to effective leadership. The Capstone Course E-Portfolio is a **voiced over** PowerPoint presentation that identifies an issue, obstacle, problem or change event in the student's workplace. In doing so, the student will identify and outline Socio, Political, Economic, Legal and Technical influences that are contributing to the chosen deficient issue, problem or change event and offer recommendations and/or develop an action plan designed to remediate the problem presented. **3 units**

### **Concentration Courses:**

#### **LG721: Legal Processes**

An introduction to the Legal System of the United States including a study of the three federal branches of government, the freedoms set forth in the Constitution, the separation of powers and checks and balances in government. The emphasis is on the evolution of the current form of democracy in the United States, formal laws, traditions of ruling bodies and informal power brokers. **3 units**

#### **LG722: Judicial Administration**

This course is a foundational study of Jurisprudence from common law concepts to the present collection of policies and laws. In this course students will learn the intricate details of the judicial system and the practice of law. This course offers an overview of the law relating to administrative agencies, including constitutional law, and Federal and state statutory laws as well as the practices, procedures and offices that deal with the management of the State and Federal court system. **3 units**

#### **LG723: Legal Studies**

This course is the study of various areas of civil and criminal law and procedure. At the conclusion of this course, the student will have an advanced understanding of civil and criminal law and procedure. Students will be able to research, analyze and apply statutory and case law. Some emphasis will be given to case briefing. **3 units**

#### **LG724: Legal Information Management**

This course reviews current information systems technology, litigation support, and strategies and techniques of managing technology. The student will develop skill in Summation, Concordance, Electronic Discovery Reference Model, support databases, and Cyber/Internet Law. **3 units**

#### **LG725: Legal Research and Writing**

This course reviews advanced techniques of manual and computer assisted legal research, and updating research. The course also covers the further development of primary and secondary research tools. Students review citation format and various types of legal writing. A grammar skills and writing techniques used in the predations of legal memorandum and briefs. **3 units**

## **Law Enforcement Specialization**

### **Program Description:**

The Master of Science degree in Law Enforcement offers the incorporation of theory and knowledge, statistics and demographics and psychology and criminal behavior. Students will have an understanding of Homeland Security, the legal system and law enforcement agencies.

### **General Objectives:**

1. Learning about oneself;
2. Learning to lead others effectively;
3. Learning to empower others through cooperative teamwork;
4. Learning to articulate a personal philosophy of leadership;
5. Learning to develop strategies for leadership by example;
6. Individual performance;
7. Reviewing substantive issues;
8. Reviewing and defining terminology;
9. Identifying issues;
10. Identifying procedures;
11. Identifying ethical issues;
12. Developing the proper remedies for issues;
13. Developing an understanding and appreciation for diversity;
14. Developing oral communication skills;
15. Developing the ability to plan strategically and manage change;
16. Developing interpersonal skills in-group decision-making;
17. Developing creative problem solving, and conflict resolution.

### **Program Learning Objectives:**

1. Function at the professional middle management level in the law enforcement field.
2. Demonstrate effective written communication in an advanced law enforcement administration environment.
3. Perform critical analysis of complex situations within law enforcement systems and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations within law enforcement systems.

5. Marshal and manage relevant resources within law enforcement systems particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of law enforcement administration.
7. Demonstrate awareness of and work effectively in a diverse organization within the law enforcement system.
8. Recognize, analyze, and confront ethical and social responsibility issues in the law enforcement administration field.

**Program Concentration:**

**Law Enforcement Specialization**

**CORE COURSES:**

<b>Course Code</b>	<b>Course Title</b>	<b>Semester Credit Hours</b>
GS601	Leadership and Management	3
GS602	Business Management and Operations	3
GS603	Organizational Behavior	3
GS604	Ethics and Critical Thinking	3
GS605	Alternative Dispute Resolution	3
GS606	Statistical Analysis and Research Management	3
GS607	Capstone Course-Closing the Circle	3

**Concentration Courses:**

<b>Course Code</b>	<b>Course Title</b>	<b>Semester Credit Hours</b>
LW711	Fundamentals of Law Enforcement	3
LW712	Homeland Security	3
LW713	Victimology and Victim Advocacy	3
LW714	Legal Investigations	3
LW715	Decision Making and Problem Solving in Law Enforcement	3

Semester Credit Hours:

Core Courses	21	Semester Credit Hours
Concentration Courses	15	Semester Credit Hours
Total	36	Semester Credit Hours

## Course Descriptions

### Core Courses:

#### **GS601: Leadership and Management**

This course reviews leadership principles and management styles in a historical context. The focus of the course is on effective leadership in an organizational setting. Project Management approaches with a hands-on project; an Electronic Portfolio/File, which the students update throughout their program will be introduced. **3 units**

#### **GS602: Business Management and Operations**

Management challenges, processes, and solutions for organizations. This course incorporates human resource management, fiscal administration, and strategic planning. Core elements of administration as well as fundamental management skills, such as; clear communication in writing, analysis of behavior, managing complexity, leadership and ethics are incorporated. **3 units**

#### **GS603: Organizational Behavior**

This course focuses on human resource techniques and theories within organizations. This course will focus on psychological and organizational processes directly related to the management and leadership role. Specific activities will engage the student in an experimental approach to the subject matter aimed at developing specific competencies. **3 units**

#### **GS604: Ethics and Critical Thinking**

This course focuses on the principles of principal-client relationships, fiduciary duties and accountability, respect for human rights, and professional and personal responsibility. This course offers students the opportunity to study ethics and to critically evaluate the value systems of other individuals, groups, and societies. In this course, students learn to differentiate between social faux pas and actionable wrongs, understand logic and reasoning and professional responsibility. Case studies emphasize the importance of professional and personal ethical codes and how particular choices affect an organization. Development of personal philosophies is examined as well as fundamental principles that address the intercultural workplace. **3 units**

#### **GS605: Alternative Dispute Resolution**

This course offers an in-depth study of the nature of legal, environmental and organizational conflict. The course focuses on strategies and methods of conflict resolution and alternative dispute resolution; including mediation, arbitration, and negotiation. Communication, diverse values, cultures, beliefs, ethics, and philosophies that exist within the American legal system are examined. **3 units**

#### **GS606: Statistical Analysis and Research Management**

This course discusses the planning and execution of empirical social research. This course acquaints the student with the delicate balance between computation, decision-making and conceptual understanding. Techniques used by behavioral scientists, such as; measuring objectives, collecting data, working with significant levels, analyzing variances and interpreting questionnaires, interviews, ethnography, and participant observation, and document study. Related issues such as reliability and validity, scaling will also be covered. **3 units**

## **GS607: Capstone Course - Closing the Circle**

Principles of accountability and personal responsibility along with the integration of ethics, values, and morals related to effective leadership. The Capstone Course E-Portfolio is a **voiced over** PowerPoint presentation that identifies an issue, obstacle, problem or change event in the student's workplace. In doing so, the student will identify and outline Socio, Political, Economic, Legal and Technical influences that are contributing to the chosen deficient issue, problem or change event and offer recommendations and/or develop an action plan designed to remediate the problem presented. **3 units**

### **Concentration Courses:**

#### **LW711: Fundamentals of Law Enforcement**

This course reviews the criminal justice system, government and policy agencies and the role and responsibilities of law enforcement officers. Examination of law enforcement operations based on the Constitution, the Penal Code, Criminal and Civil Procedure Codes, Vehicle Code and Juvenile Procedures. This course also focuses on ethical standards in law enforcement. **3 units**

#### **LW712: Homeland Security**

The study of strategies, plans, and programs to safeguard Homeland Security locally, statewide, and nationally. The focus of the course is on Emergency preparedness and response, domestic intelligence activities, border security, transportation security, including aviation and maritime transportation and biodefense. **3 units**

#### **LW713: Victimology and Victim Advocacy**

The course provides students with exposure to victim advocacy and victims' rights legislation and related concepts. Students will engage in in-depth analysis of the social and cultural influences that necessitate victim counseling as well as focusing on victim advocacy which will expose students to investigate criminology and trends of violence to better support victims and prevent victimization. Students will also learn how the legal process works and includes training for community and grief counseling and crisis intervention. **3 units**

#### **LW714: Legal Investigations**

This course is designed to teach legal investigation methods and processes. Included subject areas are: arson investigation, products liability investigation, personal injury and traffic accident forensics, employment accidents, investigation of financial and equity matters, professional malpractice and negligence, skip-tracing, and the role of a legal investigator in preparing for civil and criminal litigation. **3 units**

#### **LW714: Decision Making and Problem Solving in Law Enforcement**

This course examines principles of accountability, respect for human rights and personal responsibility along with the integration of ethics, values and morals related to Law Enforcement Officers. Case studies emphasize the importance of professional and personal ethical codes and how particular choices affect the Law Enforcement Officers. **3 units**

## Human Resource Management Specialization

### Program Description:

The Master of Science in Human Resource Management offers skills to impact the quality of the work environment, to motivate employees and to strengthen the performance of organizations. Students will learn about the Federal laws and regulations relating to the workplace.

### General Objectives:

1. Learning about oneself;
2. Learning to lead others effectively;
3. Learning to empower others through cooperative teamwork;
4. Learning to articulate a personal philosophy of leadership;
5. Learning to develop strategies for leadership by example;
6. Individual performance;
7. Reviewing substantive issues;
8. Reviewing and defining terminology;
9. Identifying issues;
10. Identifying procedures;
11. Identifying ethical issues;
12. Developing the proper remedies for issues;
13. Developing an understanding and appreciation for diversity;
14. Developing oral communication skills;
15. Developing the ability to plan strategically and manage change;
16. Developing interpersonal skills in-group decision-making;
17. Developing creative problem solving, and conflict resolution.

### Program Learning Objectives:

1. Function at the professional middle management level in the human resource field.
2. Demonstrate effective written communication in an advanced human resource management environment.
3. Perform critical analysis of complex situations within human resource management environments and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations within human resource management systems.

5. Marshal and manage relevant resources within human resource management systems particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of human resource management at the administration level.
7. Demonstrate awareness of and work effectively in a diverse organization within the human resource management environment.
8. Recognize, analyze, and confront ethical and social responsibility issues in the human resource management field.

**Program Concentration:**

**Human Resource Management Specialization**

**CORE COURSES:**

<b>Course Code</b>	<b>Course Title</b>	<b>Semester Credit Hours</b>
GS601	Leadership and Management	3
GS602	Business Management and Operations	3
GS603	Organizational Behavior	3
GS604	Ethics and Critical Thinking	3
GS605	Alternative Dispute Resolution	3
GS606	Statistical Analysis and Research Management	3
GS607	Capstone Course-Closing the Circle	3

**Concentration Courses:**

<b>Course Code</b>	<b>Course Title</b>	<b>Semester Credit Hours</b>
HR731	Human Resource Management	3
HR732	Labor and Employment Law	3
HR733	Culture, Gender and Diversity	3
HR734	Organizational Change and Conflict Management	3
HR735	Labor/Management Negotiations and Relations	3

**Semester Credit Hours:**

Core Courses	21	Semester Credit Hours
Concentration Courses	15	Semester Credit Hours
Total	36	Semester Credit Hours

**Course Descriptions**

**Core Courses:**

### **GS601: Leadership and Management**

This course reviews leadership principles and management styles in a historical context. The focus of the course is on effective leadership in an organizational setting. Project Management approaches with a hands-on project; an Electron Portfolio/File, which the students update throughout their program will be introduced. **3 units**

### **GS602: Business Management and Operations**

Management challenges, processes, and solutions for organizations. This course incorporates human resource management, fiscal administration, and strategic planning. Core elements of administration as well as fundamental management skills, such as; clear communication in writing, analysis of behavior, managing complexity, leadership and ethics are incorporated. **3 units**

### **GS603: Organizational Behavior**

This course focuses on human resource techniques and theories within organizations. This course will focus on psychological and organizational processes directly related to the management and leadership role. Specific activities will engage the student in an experimental approach to the subject matter aimed at developing specific competencies. **3 units**

### **GS604: Ethics and Critical Thinking**

This course focuses on the principles of principal-client relationships, fiduciary duties and accountability, respect for human rights, and professional and personal responsibility. This course offers students the opportunity to study ethics and to critically evaluate the value systems of other individuals, groups, and societies. In this course, students learn to differentiate between social faux pas and actionable wrongs, understand logic and reasoning and professional responsibility. Case studies emphasize the importance of professional and personal ethical codes and how particular choices affect an organization. Development of personal philosophies is examined as well as fundamental principles that address the intercultural workplace. **3 units**

### **GS605: Alternative Dispute Resolution**

This course offers an in-depth study of the nature of legal, environmental and organizational conflict. The course focuses on strategies and methods of conflict resolution and alternative dispute resolution; including mediation, arbitration, and negotiation. Communication, diverse values, cultures, beliefs, ethics, and philosophies that exist within the American legal system are examined. **3 units**

### **GS606: Statistical Analysis and Research Management**

This course discusses the planning and execution of empirical social research. This course acquaints the student with the delicate balance between computation, decision-making and conceptual understanding. Techniques used by behavioral scientists, such as; measuring objectives, collecting data, working with significant levels, analyzing variances and interpreting questionnaires, interviews, ethnography, and participant observation, and document study. Related issues such as reliability and validity, scaling will also be covered. **3 units**

### **GS607: Capstone Course - Closing the Circle**

Principles of accountability and personal responsibility along with the integration of ethics, values, and morals related to effective leadership. The Capstone Course E-Portfolio is a voiced over PowerPoint presentation that identifies an issue, obstacle, problem or change event in the student's workplace. In doing so, the student will identify and outline Socio, Political, Economic, Legal and Technical influences that are contributing to the chosen deficient issue, problem or change event and offer recommendations and/or develop an action plan designed to remediate the problem presented. **3 units**

### **Concentration Courses:**

### **HR731: Human Resource Management**

This course reviews the partnership between Human Resource managers, administrators and senior management. A history of Human Resource management, identification and analysis of trends approaches to how to design compensation, benefits and reward systems to motivate employees. **3 units**

### **HR732: Labor and Employment Law**

This course investigates the study of Federal Legislation and administrative regulations regulating employment, the laws regulating workplace and employee policies and procedures, discrimination, and liability. This course explores Workers' Compensation Law and the representation of parties in connection with industrial injury and disease claims. **3 units**

### **HR733: Culture, Gender and Diversity**

This course is an examination of the uniqueness and particularism of gender and culture as they relate to work behavior in the public and private sector. Emphasis will be on the "how" of managing a diverse workforce and tapping into the contributions women and men make to the work life of organizations. The legal, historical, psychological, and sociological roots of culture and gender will be explored. **3 units**

### **HR734: Organizational Change and Conflict Management**

This course will examine planning for change; the nature and sources of environmental and organizational conflict; strategies for change and conflict resolution within institutions as well as the implications of conflict and change in the workplace. Change theory, cooperation, collaboration, and the management of public disputes. **3 units**

### **HR735: Labor/Management Negotiations and Relations**

This course investigates human relationships and dynamics of interpersonal communication in terms of executing productivity, motivation, and team dynamics. Students will learn the importance of highly effective arbitration, mediation, and negotiations in the modern innovative organization and will experience, through simulations, role-playing, and brief case studies, how to implement and utilize these skills for the outcome of productive teams. **3 units**

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## STUDENT AND PROSPECTIVE STUDENT CODE OF CONDUCT AND DISCIPLINE

The School of Graduate Studies has adopted this Code of Conduct and Discipline that sets for the standard of conduct expected of students admitted to or attending the School of Graduate Studies. ALL students are bound by the provisions of the Code of by virtue of their admission to and attendance in the School of Graduate Studies.

While pursuing a graduate degree encourages debate, advocacy and expression of a difference of opinion, students are expected to conduct themselves in a respectful and ethical manner. The School of Graduate Studies is actively committed to creating and maintaining an environment which represents the dignity of individuals and groups.

### Prohibited Conduct

For any of the following causes, a student may be subject to disciplinary action by the Dean:

1. Willful violation of a rule of the School of Graduate Studies which requires the student to do or refrain from doing an act connected with or in the course of the student's conduct as a student of the University. All such rules shall be issued by the University and distributed in such a manner as to furnish adequate notice to students. All students have the responsibility to read same and shall be deemed to have actual knowledge of rules so distributed.
2. Willful interference with the orderly conduct of the educational or administrative functions of the University.
3. Willful physical abuse or threat of such abuse to: a faculty member, administrator, official or employee of the University, another student of the University, another person on the University premises or at a University approved, sponsored or supervised event.
4. Theft or willful abuse of University property or property of another on the University premises.
5. Distribution or possession for purposes of distribution, any controlled substance or illegal drug on the University premises. Also, the use or possession of any controlled substance or illegal drug on University premises.
6. Forgery, alteration or misuse of University documents, records, keys, or identifications.
7. Willful and material misrepresentation or non-

disclosure concerning qualifications for admission to the School of Graduate Studies.

8. Commission of a criminal act, including computer crime that reflects adversely on the student's honesty and/or trustworthiness.
9. Engaging in conduct whether or not criminal that reflects negatively upon the student's moral character. This includes but is not limited to acts of harassment, disorderly or lewd conduct, dishonesty, fraud, deceit or intentional misrepresentation.
10. Committing an act of dishonesty, which may include any of the following:
  - a. Cheating: Copying of work of another student or permitting copying by another student; completing an assignment for another student; submitting material produced by someone else; altering graded work after instructor evaluation and resubmitting it for regarding; inventing data or authority.
  - b. Plagiarism: Taking the words or substance of another and either copying or paraphrasing the work without giving credit to the source [e.g., through footnotes, quotation marks, reference citations].
  - c. Other: Providing material to another person with knowledge it will be improperly used; possessing another student's work without permission; selling or purchasing materials for class assignments; altering another student's assignment; knowingly furnishing false or incomplete academic information; altering documents affecting student records; forging a signature of or falsifying information on any official academic document.

The above rules and Code of Conduct are absolute. This prohibition is applicable at all times and in all places –real time and real space, as well as cyber time and electronic space. This prohibition includes oral, written, and electronic communications of all kinds.

### Disciplinary Code

The Dean may impose discipline for a violation of the Code of Conduct, a University policy or a campus regulation. These sanctions are not mutually exclusive and may be imposed in combination. A record of a prior violation of the Code of Conduct or University policy may be considered in determining the appropriate sanction for a subsequent violation.

The following are authorized sanctions for such violations:

1. Denial of Admission: Denial of admission or re-admission to the University for an indefinite period.
2. Warning: Written notice that continued or repeated violations of specified University policies or campus regulations may be cause for further disciplinary action, normally in the form of Loss of Privileges and Exclusion from activities, suspension or dismissal.
3. Loss of Privileges and Exclusion from Activities: Exclusion from participation in designated privileges and extracurricular activities for a specified academic term or terms. Violation of any conditions in the written Notice of Loss of Privileges and Exclusion from Activities or violation of University policies or campus regulations during the period of the action may be cause for further disciplinary action, normally in the form of suspension or dismissal.
4. Suspension: Termination of student status for a specified academic term or terms with reinstatement thereafter a specified time. Violation of the conditions of Suspension or of University policies or campus regulations during the period of suspension may be cause for further disciplinary action, normally in the form of dismissal.
5. Dismissal: Termination of student status for an indefinite period. Re-admission to the University shall require the specific approval of the Dean.
6. Exclusion from the Campus: Exclusion of a suspended or dismissed student from campus when there is reasonable cause to believe that the student's presence there will lead to physical abuse, threats of violence, or conduct that threatens the health or safety of any person on University property or at official University functions, or other disruptive activity incompatible with the orderly operation of the campus.
7. Interim Suspension: Exclusion from classes, or from other specific activities on the campus, set for in the Notice of Interim Suspension, before final determination of an alleged violation. A student shall be restricted only to the minimum extend necessary when there is reasonable cause to believe that the student's participation in University activities or presence at specified areas of the campus will lead to physical abuse, threats of violence, or conduct that threatens the health or safety of any person on University property or at official University functions or any disruptive activity incompatible with the orderly operation of the campus.
8. Reinstitution: Reimbursement for damage to or misappropriation of University property may be imposed either exclusively or in combination with other disciplinary action. Such reimbursement may take the form of monetary or appropriated service to repair or otherwise compensate for damages. Reinstitution may be imposed on any student who alone, or through group or concerted activities, participates in causing the damages or costs.
9. Academic Penalty: Whole or partial withdrawal of credit for a course or examination (including the awarding of a failing grade) or a combination of such penalties. An academic penalty may be imposed only with respect to the course(s) in which the violation occurred, and only with the consent of the respective professor.
10. Loss of Scholarship or financial aid consistent with governmental regulations.
11. Any other sanctions the Dean deems appropriate.

In the event of an expulsion or suspension which terminates a student's right to attend class during a semester or summer session, the University shall retain only that portion of the total semester or summer session tuition as the number of weeks of class completed before terminations bears to the total number of weeks of class in the semester or summer session. The balance, if any, paid by or on behalf of the student, shall be returned to the student or lend, or in the case of a scholarship, refund proceeds shall first be paid to the scholarship funding the source, and the balance, if any shall be paid to the student. The term "scholarship" used herein shall include grants.

#### **Disposition of Alleged Violation**

Alleged violations of the Code of Conduct or other campus policies are to be reported to the Dean. If the Dean believes action should be taken on the charge, the Dean will notify the student who is the subject of the charge that an investigation will ensue. The Dean is responsible for conducting the investigation.

The Dean shall have the power to question persons with pertinent information, to examine pertinent materials, and to question the accused student if s/he is willing to speak. If the accused student intends to defend against or explain the alleged conduct that led to the potential violation, the student must speak with the Dean about the conduct

and identify potential witnesses or documents that would support the accused student's position. The Dean must interview the potential witnesses and review the documents identified by the accused student.

Upon conclusion of the investigation, the Dean shall submit the results of the investigation to a panel, which will be composed of the Chair of the Faculty Senate, a member of the faculty currently on staff of the accused student's choosing, and a member of the faculty currently on staff of the Chair of the Faculty Senate's choosing.

The Panel will review the results of the Dean's investigation. The accused student may submit a written statement to the Panel for its review, but the statement may not include any information, potential supporting witnesses, or potential supporting documents that the student did not previously provide to or identify for the Dean unless the information was unknown or unavailable to the accused student previously.

The Panel shall determine whether or not a violation has occurred. If no violation is found to exist because the allegation is without merit, the conduct is de minimus, or the evidence is insufficient, the Dean shall keep a record, separate from the student's permanent file. Such record will not be disclosed except under compulsion of law or upon signed consent from the student.

Following a final decision that no violation has occurred, the Dean shall notify the accused student and the person(s) who filed the notice of the alleged violation.

Should the Panel determine that a violation did occur; the Panel shall inform the Dean. The Dean shall determine any sanction(s) imposed. The Dean shall provide the student with written notice describing the violation and the sanction(s) imposed.

### **Review Process**

The President may review the disciplinary action upon written petition of the student or prospective student against whom disciplinary action has been taken. The written request must be submitted no later than 10 days after official notice of the disciplinary action. No petition for review will be accepted after that time. The President shall make and render a decision within 30 days. The President's decision is final.

## Appendix B

### **Grade Challenges**

It is the right of every UWLA student to challenge and/or appeal grades that have been posted on their student record. However, students are required to follow published policies and procedures for formal grade challenges and requests for grade changes. Below is an outline of these policies and procedures:

### **Modular Assignment Grades**

The following policies and procedures apply to all challenges to grades awarded for modular assignments:

1. A challenge to a modular assignment grade must be submitted to the professor of record for the course within 5 business days after the student receives the official assignment grade notice.
2. The professor shall issue a formal response to the modular grade challenge within 3 business days of receipt.
3. If approved by the professor a grade change will be reflected in the course record.
4. Grade challenges denied by the professor may be appealed to the Dean within 2 business days after the student receives the formal response from the professor.
5. The Dean shall issue a formal response to the assignment grade appeal within 5 business days of receipt. This response shall be copied to the professor. If approved by the Dean the appropriate grade change will be reflected in the course record.
6. The decision of the Dean may be appealed to the President (or designee) for blind review within 2 business days, only if and when an assignment grade adversely impacts the course final grade. Otherwise, the decision of the Dean on an assignment grade challenge is final.
7. Students choosing to appeal the decision of the Dean acknowledge and agree that the final grade after appeal might be: the same grade as prior to the appeal; a higher grade; or a lower grade than that assigned by the course professor.

## Final Course Grades

The following policies and procedures apply to all challenges to final course grades:

1. A grade challenge must be submitted to the professor of record within 5 business days after the official final grade notice.
2. The professor shall issue a formal response to the grade challenge within 5 business days of receipt.
3. Grade challenges denied by the professor may be appealed to the Dean within 2 business days after formal response from the professor.
4. The Dean shall issue a response to the appeal within 5 business days of receipt.
5. If approved by the Dean a grade change recommendation shall be submitted to the Office of the Registrar.
6. In the event of denial by the Dean the student may appeal to the President (or designee) of the appropriate program.
7. Any appeal to the President shall be submitted within 2 business days of the response from the Dean. The student's appeal to the President must include the following:
8. A statement clearly identifying the course, the courses number, the Session and the professor,
9. The reason for the challenge and all relevant facts and documentation to allow the President (or designee) to make a decision concerning the challenge.
10. The burden of proof for all grade challenges/appeals rests with the student who must clearly demonstrate that the grade being challenged or denial of earlier challenges were the result of error or discrimination, or were otherwise arbitrary or capricious.
11. The President (or designee) may subject the student's coursework to blind review and shall respond to the student in writing within 10 business days of receipt of the student's appeal.
12. Students choosing to challenge a course grade acknowledge and agree that the final grade following a grade appeal might be: the same grade as prior to the appeal; a higher grade; or a lower grade than that assigned by the course professor.

## Grade Petition for Extra-Ordinary Circumstances

UWLA recognizes that students face unforeseen special, extra-ordinary or extenuating circumstances in their lives that adversely impact their ability to complete and submit course requirements timely. UWLA is committed to work with students facing such circumstances to identify appropriate and flexible solutions to ensure successful completion of educational objectives. In the event of special, extra-ordinary or extenuating circumstances leading to a failing grade in a course, students may submit a formal grade petition requesting an opportunity to submit missing work for a grade change. The following procedures apply to all grade change petitions:

1. A grade change petition must be submitted within 30 days of posting of the course final grade.
2. The petition must be supported by documentation of special, extra-ordinary or extenuating circumstances.
3. The Dean (or designee) shall review the petition and supporting documents, consider the academic record of the student and render a decision within 5 business days.
4. If approved, the student will be permitted to submit missing coursework required to complete the course objectives within a specified timeline.
5. The course Professor will review and assign appropriate grades to the new submissions.
6. Upon completion of the assignments, the Professor shall post a final grade within 5 business days.
7. Students acknowledge and agree that approval of a grade change petition is not guaranteed.
8. Students further acknowledge and agree that the final grade will depend on the quality of the assignments submitted and that approval of a grade change petition does not guarantee a passing grade.
9. Approval of the grade petition does not alter a student's obligations under any tuition assistance program or financial aid agreement.
10. Denial of any grade petition may be appealed to the college Dean within 5 business days. The Dean shall render a decision within 5 business days. The decision of the Dean on all grade petition appeals shall be final.

## GRADE CHANGE FORM

Instructors should complete and submit this form to the Registrar's office to request a change of grade. The form may be utilized to address 2 distinct grade change situations:

1. Change a grade submitted in error by the instructor electronically, for the most recent semester. This form will not be accepted by the Registrar's office once 45 days from the last day of the class the "I" was given has elapsed.
2. Change an "Incomplete Grade" to a final letter grade.

Date of Submission \_\_\_\_\_

Student's Name \_\_\_\_\_

Student ID \_\_\_\_\_

Name of Course "I" was given \_\_\_\_\_

Course Number \_\_\_\_\_

Letter Grade to be Assigned - FROM \_\_\_\_\_

Justification for Grade Change Request \_\_\_\_\_

\_\_\_\_ Data Entry Error    \_\_\_\_ Computational Error

"Incomplete Grade" Requirements Completed \_\_\_\_\_

Other (please specify reason) \_\_\_\_\_

Instructor's Name \_\_\_\_\_

Instructor Contact Information (email and telephone) \_\_\_\_\_

**SCHOOL OF GRADUATE STUDIES CHANGE OF STATUS FORM**

DATE \_\_\_\_\_

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY, ST, ZIP \_\_\_\_\_

PHONE # \_\_\_\_\_ EMAIL \_\_\_\_\_

Last Day Attended \_\_\_\_\_

Cumulative GPA: \_\_\_\_\_

**Petitioner specifically requests the following action(s) to be taken:**

- Leave of Absence (\$25.00)                      Start Date \_\_\_\_\_ Return Date \_\_\_\_\_
- Voluntary Student Withdrawal                      Reason \_\_\_\_\_
- Dropping Courses (\$25.00)                      Reason \_\_\_\_\_
- Administrative Dismissal                      Reason \_\_\_\_\_

Note: If you are requesting a Leave of Absence you must submit a written statement indicating why you are requesting the leave.

Be advised that approval of certain requests is governed by criteria which are outlined in the most current version of the campus catalog. Any false statement is a violation of the Student Code of Conduct.

**I declare that the statements contained herein are true to the best of my knowledge.**

STUDENT'S SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

**FOR OFFICE USE ONLY**

DATE \_\_\_\_\_ GRANTED \_\_\_\_\_ DENIED \_\_\_\_\_

CONTINGENCIES/RATIONALE:

**FOR INTERNAL USE ONLY**

Grade entered on \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Dean's Signature \_\_\_\_\_ Date \_\_\_\_\_

## Incomplete (I) Grade Form

### Explanation of Form:

No credit; used for verifiable unavoidable reasons. Since the "Incomplete" extends enrollment in the course, requirements for satisfactory completion will be established through student/faculty consultation. Courses for which the grade of "I" "Incomplete" has been awarded must be completed within 45 days or another grade (A, B, C, D, or F) may be awarded by the instructor based upon course work which has been completed. A "W" grade should only be awarded by a Dean under mitigating circumstances which must be documented and a copy of this documentation must be placed in the Student's academic file.

### Instructions to Faculty Member:

1. This form must be filled out for each "Incomplete" assigned on your grade roster(s).
2. The grade roster(s) and Incomplete Form(s) are DUE in the Dean's office for submission to the Registrar's Office **no later than the 5 business day** after classes have ended. The Dean's or Registrar's office will immediately send a copy to the student to inform them what is needed to complete the class for a grade.
3. The original of this form will remain in the permanent student file. Please keep a copy for your records.

Student Id Number \_\_\_\_\_

Student's Name \_\_\_\_\_

Semester \_\_\_\_\_ Fall \_\_\_\_\_ Spring \_\_\_\_\_ Summer 20\_\_\_\_\_

Course Prefix \_\_\_\_\_ Number \_\_\_\_\_ Section \_\_\_\_\_

List the work that needs to be made up (test, quiz, exam, research paper, other):

Instructors may include specific deadlines for assignments if they choose.

### REQUIRED

Grade to be awarded "if" missing work is not made up  A  B  C  D  F

(If no grade given, then an **F** will be assigned).

Instructor's Signature \_\_\_\_\_ Date \_\_\_\_\_

## Complaint and Grievances Procedures

### Complaints and/or Grievances

Students are advised to utilize the appropriate administrative procedure for resolving complaints. The School of Graduate Studies has separate policies that govern student conduct, sexual harassment, sexual assault and discrimination (based on race, color, national or ethnic origin, age, gender, religion, sexual orientation, marital status or physical or mental disability.)

Students are advised to contact the Compliance Officer if unsure of which policy applies to their particular situation.

If a student has a complaint or grievance that does not fall into one of the above stated policies, the student may utilize the general Grievance Procedure listed below.

### **Grievance Procedure**

The University has an open door policy in which encourages students to bring suggestions, complaints, and grievances to the administration for discussion and, when appropriate, informal resolution.

The Grievance Procedure has been established to give students a vehicle to resolve situations, conflicts or disputes in a professional, unbiased, and documented procedure. Matters that have been resolved by another procedural process outlined in the Catalog are considered final and may not be the subject of a grievance under this policy.

### **Informal Resolution**

The parties involved in the situation are encouraged to meet and confer in an effort to resolve the situation. This encourages communication between the student and the faculty, staff, administrator or other student involved and enhances an opportunity to reach an agreement. No written records are maintained in the student file at this stage.

While it is hoped that resolution is reached at the informal resolution meeting, there is no requirement to meet informally prior to filing a formal complaint.

### **Formal Resolution Process**

To file a formal complaint, the student must complete a Notice of Grievance Form and submit it to the Dean. (The form is available in the School of Graduate Studies office and

published in the Student Catalog.)

Upon receipt of the submission, the Dean will request a response to the allegations from the party or parties identified in the student's Notice of Grievance Form. Said response will be due to the Dean 15 days from said request.

Once the Dean has received the response(s), the Dean, may, after review, and investigation,

1. Conduct a formal meeting with all parties to discuss and attempt to resolve the grievance or,
2. Issue a written resolution statement that is to be followed by all parties.

If the Dean finds that the issue cannot be resolved in his or her office, the Dean must directly forward the issue to the President's office within five days. The President's office will file and date the Dean's Letter of Findings on the day of acceptance.

The President then has 15 days to either (1) have a formal meeting with any/all parties concerned to resolve the matter, or (2) issue a written statement on the resolution or findings to be followed by all parties concerned. The decision of the President is final and binding on all parties.

When the Dean has resolved the matter and the student is not satisfied with the Dean's written resolution statement or the results of the formal meeting, the student must submit all relevant material with a Notice of Appeal – Grievance Determination to the Office of the President within 10 days of receipt of the Dean's decision. The Office of the President will date and file receipt of the Notice of Appeal on the day of acceptance. The

President has 15 days after receipt of the Notice of Appeal to either (1) conduct a formal meeting and any/all parties involved in the grievance, or (2) issue a written statement of resolution or findings in which is to be followed by all parties concerned. The decision of the President is final and binding on all parties.

## Code of Conduct and Discipline

### STUDENT AND PROSPECTIVE STUDENT CODE OF CONDUCT AND DISCIPLINE

The School of Graduate Studies has adopted this Code of Conduct and Discipline that sets forth the standard of conduct expected of students admitted to or attending the School of Graduate Studies. All students are bound by the provisions of the Code by virtue of their admission to and attendance in the School of Graduate Studies.

While the study of law encourages debate, advocacy and expression of a difference of opinion, students are expected to conduct themselves in a respectful and ethical manner. The School of Graduate Studies is actively committed to creating and maintaining an environment, which respects the dignity of individuals and groups.

#### Prohibited Conduct

For any of the following causes, a student may be subject to disciplinary action by the Dean:

1. Willful violation of a rule of the School which requires the student to do or refrain from doing an act connected with or in the course of the student's conduct as a student of the School. All such rules shall be issued by the School and distributed and posted in such a manner as to furnish adequate notice to students. All students have the responsibility to read same and shall be deemed to have actual knowledge of rules so distributed or posted.
2. Willful interference with the orderly conduct of the educational or administrative functions of the School or University.
3. Willful physical abuse or threat of such abuse to: a faculty member, administrator, official or employee of the University, another student of the University, another person on the University premises or at a University approved, sponsored or supervised event.
4. Theft or willful abuse of University property or property of another on the University premises.
5. Distribution or possession for purposes of distribution, any controlled substance or illegal drug on the University premises. Also, the use or possession of any controlled substance or illegal drug on University premises.

6. Misrepresentation on resume relating to law school grade point average, class rank or other acknowledgments.
7. Forgery, alteration or misuse of University documents, records, keys or identifications.
8. Willful and material misrepresentation or non-disclosure concerning qualifications for admission to the School of Graduate Studies.
9. Commission of a criminal act, including computer crime that reflects adversely on the student's honesty, trustworthiness or fitness for admission to the Bar.
10. Engaging in conduct, whether or not criminal, which reflects negatively upon the student's moral character and fitness. This includes but is not limited to acts of harassment, disorderly or lewd conduct, dishonesty, fraud, deceit or intentional misrepresentation.
11. Committing an act of academic dishonesty, which may include any of the following:
  - a. Cheating: possessing unauthorized sources of information during an examination; copying of work of another student or permitting copying by another student during an exam; completing an assignment, such as an exam paper, for another student; submitting material produced by someone else; submitting out-of-class work for an in-class assignment; altering graded work after instructor evaluation and resubmitting it for re-grading; retaining exams or other materials after they were supposed to be returned to an instructor; submitting the same paper in two different classes without approval of both instructors; inventing data or authority; removing exams or papers from the office without permission of the staff.
  - b. Plagiarism: taking the words or substance of another and either copying or paraphrasing the work without giving credit to the source (e.g., through footnotes, quotation marks, reference citations).
  - c. Other: providing material to another person with knowledge it will be improperly used; possessing another student's work without permission; selling or purchasing materials for class assignments; altering another student's assignment; knowingly furnishing false or incomplete academic information; altering documents affecting student records; forging a signature of or falsifying information on any official academic document.

## Disciplinary Code

The Dean may impose discipline for a violation of the Code of Conduct, a University policy or a campus regulation.

These sanctions are not mutually exclusive and may be imposed in combination. A record of a prior violation of the Code of Conduct or University policy may be considered in determining the appropriate sanction for a subsequent violation.

The following are authorized sanctions for such violations:

1. Denial of Admission: Denial of admission or re-admission to the University for an indefinite period.
2. Warning: Written notice that continued or repeated violations of specified University policies or campus regulations may be cause for further disciplinary action, normally in the form of Loss of Privileges and Exclusion from Activities, Suspension, or Dismissal.
3. Loss of Privileges and Exclusion from Activities: Exclusion from participation in designated privileges and extracurricular activities for a specified academic term or terms. Violation of any conditions in the written Notice of Loss of Privileges and Exclusion from Activities, or violation of University policies or campus regulations during the period of the action, may be cause for further disciplinary action, normally in the form of Suspension or Dismissal.
4. Suspension: Termination of student status for a specified academic term or terms with reinstatement thereafter after a specific time. Violation of the conditions of Suspension or of University policies or campus regulations during the period of Suspension may be cause for further disciplinary action, normally in the form of Dismissal.
5. Dismissal: Termination of student status for an indefinite period. Re-admission to the University shall require the specific approval of the Dean.
6. Exclusion from the Campus: Exclusion of a suspended or dismissed student from campus when there is reasonable cause to believe that the student's presence there will lead to physical abuse, threats of violence, or conduct that threatens the health or safety of any person on University property or at official University functions, or other disruptive activity incompatible with the orderly operation of the campus.
7. Interim Suspension: Exclusion from classes, or from other specific activities on the campus, set forth in the Notice of Interim Suspension, before final determination of an alleged violation. A student shall be restricted only to the minimum extent necessary when there is reasonable cause to believe that the student's participation in University activities or presence at specified areas of the campus will lead to physical abuse, threats of violence, or conduct that threatens the health or safety of any person on University property or at official University functions or any disruptive activity incompatible with the orderly operation of the campus. A student placed on Interim Suspension shall be given prompt notice of the charges and the opportunity for a prompt hearing on the Interim Suspension.
8. Restitution: Reimbursement for damage to or misappropriation of University property may be imposed either exclusively or in combination with other disciplinary action. Such reimbursement may take the form of monetary or appropriate service to repair or otherwise compensate for damages. Restitution may be imposed on any student who alone, or through group or concerted activities, participates in causing the damages or costs.
9. Academic penalty: Whole or partial withdrawal of credit for a course or examination, or the determination of a grade for a course or an examination (including the awarding of a failing grade) or a combination of such penalties. An academic penalty may be imposed only with respect to the course(s) in which the violation occurred, and only with the consent of the respective professor.
10. Revocation of degree: To be determined by the Faculty Senate upon recommendation of the Dean.
11. Loss of scholarship or financial aid consistent with government regulations.
12. Any other sanctions the Dean deems appropriate.

In the event of an expulsion or suspension which terminates a student's right to attend class during a semester or Summer Session, the School shall retain only that portion of the total semester or Summer Session tuition as the number of weeks of class completed before termination bears to the total number of weeks of class in the semester or Summer Session. The balance, if any, paid by or on behalf of the student, shall be returned to the student or lender,

or in the case of a scholarship, refund proceeds shall first be paid to the scholarship funding source, and the balance, if any, shall be paid to the student. The term “scholarship” used herein shall include grants.

### **Disposition of Alleged Violation**

Alleged violations of the Code of Conduct or other campus policy are to be reported to the Dean. In the event the Dean concludes that action should be taken on the charge, the Dean will cause the student who is the subject of the charge to be provided written notice of the specific charge or charges and that an investigation will ensue. The Dean is responsible for conducting the investigation.

The Dean shall have the power to question persons with pertinent information, to examine pertinent materials, and to question the accused student if s/he is willing to speak. If the accused student intends to defend against or explain the alleged conduct that led to the potential violation, the student must speak with the Dean about the conduct and identify any potential witnesses or documents that would support the accused student’s position. The Dean must interview the potential witnesses and review the documents identified by the accused student.

Upon conclusion of the investigation, the Dean shall determine whether probable cause exists to believe that the student who is the subject of the charge may have committed a violation of the Code of Conduct or other campus policy. In the event the Dean determines the existence of such probable cause, he or she shall submit the results of the investigation to an impartial panel, which shall be composed of the Chair of the Faculty Senate, a member of the faculty currently on staff of the accused student’s choosing, and a member of the faculty currently on staff of the Chair of the Faculty Senate’s choosing. The Dean shall cause written notice to be afforded to the accused student of the time set for the Panel to convene for the purpose to deliberate upon the charges made against him or her.

The Panel will review the results of the Dean’s investigation. The accused student may submit a written statement to the Panel for its review, but the statement may not include any information, potential supporting witnesses, or potential supporting documents that the student did not previously provide to or identify for the Dean unless the information was unknown or unavailable to the accused student previously. Upon his or her written request submitted to the Dean, the accused student shall be afforded an opportunity for a hearing before the Panel. In order to be effective, said written request must be received by the Dean not later than 72 hours after the accused was provided notice of the time

set for the Panel to convene for the purpose to deliberate upon the charges made against the accused student.

The Panel shall determine whether or not a violation has occurred. If no violation is found to exist because the allegation is without merit, the conduct is de minimus, or the evidence is insufficient, the Dean shall keep a record, separate from the student’s permanent file. Such record will not be disclosed except under compulsion of law or upon signed consent from the student. Following a final decision that no violation has occurred, the Dean shall notify the accused student and the person(s) who filed the notice of the alleged violation.

Should the Panel determine that a violation did occur the Panel shall inform the Dean. The Dean shall determine any sanction(s) imposed. The Dean shall provide the student with written notice of the final determination, which shall include a statement describing the violation or violations; the facts; the conclusions; and the sanctions, if any.

### **Review Process**

The President may review the disciplinary action upon written petition of the student or prospective student against whom disciplinary action has been taken. The written request must be submitted to the President’s office no later than 10 days after official notice of the disciplinary action. No petition for review will be accepted after that time. The President shall make and render a decision within 30 days. The President’s decision is final.

UWLA is Strength in Knowledge.