



UNIVERSITY
OF THE PEOPLE
Tuition-Free Online University



GRADUATE CATALOG

UNIVERSITY OF THE PEOPLE

September 1, 2016 - August 31, 2017

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A LETTER FROM THE PRESIDENT



The University of the People *Graduate Catalog* for the 2016-17 academic year covers all aspects of your educational experience at the University. It contains information on academic policies, courses, programs of study, degree requirements, Course Instructors, fees, scholarships, and the academic calendar. It provides everything you need to know about studying at University of the People as a graduate student in a single document, and I encourage you to refer to it throughout the academic year.

University of the People is a truly unique institution. It offers affordable, quality, online educational programming to any qualified student, and believes that access to higher education is an important ingredient in the promotion of world peace and global economic development. The educational services it provides can both transform the lives of individuals and be a force for societal change.

In becoming a member of the UoPeople family, you have chosen to embark on an exciting online educational journey with other like-minded individuals. Student success is important to the University, and we strive to ensure that our programs and services are easily accessible. Your motivation to succeed and willingness to work hard will play a crucial role in this success, and we are here to guide and support you in your endeavors.

At UoPeople, you will be intellectually challenged, engage in energizing debates and grapple with the big questions posed by today's global society. You will encounter a diverse student body, and our dedicated Course Instructors and Program Advisors will inspire and encourage you all along the way. Enrolled in our Master of Business Administration in Management, you will receive a hands-on approach to both business and community leadership as part of a cutting-edge and stimulating educational experience. All of this, taken together, is designed to help you achieve your educational goals and be an influential, just and contributing member of society.

University of the People is a special place, and our online community is enriched by each of its members. Together we are working and learning for the future.

Sincerely,



Shai Reshef, President
University of the People



TABLE OF CONTENTS

Administration	2
Board of Trustees	2
President's Council	2
Advisory Boards	3
A LETTER FROM THE PRESIDENT	5
Table of contents	6
Notices about the Catalog	9
Accreditation, Regulatory and Other Notes	9
Chapter 1: About the University	12
Academic Calendar 2016-2017	12
Administrative Holidays 2016-2017	13
Vision, Mission, Goals, Objectives, Values	14
Milestones in the History of University of the People	17
Chapter 2: academic policies	20
Diversity and Inclusivity Policies	20
Privacy Policy	21
Student Records	21
Intellectual Property	23
Social Media	23
Grievance Policy	24
Romantic and Kinship Relationship Policy	26
Sexual Harassment Policy	27
Non-Retaliation Policy	27
Student Identity Verification Policy	28
Institutional Operations	29
Chapter 3: Graduate Admissions	30
MBA Admissions Requirements	30
Application Process	33



Application Deadlines	36
Notice Concerning Transferability of Credits and Credentials Earned at UoPeople	37
Student Verification	37
Making Our Decision	38
Chapter 4: Processing Fees, Scholarships, and Financial Assistance	39
Processing Fees	39
Financial Assistance and Scholarships	43
False Statements, Misrepresentation, and Fraud	43
Cancellation of Enrollment	43
Chapter 5: Academic Regulations	46
Academic Degree Requirements	46
Chapter 6: Graduate Program of Study	50
Master of Business Administration (MBA)	50
The Curriculum	51
Master of Business Administration Courses	53
Chapter 7: UoPeople's Study Process	60
The Study Process and Student Responsibilities	60
Components of the Study Process	61
Late Work	64
Chapter 8: Course Selection and Scheduling	66
Course-Numbering System	66
Registration	66
Course Drops and Withdrawals	67
Course Repeats	69
Chapter 9: Grade Notations and Policies	70
Criteria for Awarding Grades	70
Summary of Transcript Notations	71
Grading Policies and Practices	73
Grade Appeals	73
Chapter 10: Satisfactory Academic Progress Review	75



Satisfactory Academic Progress (SAP)	75
Chapter 11: Graduation	78
Graduation Process	78
Chapter 12: Academic Policies and Procedures	80
General Code of Conduct	80
Code of Academic Integrity	81
Chapter 13: Student Activity, Leave of Absence, and Matriculation Policies	84
Inactivity	84
Leave of Absence (LOA)	85
Matriculation Policies	86
Chapter 14: University Services and University Offices	90
University Services	90
University Offices	94
Chapter 15: University Leadership and Instructional Personnel	97
UoPeople Leadership	97
UoPeople Course Instructors	97



Notices about the Catalog

1. This Catalog is permanently archived by the University and is the Catalog effective for all matriculated students at University of the People. Previous editions of the Catalog are available to University students on the University's website and upon request.
2. University of the People takes reasonable care to provide the academic courses and facilities described in the Catalog. However, courses may be altered or withdrawn at any time, and University of the People shall not be liable in any manner if the academic courses and facilities described in the Catalog, or any other University of the People documents, are not offered during a particular semester or academic year.
3. This Catalog is an official bulletin of the University of the People and is intended to provide general information. It includes policies, regulations, procedures and fees in effect at the time of release. All policies and procedures, rules and regulations, curricula, programs, and courses described herein are subject to change without prior notice and do not constitute a contract between the University of the People and a student, an applicant for admission, or any other individual. Updated policies and administrative regulations and procedures can be found on the UoPeople website.
4. 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.
5. Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, www.bppe.ca.gov, phone number: (916) 431-6959, toll free: (888) 370-7589, fax number: (916) 263-1897.

Accreditation, Regulatory and Other Notes

1. University of the People is a private institution approved to operate by the California Bureau for Private Postsecondary Education. Approval to operate means compliance with state standards as set forth in the CEC and 5, CCR.
2. University of the People has been continuously accredited by the Distance Education Accrediting Commission (DEAC) since January 2014. Contact information for DEAC: 1101 17th Street NW, Suite 808, Washington, D.C. 20036, phone number: (202) 234-5100, fax number (202) 332-1386, www.deac.org. The Accrediting Commission of the DEAC is listed by the U.S.



Department of Education as a nationally recognized accrediting agency. The Accrediting Commission of the DEAC is a recognized member of the Council for Higher Education Accreditation (CHEA), the private, nonprofit national organization that coordinates accreditation activity in the United States.

3. As an online institution, UoPeople has no academic buildings or dormitory facilities, nor can the University provide assistance with student visas or other visa services.
4. University of the People and President Shai Reshef in his own right and on behalf of University of the People currently hold memberships in the following organizations and consortiums: Partners for a New Beginning; The Clinton Global Initiative; Ashoka, AACRAO, AACRAO EDGE, UN GAID, RSA, CHEA, the OpenCourseWare Consortium and the Library & Information Resources Network.
5. The administrative offices of University of the People are located in Pasadena, California. The air-conditioned facilities are uniquely adapted to hold and secure student records. However, all instruction at the University, including its computerized teaching aids, takes place at University of the People's Online Campus.
6. University of the People shall not be liable in any manner for any interruption in the operation or failure of its website, its Virtual Learning Environment and/or any other program relating to University of the People's studies.
7. University of the People does not participate in federal and state financial aid programs.
8. University of the People does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years, and has not had a petition in bankruptcy filed against it within the preceding five years that resulted in a reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et. seq.)
8. University of the People exercises diligence to ensure that it provides clear and accurate information to all prospective and current students, the public and all other interested parties. The institution seeks to ensure that all recruitment and promotional materials, including its Catalog and website, as well as all public presentations about and on behalf of the University and its operations are as clear and accurate as possible.
9. A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling, toll free: (888) 370-7589, (916) 431-6959, or by completing a compliant form, which can be obtained on the Bureau's Internet Web address: www.bppe.ca.gov.
10. This institution is authorized by the Indiana Board for Proprietary Education, 101 W. Ohio St., Suite 670, Indianapolis, IN 46204-1984. University of the People at Pasadena, California, has been granted status as an out-of-state institution with no physical presence in Indiana



authorized to enroll and offer online instruction or distance education to Indiana residents delivered from a campus in another state in accordance with Indiana Administrative Code IC 21-18.5-6-12. This status is effective from October 3, 2014 to October 2, 2015.



CHAPTER 1: ABOUT THE UNIVERSITY

Academic Calendar 2016-2017

Academic Calendar 2016-2017 ¹	Term 1	Term 2	Term 3	Term 4	Term 5
Course registration opens ²	July 14, 2016	Sep 29, 2016	Dec 8, 2016	Feb 23, 2017	May 4, 2017
Course registration closes	Aug 3, 2016	Oct 19, 2016	Dec 28, 2016	Mar 15, 2017	May 24, 2017
Late course registration opens ³	Aug 19, 2016	Nov 4, 2016	Jan 13, 2017	Mar 31, 2017	June 9, 2017
Late course registration closes	Aug 21, 2016	Nov 6, 2016	Jan 15, 2017	Apr 2, 2017	June 11, 2017
First day of Term	Sep 1, 2016	Nov 10, 2016	Jan 26, 2017	Apr 6, 2017	June 15, 2017
Last day - course drop	Sep 7, 2016	Nov 16, 2016	Feb 1, 2017	Apr 12, 2017	June 21, 2017
Last day - course withdrawal	Sep 28, 2016	Dec 7, 2016	Feb 22, 2017	May 3, 2017	July 12, 2017
Final exam period starts	Oct 27, 2016	Jan 5, 2017	Mar 23, 2017	June 1, 2017	Aug 10, 2017
Final exam period ends	Oct 30, 2016	Jan 8, 2017	Mar 26, 2017	Jun 4, 2017	Aug 13, 2017
Last day of Term	Nov 2, 2016	Jan 11, 2017	Mar 29, 2017	Jun 7, 2017	Aug 16, 2017
Grades published by ⁴	Nov 9, 2016	Jan 18, 2017	Apr 5, 2017	Jun 14, 2017	Aug 23, 2017

¹ University of the People reserves the right to make changes to this calendar at any time.

² Personal Program Advisors are available during registration periods and throughout the academic year, and Course Instructors are available by email throughout the academic year.

³ Course availability during late registration is limited. For proctored courses, students must complete all required steps to arrange for a proctor during the registration period.

⁴ Grades may be published earlier; students are advised to check for updates in the Student Portal.



Administrative Holidays 2016-2017

To reach the University of People, please call +1 626 264-8880, Monday to Friday between 9:00 am – 5:00 pm PST. University of the People offices will be closed on the following holidays.

Note that classes will continue as scheduled.

Administrative Holidays

Labor Day	Sep 5, 2016
Veterans Day	Nov 11, 2016
Thanksgiving Day	Nov 24, 2016
Christmas Day	Dec 25, 2016
New Year's Day	Jan 1, 2017
Martin Luther King Day	Jan 16, 2017
Presidents Day	Feb 20, 2017
Memorial Day	May 29, 2017
Independence Day	July 4, 2017



Vision, Mission, Goals, Objectives, Values

OUR VISION

The University of the People believes that access to higher education is a key ingredient in the promotion of world peace and global economic development. It views higher education as a basic right, and believes that it can both transform the lives of individuals and be an important force for societal change. It believes that education plays a fundamental role in strengthening respect for human rights and fundamental freedoms, and in promoting understanding and tolerance.

OUR MISSION

The mission of University of the People is to offer affordable, quality, online, degree-granting educational programs to any qualified student.

OUR GOALS

To provide the opportunity for higher education to students from diverse backgrounds through:

- Utilizing the internet to provide distance education
- Offering programs at minimal costs
- Providing a wide range of financial assistance options
- Promoting the University's programs in underserved regions of the world

To offer quality programs that:

- Maintain high academic standards
- Include core components to foster critical thinking, communication, and commitment to lifelong learning
- Focus on competencies and skills required for success in the global economy
- Are continually assessed and improved through regular outcome assessment and external reviews
- Promote a culture of shared learning through collaboration, interaction and peer-to-peer teaching and assessment
- Are designed around open educational resources (OER)



To provide students with services that contribute to the achievement of the desired learning outcomes by:

- Engaging in a constant process of continual improvement
- Utilizing technology and automation to improve service and accuracy

To assist students in developing, evaluating, and implementing employment decisions and plans by:

- Helping students develop self-knowledge related to career choice and work preferences
- Providing educational and occupational information to guide students' career and educational planning and to develop their understanding of the world of work
- Linking students with alumni, employers, and professional organizations that can provide opportunities to integrate academic learning with the work environment and explore future career possibilities

To ensure institutional financial stability and growth through:

- Utilizing volunteers for leadership, academic and administrative work
- Maintaining highly efficient processes
- Developing a community of supporters

OUR VALUES

Opportunity

UoPeople is based on the belief that education at a minimal cost is a basic right for all qualified applicants, not just for a privileged few. The University works to open the gates of higher education to qualified students anywhere in the world by offering its programs through distance learning and by making this opportunity affordable.

Community

UoPeople creates a global community by making its academic programs, educational services, and employment opportunities available to qualified individuals from all over the world, and by providing learning opportunities that engage students and faculty from diverse backgrounds.



Integrity

UoPeople grounds its institutional culture in candor, transparency and best professional practices, and expects all students, faculty, staff, and administrators to uphold the highest standards of personal integrity, honesty and responsibility. Additionally, the University expects its students to take responsibility for their education, and to pursue their studies diligently and with seriousness of purpose.

Quality

UoPeople provides a high-quality, online liberal arts education suitable in scope and depth to the challenges of the 21st century. The University assesses and evaluates all aspects of its academic model on an ongoing basis.



Milestones in the History of University of the People

- University of the People was established in early 2009 to address the global need for accessible low-cost, high-quality online education.
 - January 2009 – President Shai Reshef announced establishment of University of the People, the first ever non-profit, tuition-free, degree granting online university.
 - January 2009 – The State of California licensed UoPeople to offer educational programming as a non-profit institution of higher education authorized to award undergraduate and graduate degrees.
 - April 2009 – University of the People began accepting applications for undergraduate study.
 - May 2009 – The global announcement of the launch of UoPeople was hosted by The United Nations Global Alliance for ICT and Development (GAID) at UN headquarters in New York City.
- During the 2009-10 academic year, UoPeople experienced important milestones in its worldwide recognition, including worldwide media attention.
 - September 2009 – The University enrolled its first cohort of students who came from 49 countries around the world. It began with two degrees – Associate of Science and Bachelor of Science – and two majors – Business Administration and Computer Science.
 - Fall 2009 – Partnership with Yale ISP – UoPeople and the Yale Law School Information Society Project (Yale ISP) formed a digital education research partnership to understand both the reach and the benefits of free online education resources.
 - September 2010 - Clinton Global Initiative (CGI) in partnership with UoPeople, committed to provide full scholarships to 250 Haitians in support of that country's post-earthquake recovery efforts.
 - November 2010 – Sixteen Haitian students began their studies at a dedicated Student Computer Center in Port-au-Prince operated by the Haitian Connection Network. The Center gave students a place to study with computers, satellite internet connection and security. By early 2014, all 250 scholarships had been awarded.
- During the 2010-11 academic year, University of the People entered into a number of partnerships in support of its mission to open access to higher education to qualified individuals regardless of their economic, geographic, political or cultural circumstances.



- June 2011 - UoPeople began collaborating with New York University. The collaboration created the opportunity for UoPeople's top performing students, who have completed at least one year of study, to apply for admission and generous financial aid at NYU's prestigious and highly selective Abu Dhabi campus. The first UoPeople student began studying there in September 2012.
- June 2011 - As part of the HP Catalyst Initiative, Hewlett-Packard announced the creation of an internship program for UoPeople students to help prepare them for work in today's global economy. Through the partnership, HP generously committed to the sponsorship and mentorship of women worldwide, established Virtual Research Internships, created access to HP Life E-Learning, provided computers for the learning center in Haiti, and gave general support to help UoPeople achieve accreditation.
- Late 2011 - UoPeople joined with ASAL Technologies to create a technology center in Ramallah, Palestine.
- During the 2011-12 academic year, University of the People reached an important academic milestone.
 - UoPeople awarded its first Associate of Science degrees.
 - Through a generous contribution, the Bill & Melinda Gates Foundation joined UoPeople's efforts to open the gates to higher education. Through their grant, UoPeople succeeded in the pursuit of accreditation.
- During the 2012-13 academic year, the support to help advance UoPeople's mission and recognition continued, as did the University's academic excellence.
 - UoPeople received support from Google, HP, Western Union, and others.
 - The President's Council, composed of distinguished active and emerited leaders from top universities all over the world, was established to provide institution-level advice to the institution and to help carry UoPeople's mission to an international audience. The President's Council is chaired by NYU President John Sexton, Judith Shapiro (Barnard College President Emerita), Stephen Joel Trachtenberg (George Washington University President Emeritus) and others.
- During the 2013-14 academic year, UoPeople achieved several important milestones, including accreditation, more graduates and further support.



- In February 2014 - UoPeople became accredited. The institution achieved its biggest milestone to date: the granting of accreditation by the Distance Education Accrediting Commission (DEAC).
 - April 2014 – UoPeople awarded its first Bachelor of Science degrees. The graduates, seven in total, came from four different countries: Jordan, Nigeria, Syria and the United States.
 - August 2014 – President Reshef’s TED Talk at the 2014 TED Conference – one of the most prestigious conferences in the world. With over 3.5 million views to date, and translated into several languages, TED has uniquely spread the word about UoPeople and helped with much-relied on publicity to reach students and supporters around the globe.
 - UoPeople was honored by the White House with an invitation for President Reshef to brief members of the White House’s National Security Council (NCS). President Reshef’s briefings (twice) focused on online education and how to use the internet as a vehicle for spreading US higher education throughout the world.
- The 2014-15 academic year was one of growth, expansion, and special initiatives
 - Fall 2015 – UoPeople announced its Emergency Refugee Initiative. In response to the crisis in Syria, UoPeople commits to accepting at least 500 refugees (mainly from Syria) with scholarships to pursue associate’s and bachelor’s degrees. UoPeople worked with its accrediting body, the DEAC, to develop a mechanism for accepting and enrolling refugee students even before requiring official documents and transcripts – one of the most common roadblocks for refugees in accessing higher education.
 - The 2015-16 academic year saw UoPeople continue its academic excellence.
 - March 2016 – UoPeople launches world’s first tuition-free, accredited online MBA.
 - March 2016 – UoPeople launches first Health Science program – with a major in Community and Public Health at the Associate’s and Bachelor’s Degree levels.
 - April 2016 – University of California Berkeley (UC Berkeley) partners with UoPeople to accept applications from top qualified UoPeople Associate’s degree graduates to transfer to complete a Bachelor’s degree at Berkeley.
 - Over 4,000 students from over 180 countries were admitted.



CHAPTER 2: ACADEMIC POLICIES

All students and faculty are bound by terms of all University policies, regulations, rules and requirements in this section and elsewhere in the Catalog, and on the institution's website. Students are responsible for informing themselves about the applicable policies, regulations, rules and requirements, and registration as a student constitutes acceptance of the statements and a commitment to abide by them. The content and policies included in this Catalog are subject to change and the most updated information can be found on the University's website on the policies page.

Diversity and Inclusivity Policies

University of the People is strongly committed to furthering the academic success and the general development of a diverse and international student body. University of the People works to promote a learning environment characterized by inclusiveness, values awareness and understanding of one another's differences and similarities, and strives to treat all with dignity and respect. The institution is committed to multiculturalism and to advancing its mission of being an inclusive community that makes its academic programs, educational services, and employment opportunities available to all qualified individuals.

Non-Discrimination Policy

University of the People does not discriminate on any basis and is committed to equality of opportunity. Discrimination is defined as (1) treating members of a protected class less favorably because of their membership in that class or (2) having a policy or practice that has a disproportionately adverse impact on protected class members. University of the People will not engage in discrimination and prohibits all forms of harassment in its educational and employment programs, policies, practices, or procedures on the basis of race, color, sex, religion, national origin, age, disability, sexual orientation including gender identity, and veteran status. The University will comply with all federal and state non-discrimination, equal opportunity and affirmative action laws, orders and regulations. This non-discrimination policy applies to admissions, employment, access to and treatment in University programs and activities.

Disability Policy

University of the People recognizes and accepts its obligations under the Americans with Disabilities Act of 1990 (as amended), and Section 504 of the Rehabilitation Act of 1973 (as amended), requiring the University to provide reasonable accommodations to qualified disabled students in its educational programs.



Applicants with questions about disability accommodations should confer with their Admissions Advisor.

Students admitted to the University with a disability requiring reasonable academic accommodations may submit a Disability Accommodation application to the Office of Student Services at student.services@uopeople.edu and it will be directed to the Disability Services Committee. Students will receive written notification by the Office of Student Services of accommodations offered and/or denied within six weeks.

UoPeople is committed to maintaining the confidentiality of all student records related to requests for disability accommodations.

Privacy Policy

University of the People respects and honors the privacy of all of its students, applicants and personnel and protects the confidentiality of its students' educational records. Except as provided by law, as set out in the terms of its Privacy Policy, or as provided in other University policies, the University will not publish or reveal the academic records or confidential information of a student, applicant or member of its personnel team to a third party.

Breach of Privacy

If a student, applicant or member of the University's personnel team believes that his or her privacy has been breached by the University, he or she should follow the grievance procedure outlined in the Catalog.

All alleged breaches of privacy will be investigated thoroughly and disciplinary actions may be imposed on any member of the University's personnel team found to have breached the privacy of any applicant, student or other member of the University's personnel team.

Student Records

University of the People preserves all records of enrolled UoPeople students, including all personal contact information. All student records are maintained permanently at the University, including the degree or certificate that was granted and the date on which that degree or certificate was granted, the courses and units on which the certificate or degree was based, the grades earned by the student in each of those courses, and all transcripts.



For a period of no less than five years, the following institutional records are also maintained by University of the People:

- The educational programs offered by UoPeople and the curriculum for each
- The names and addresses of the members of UoPeople's faculty and records of the educational qualifications of each member of the faculty
- Any other institutional records required by state or federal law

Privacy of Student Records

The Family Educational Rights and Privacy Act (FERPA) of 1974 was designed to protect the privacy of educational records, to establish the rights of students to inspect and review their educational records, and to provide guidelines for the correction of inaccurate or misleading information through informal and formal hearings. While the FERPA Act does not apply to University of the People since it is not a federally-funded institution, University of the People nonetheless strives to meet the Act's provisions to the greatest extent possible.

The University will not disclose a student's education record without obtaining the student's prior written consent, except in certain instances where a student's educational records may be disclosed to school administrators with a legitimate educational interest. These individuals may include a person whom the University has employed, contracted or partnered with, and with whom it has an official relationship that justifies access to the educational record (or part thereof) for educational, administrative and research functions, and/or to perform his/her designated job including faculty, administration, clerical and professional employees, and other individuals who manage student records.

Students may inspect and review their own records pertaining to academic standing and financial information at any time. Students may also seek amendment of inaccurate or misleading information in their education records.

University of the People depends on the accuracy of the records submitted by its students. False information on an application as well as any act to intentionally mislead or misinform instructional personnel or administrators is grounds for disciplinary action, including dismissal from the University. Students seeking access or amendment of their educational records should contact the Office of Student Services.



Directory Information

Under FERPA, sections of a student's educational record are defined as Directory Information and is considered public information; it may be shared without a student's consent unless a student has blocked disclosure of their directory information.

Directory Information at UoPeople includes a student's name, address (local, permanent or email), telephone number, date and place of birth, major field of study, enrollment status (undergraduate or graduate, full or part-time) and dates of attendance at UoPeople, degrees and honors received, expected graduation date, previous educational institutions attended, and photographs.

Currently enrolled students may block disclosure of their Directory Information by completing a form in the Student Portal. This request is permanent until a request is otherwise submitted in the Student Portal to unblock the disclosure of Directory Information. Students who are no longer studying at UoPeople, and whose Directory Information was not restricted during their last term of study, cannot restrict the release of the Directory Information until re-enrolled at UoPeople.

UoPeople has the right to share student information with administrators and university officials who have a legitimate educational interests or as directed by the Dean of Student Affairs in an emergency if the information is necessary to protect the health or safety of the student or other persons.

Intellectual Property

UoPeople respects the intellectual property rights of others who seek to create, preserve, and disseminate knowledge through teaching, collective learning, and continued research at the University at large. In keeping with its mission, UoPeople provides all reading materials without charge to its students. UoPeople abides by all copyright conditions and applicable law governing the use of these materials. It has adopted a comprehensive Intellectual Property policy to guide its course developers in preparing UoPeople courses (Guidelines on Development of Course Materials).

In the event that UoPeople's Intellectual Property Policy (Guidelines on Development of Course Materials) requires interpretation and review, a standing committee will be formed, appointed by the Provost, to settle such disputes.

Social Media

The University recognizes the utility of social media (social networks, blogs, websites, etc.) to facilitate communication amongst students, faculty, staff, volunteers, alumni and other parties, as well as



significantly impact professional and organizational reputations. Given the seminal role that social media plays in UoPeople's operations, the University has adopted an extensive Social Media Policy, available at the University's website at <http://www.uopeople.edu/tuition-free/uopeople-policies/>.

Generally, the following principles provide an indicative list of the University's Social Media Policy:

- Social media may not be used as a substitute for the University's usual Human Resources processes, and job postings may not be made online without the express authorization of the UoPeople Human Resources Department.
- The Communications Department shall issue and maintain a set of best practices available to all online ambassadors, staff, students, faculty and UoPeople volunteers who engage in online conversations.
- Students, volunteers, and online ambassadors should never represent themselves as official spokespeople of the University. If a member of the UoPeople faculty or staff identifies himself or herself online as a member of the UoPeople faculty or staff, they shall make it clear that they are not speaking on behalf of UoPeople. All users should provide an open and honest explanation of their role and make it clear that the views expressed are their own, unless they are copying and pasting from a University post or the UoPeople website.
- If a UoPeople faculty member or staff person is offered compensation by a third party to participate in an online forum, advertisement or endorsement, permission must first be granted by the University as this may constitute a conflict of interest.

Grievance Policy

University of the People is committed to providing a learning and working environment that values all of its members and ensures freedom from discrimination and harassment. At the same time, no part of this policy abridges academic freedom or the University of the People's educational mission. Statements and written materials that are relevant to classroom subject matter are excluded from the prohibitions contained in this policy.

Grade disputes, admissions decisions, graduation appeals and similar academic decisions are not issues for grievance, unless they are complaints of a civil rights nature, including complaints related to age, sex, race, religion, color, ethnic/national origin, disability, sexual orientation or veteran status. Student allegations of discrimination are grounds for initiating a grievance.

Grievance Procedure

The Grievance procedure is applicable to all students, administration, and instructional personnel of University of the People. UoPeople encourages its students and instructional personnel to resolve any



disagreements, complaints, misunderstandings and grievances by informal means, where possible, before filing a formal grievance.

Grievants may choose various routes for dealing with their concerns. Starting with more informal mechanisms does not preclude the individual's deciding later to pursue more formal ones.

Informal Resolution

The grievant is first encouraged to communicate with the individual most directly responsible for the problem, and this often resolves the matter. In instances where no resolution is reached or if contacting or writing the person directly would be a source of discomfort, then the grievant may choose another route to achieving a resolution.

Grievants may seek to resolve the matter through mediation. Grievants wishing to have a third party informally resolve the issue consult with the Dean of Student Affairs (student.affairs@uopeople.edu) who will attempt to facilitate a resolution. Both parties must consent to participate in the confidential, voluntary process. The Dean of Student Affairs does not decide who is right or wrong, but rather mediates a conversation between the parties. Because it is a voluntary process, disciplinary action cannot be taken against the respondent and, once agreement has been reached, it is final and cannot be appealed.

If, after 30 days, the Dean of Student Affairs deems it impossible to achieve a satisfactory resolution between the parties, the grievant can choose to close the matter or to file a formal complaint.

Formal Resolution

Formal grievances are submitted to the Office of Student Services at student.services@uopeople.edu. The complaint must include a full description of the problem, the identity and status of the individual against whom the complaint is being lodged, a description of what may have been done to try to resolve the matter informally, and a suggested action requested or recommended to resolve the matter. Once the complaint is received, the Office of Student Services reviews it for appropriateness for this grievance procedure and emails the grievant acknowledging receipt of the complaint. The complaint is then forwarded to the Office of the Provost. If the complaint is not appropriate for this procedure, the grievant is informed and referred elsewhere as appropriate.

The Office of the Provost will initiate an investigation of the complaint. In undertaking the investigation, the Office will have complete discretion to gather any and all relevant information about the incident. In all instances, the respondent is notified of the complaint and receives a copy of it. The respondent is given 15 calendar days within which to submit a written response. Non-participation is not presumed to indicate guilt, but the investigation will continue without a response, and a finding will be issued. The finding will be issued within 45 calendar days of receipt of the formal complaint, and



will be communicated to both the grieving party and the respondent. Any disciplinary action against the respondent will be promptly put into effect.

Both the grievant and the respondent have the right to appeal the final decision. The appeal must be submitted to the Office of Student Services at student.services@uopeople.edu within 10 calendar days of issuance of the formal finding. Appeals will only be considered in instances where 1) the appealing party has new information that was not available at the time of the investigation, 2) the appealing party has identified procedural irregularities of a magnitude that they would change or affect the finding or 3) the appealing party believes the finding and/or disciplinary action to have been inconsistent with the facts of the situation.

The Office of Student Services will refer the appeal to the Appeals Committee whose role it is to determine if the process had been fair, if the decision was reasonable based on the facts and if the sanction was a reasonable one. The Committee will not conduct a new investigation and will make its decision within 20 calendar days of the receipt of the appeal by the Office of Student Services. The decision of the Appeal Committee is final.

The final decision will be sent to the complainant via email and to the head of the relevant department and a detailed log of each grievance will be kept in UoPeople central database. Access to this data is limited to the Office of the Provost and authorized staff.

Romantic and Kinship Relationship Policy

University of the People is committed to professionalism in all aspects of its operations and strives for an environment free from concerns about preferential treatment, conflicts of interest, lack of objectivity, or favoritism. The University community benefits from having members from the same family affiliated with the institution; however, situations where one family member has direct influence over another's educational or work activities or conditions of employment are inappropriate.

It is the policy of the University that:

1. No instructional, mentoring or administrative personnel, whether serving as a volunteer or receiving honoraria or compensation, shall have a consensual romantic or sexual relationship with any UoPeople student prior to the student's completion of all degrees.
2. No instructional, mentoring or administrative personnel shall exercise academic or professional authority over any student with whom he or she has previously had a consensual romantic or sexual relationship; these prior or existing relationships should be immediately disclosed.
3. No instructional, mentoring or administrative personnel, whether serving as a volunteer or receiving honoraria or compensation, shall exercise academic or professional authority over



someone affiliated with University of the People with whom that person has or has had a kinship or consensual romantic or sexual relationship; these prior or existing relationships should be immediately disclosed.

Further information on this policy may be found on the policies page of the institution's website.

Sexual Harassment Policy

Sexual harassment by any member of the UoPeople community is a violation of university policy, and state and federal law, and will not be tolerated.

Sexual harassment is defined as unwelcome sexual advances, references and overtures, and requests for sexual favors including all communications in person, and online including any setting including email, social media, texting and sexting. Both men and women may be victims of sexual harassment, and sexual harassment may occur between individuals of the same gender. Sexual harassment may occur when there is an authority differential such as between Course Instructors and students, or may occur with persons of the same status at the University.

Grievants who are aware of or have experienced an incident of sexual harassment should promptly report the matter immediately to the Dean of Student Affairs at student.affairs@uopeople.edu, who will advise the grievant on filing a grievance at UoPeople.

During the investigation of the complaint, the University will attempt to maintain confidentiality for all parties involved, but confidentiality will not be guaranteed. Following the University's investigation and substantiation of the complaint, sexual harassment offenders will be subject to disciplinary action which may include, but is not limited to, disciplinary warning or dismissal, and termination of employment.

A grievant who knowingly files a false complaint will be subject to disciplinary action which may include, but is not limited to, disciplinary warning or dismissal and termination of employment.

Non-Retaliation Policy

UoPeople is committed to operating with integrity and in compliance with all policies at the University, maintaining learning and working environments that are free from discrimination and harassment.

Retaliation is any action, statement or behavior that is designed to punish an individual for filing a complaint of discrimination or harassment, participating in an investigation, appeal or grievance, or reporting a case where members of the University community are not complying with university policy. Retaliation is an infraction and strictly prohibited.



Individuals who are aware of or have been subjected to retaliation should promptly report the matter immediately to their supervisor or the Dean of Student Affairs at student.affairs@uopeople.edu who will direct the individual on filing a complaint with the Office of the Provost.

Violators of this policy shall be subject to appropriate disciplinary proceedings as set forth in the Office of the Provost, and may be subjected to sanctions including, but not limited to, disciplinary warning or dismissal, and termination of employment.

Individuals who knowingly file a false report will be subject to disciplinary action which may include, but is not limited to, disciplinary warning or dismissal and termination of employment.

Student Identity Verification Policy

The Student Identity Verification Policy applies to all courses or programs offered by University of the People, beginning with the submission of original or notarized documents during the application process, and continuing through to a student's graduation, transfer, or withdrawal from the institution.

All courses and programs offered at UoPeople must verify that the student registering for a course is the same student who participates in the course and/or receives course credit. In verifying the identify of students who participate in class or coursework, UoPeople may make use of a variety of methods including but not limited to:

1. A secure login and authentication process;
2. Proctored examinations; and
3. Other technologies and practices that are effective in verifying student identification.

To ensure appropriate and secure access to courses and other Student Information Systems Students, enrolled students are responsible for providing complete information about themselves in any identity verification process, in accordance with the Student Honor Code which students verify in access UoPeople's Learning Management System and the Student Portal.

All methods of verifying student identity protect the privacy of student information in accordance with the Family Education Rights and Privacy Act (FERPA) and any other applicable laws or regulations regarding the confidentiality of personally identifiable information. UoPeople will notify students of any fees associated with the verification of student identity at the time of enrollment, registration, and/or other relevant times.



All users of UoPeople's Learning Management System and Student Portal are responsible for maintaining the security of usernames, passwords and any other access credentials assigned, and are responsible for changing passwords periodically to maintain security. Personally identifiable information may be used, at the discretion of UoPeople, as the basis for verifying a student's identity. Students who request that their passwords be reset may be asked to provide two or more pieces of information for comparison with data on file with the University including, but not limited to a student's ID number, social security, and/or two other pieces of information such as the student's date of birth, address, or email address on file.

The Office of the Provost is responsible for ensuring university-wide compliance with the provisions of this policy.

Institutional Operations

Students may also employ informal or formal mechanisms for resolving concerns about the institution and its operations. Students are encouraged to deal with these matters on their own by communicating with the individual or office most directly responsible. Most concerns are resolved in this manner.

Formal complaints are submitted to the Office of Student Services at student.services@uopeople.edu. The complaint must include a full description of the problem and the action requested to resolve the matter. The Office of Student Services reviews the complaint for appropriateness for this grievance procedure and emails the grievant acknowledging receipt of the complaint. The complaint is then forwarded to the Appeals Committee. If the complaint is not appropriate for this procedure, the student is informed and referred elsewhere as appropriate.

The Appeals Committee conducts a review, including making provision for the respondent to weigh in on the matter, and issues a finding within 45 calendar days of receipt of the formal complaint. The finding is communicated to both the grieving party and the individual or unit cited in the complaint. Good faith efforts must be made to implement any identified remedies as quickly as is reasonable. The decision of the Appeals Committee is final and no further appeal is possible.



CHAPTER 3: GRADUATE ADMISSIONS

Graduate student applicants may apply for admission to a Master of Business Administration (MBA) in Management. With today's global economy requiring leaders who excel as collaborators and innovators, UoPeople's MBA offers students comprehensive knowledge, theories and models used in the corporate world, and provides students the opportunity to further develop business training techniques and strategies. With a focus on preparing its graduates to operate in today's dynamic organizational contexts, the MBA moves students from application to practice with an unparalleled knowledge of business functions, processes and products operating at the highest levels of excellence, and a comprehensive understanding of today's technology-driven environment so high in demand.

Admitting students from all parts of the globe, socioeconomic strata, and cultural and social backgrounds creating a student body that mirrors today's diverse society, MBA students study with highly-motivated students from around the world, sharing a desire for a quality education grounded in diverse perspectives, focused on cutting-edge theory and practical application.

MBA Admissions Requirements

To be admitted to the MBA Degree Program in Management, applicants must be 18 years old or older and meet all the admissions requirements at UoPeople as follows:

- **Bachelor's Degree and GPA Requirements**

Applicants must have earned a Bachelor's Degree with a cumulative GPA of 2.50 or higher on a 4.0 scale.

- **Two Years of Full-Time Work Experience**

Applicants must have a minimum of two years of full-time work experience; the work experience can be in a wide range of areas and is not limited to the field of business.

- **Complete MBA Prerequisite Coursework**

A Bachelor's Degree in Business Administration is not required for entry to the MBA program. Individuals with degrees in other disciplines are invited to apply, but may be required to enroll in prerequisite courses to demonstrate readiness for advanced study at the graduate level in Business Administration if they have not taken them prior to beginning the MBA program. This ensures that students possess the knowledge and skills necessary to succeed in the program.



The eight MBA prerequisite courses may be completed prior to applying to UoPeople or may be taken at UoPeople as a non-degree student⁵; applicants may need to complete all or only some of the MBA prerequisites. MBA prerequisite courses do not count toward the MBA degree and must be completed before beginning any MBA coursework. The eight MBA prerequisite courses or their equivalents⁶ are as follows:

- Basic Accounting (BUS 1102)
 - Microeconomics (BUS 1103)
 - Macroeconomics (BUS 1104)
 - Principles of Marketing (BUS 2201)
 - Principles of Finance (BUS 2203)
 - Organization Behavior (BUS 4402)
 - Business Policies and Strategies (BUS 4403)
 - Introduction to Statistics (MATH 1280)
-
- Applicants who have completed some or all of the MBA prerequisites must present an official transcript(s) showing that they had earned a grade of B- or higher (2.67 on a 4.0 scale) in each MBA prerequisite course.
 - Applicants who have not earned a B- or higher (2.67 on a 4.0 scale) in each MBA prerequisite course, but who have met all other Admissions requirements, may be admitted to UoPeople and will be required to earn a B- or higher (2.67 on a 4.0 scale) in each MBA prerequisite course; courses may be elected one or two at a time.
 - Students who earn a grade lower than B- (2.67 on a 4.0 scale) in any of the MBA prerequisite courses at UoPeople are dismissed from the University without appeal, and may not apply for Academic Renewal until having been away from UoPeople for a minimum of 12 full months. Students who have been dismissed from the University on two occasions are not eligible to apply for Academic Renewal.
-
- **English Language Proficiency**
- Applicants at the graduate level must submit proof of English Language proficiency in one of the following ways:
- Be a native English speaker; or

⁵ Non degree students who maintain a CGPA of ≥ 3.00 may register/be enrolled in up to two courses per term, and non-degree students with a CGPA less than 3.00 may only register/be enrolled in one course per term.

⁶ Course equivalences at UoPeople are listed in parenthesis.



- Present a degree earned from an institution where English was the primary language of instruction; or
- Provide an official transcript indicating completion of at least 30 semester credit hours with an average grade of "B" or higher at an accredited college or university where the language of instruction was English; or
- Provide qualification exams and minimum scores for admission as follows:

English Proficiency Qualification	Minimum score required
	MBA
Test of English as a Foreign Language (TOEFL*) Paper-based Test (PBT)	530
TOEFL* Internet-based Test (iBT)	71
International English Language Testing System (IELTS)	6.5
Pearson Test of English (PTE) Academic Test	50
Eiken English Proficiency Exam	Pre-1
ACT COMPASS	Level 3
Exams identified within the Common European Framework of Reference (CEFR)	B-2

* To submit TOEFL scores, the institutional code for UoPeople is 4577.

Applicants who cannot present evidence of meeting one of the qualifications listed above or whose score falls below the minimum score required, but who have met all other Admissions requirements, may still be considered for admission. If admitted, these students will be required to successfully complete a University approved English course and examination in order to demonstrate a proficient level of English. Upon successful completion of the course and examination, students may continue to study at UoPeople.

English proficiency qualification test documentation may be submitted electronically unless otherwise specified by the University. If submitted via regular post, documentation must be either original documents or notarized photocopies, bearing original stamps and signatures from a notary public or the issuing institution. Meeting the minimum entry requirements does not guarantee admission to the University. Applicants are welcome to contact the Office of Admissions at admissions@uopeople.edu with any questions regarding English proficiency qualifications.



Application Process

To apply for admissions consideration to the MBA Program, applicants complete an online and offline application, pay a non-refundable Application Processing Fee of \$60, and submit the following:

- **Educational History**

Applicants submit a copy of their education history including the names, locations, institution enrollment dates, and name of the diploma earned. The Office of Admissions may request that applicants provide additional information about their educational history to supplement the information submitted on the online application.

- **Resume**

Applicants submit a resume showing at least two years of full-time work experience.

- **Letter of Recommendation**

Applicants submit a letter of recommendation from one individual who can write knowledgeably about their academic background and/or work experience. The letter should be formally written and addressed to the UoPeople Office of Admissions. Applicants should submit the recommender's first and last name, email address, and phone number including the country code.

- **Submit Proof of Bachelor's Degree Completion – Diploma and Transcript**

Applicants must present proof of having earned a Bachelor's degree from an accredited institution, sending the diploma and a transcript in one of the following formats:

(a) official copies of a diploma and transcript sent directly to University of the People from the institution or an official authority like the Ministry of Education in the country in which the high school is located; or

(b) photocopies of the original diploma and transcript (or transcript showing graduation) certified by a notary; or

(c) the original diploma and transcript.

If an applicant is unable to provide (a), (b), or (c) listed above, then the applicant must provide the best evidence available, including a signed certification from the applicant regarding earning a diploma, a written explanation of why an official diploma or transcript cannot be sent, and an attachment of an unofficial/copied/scanned diploma or transcript. Submission of these materials does not guarantee admission; the Office of Admissions will assess each of these required



submissions on an individual basis to determine acceptance, keeping a full record of the submissions and evaluations.

Diplomas and transcripts that are not in English must be submitted together with an official notarized translation and may require an additional fee for third party evaluation. In certain cases, the Office of Admissions may require applicants to present additional documentation. All documents submitted for admissions consideration must be sent via post to the Office of Admissions at UoPeople. Documents submitted become the property of University of the People and will not be returned to applicants.

Notes about the Application Process

- Because of state regulatory restrictions, UoPeople currently does not accept applications from individuals who reside in Alabama or Arkansas.
- UoPeople accepts official post-secondary credentials including a Master's and Doctorate degree for admissions consideration.
- University of the People does not require scores on the Graduate Record Examination (GRE) or the Graduate Management Aptitude Test (GMAT).

Confirming Enrollment

Once admitted to the University, applicants must confirm their enrollment within seven days of being informed of their admission. Admitted applicants are required to sign and submit an enrollment agreement to the University as part of their enrollment confirmation. Enrollment agreements are then signed by a UoPeople official administrator on behalf of the University. Applicants who fail to confirm their enrollment within the required timeframe will be assumed to have declined the offer of admission and the application will be closed.

Students who wish to defer their enrollment to the MBA after signing the enrollment agreement may email their personal Program Advisor up to one week before the start of the term. Admissions deferrals are allowed for up to one term only. Special circumstances requiring deferral for longer than one term will be considered on a case-by-case basis.

Enrollment as non-degree students in prerequisite courses does not constitute admission to the MBA Program nor does it ensure preference for admission to the University at a later date.

Refugees and Asylum-Seekers

Applications for admission from refugees and asylum seekers are processed in the following manner.



A Refugee is defined under the 1951 Convention relating to the Status of Refugees and 1967 Protocol as “a person who is outside his or her country of nationality or habitual residence; has a well-founded fear of being persecuted because of his or her race, religion, nationality, membership of a particular social group or political opinion; and is unable or unwilling to avail him or herself of the protection of that country, or to return there, for fear of persecution.”

An Asylum-Seeker is a person who asserts that he or she is a refugee, but whose claim has not yet been definitively evaluated by their country of refuge.

UoPeople will accept a copy of the applicant’s Refugee Permit, along with a signed and notarized (or lawyer-certified) affidavit that includes all of the following:

1. The name and location of the applicant’s previous educational institution;
2. The nature of their previous studies;
3. The diploma they earned;
4. Specific reasons as to why they are unable to present proof of their studies; and
5. A statement that, should the student submit false testimony, and or, documents, they are liable to be expelled from the University and have their degree invalidated.

For asylum-seekers, UoPeople will accept the following in lieu of the Refugee Permit:

1. An Asylum-Seeker’s Permit; or
2. Written certification from an established refugee aid organization stating that the applicant meets the criteria for refugee status under the terms of the 1951 Convention relating to the Status of Refugees and the 1967 Protocol, but has not obtained that status in their country of refuge due to political reasons or bureaucratic delays.

No exceptions shall be made to UoPeople’s requirement of proof of English-language proficiency should the student require either or both of these prior to commencement of their studies.



Application Deadlines

Applicants may apply to begin their studies in any of the five terms of the UoPeople academic year. Application deadlines can be found in the Admissions Calendar as follows:

Admissions Calendar AY2016-2017

	Term 1	Term 2	Term 3	Term 4	Term 5
Application deadline ⁷	Jul 14, 2016	Sep 29, 2016	Dec 8, 2016	Feb 23, 2017	May 4, 2017
Final Notice of Admission ⁸	Aug 4, 2016	Oct 20, 2016	Dec 29, 2016	Mar 16, 2017	May 25, 2017
First Day of Term	Sep 1, 2016	Nov 10, 2016	Jan 26, 2017	Apr 6, 2017	Jun 15, 2017

⁷ Prospective students may apply for admission to any of the five terms throughout the school year.

⁸ UoPeople admits applicants on a rolling basis for the upcoming term; relevant applicants will be notified of their admission status by the final notice of admission day.



Notice Concerning Transferability of Credits and Credentials Earned at UoPeople

UoPeople has not entered into an articulation or transfer agreement with any other college or university.

The transferability of credits and acceptance of a UoPeople educational program are at the complete discretion of the institution to which a student may seek to transfer. If the credits or degree that a student earns at this institution are not accepted at the institution to which the student seeks to transfer, the individual may be required to repeat some or all of the course work at that institution. For this reason, students should make certain that their attendance at UoPeople will meet their educational goals. This may include contacting an institution to which they may seek to transfer before attending University of the People to determine if the courses and/or degree will transfer.

Additionally, at this time, the University has no articulation or transfer agreements with any other college or university and does not accept transfer credit from other colleges and universities. The University of the People also does not award credit for prior experiential learning, challenge examinations or achievement tests.

Student Verification

The process of verifying a student's identity begins during the application process. The Office of Admissions requires that all academic documents must either be original or notarized. Notarizations are accepted if authenticated by the issuing institution, a notary public, or the Ministry of Education.

In cases where there are inconsistencies with documentation, applicants are asked to supply additional information. UoPeople levies no charges associated with verifying student identity.

Review of Documentation

Any document sent throughout the admissions process may be reviewed by relevant institutions, including the institution issuing the documentation and/or by an established foreign evaluation service that can establish degree comparability. Approved credential evaluation services are World Education Services (WES www.wes.org) and American Association of Collegiate Registrars and Admissions Officers (AACRAO www.aacrao.org). The University may also accept evaluations from other credible sources, and students are welcome to check with their Admissions Advisor and/or the Office of Admissions at admissions@uopeople.edu for further information.



Making Our Decision

UoPeople accepts applications to the University five times a year and prospective students may apply for admission to any of the five terms. For admissions consideration, the online application and any required documentation must be received by the application deadline.

Every application is reviewed by the Office of Admissions to determine an applicant and/or student's overall readiness to study and ability to successfully complete a degree program. Admittance is at the University's sole discretion. Meeting minimum admissions requirements does not guarantee placement; decisions are made on an individual basis.

The Admissions Committee reviews applications at least once a term in order to ensure that all applications are processed equally, and that admissions compliance requirements are upheld. UoPeople will announce its decisions on a rolling basis, and all relevant applicants will be informed of their admission status by the final Notice of Admission Day. For more information regarding the Admissions dates please refer to the Admissions Calendar.

Students are invited to contact the Office of Admissions at admissions@uopeople.edu with any questions regarding the admissions process.

Statement on Application Fraud

The decision to admit an applicant is based in part on the information provided in the application form. If it is determined that an applicant has provided false information or has omitted significant and/or material information, the University reserves the right to revoke the applicant's admission, suspend the applicant from studies, or take additional steps if deemed appropriate.

Licensure and Placement

UoPeople does not guarantee employment for its graduates, nor does it offer a hiring placement service. It makes no claims about potential salaries or about specific positions a student might secure as a result of obtaining a MBA. The MBA is not designed to prepare one for any particular position, trade or field and does not lead to employment where licensure is a prerequisite for practice.

UoPeople is at times notified about internship opportunities that might come available and works to inform students to the extent possible, but does not offer an internship placement service. However, workshops on topics such as resume development, interview strategies, communication skills, job search techniques and follow-up, are offered to MBA students and the University helps provide links for students with similar resources and support.



CHAPTER 4: PROCESSING FEES, SCHOLARSHIPS, AND FINANCIAL ASSISTANCE

Processing Fees

The University of the People is a tuition-free, non-profit institution, and students are not charged for their educational instruction, course materials or annual enrollment. It is dedicated to opening access to higher education worldwide and strives to see that no qualified student is denied the opportunity to study at UoPeople for financial reasons.

As a non-profit academic institution, UoPeople works hard to control expenses and has succeeded in reducing much of the cost of a higher education. In order to remain sustainable, it does charge small fees for application and course assessment fees and reserves the right to change the cost of the Application Processing Fee or the Course Assessment Fee. All fees remain the responsibility of the student. The University accepts no responsibility for credit card, bank, money transfer, check or other fees or charges incurred by the student in paying his or her fees to the University.

Application Processing Fee⁹

- Applicants to the University are required to pay a non-refundable Application Processing Fee of \$60.
- The Application Processing Fee is subject to change and will apply to applications that are in process.
- The Application Processing Fee must be submitted by the applicant along with his or her application for study at all undergraduate and graduate levels at UoPeople.
- The Application Processing Fee does not include any additional fees that may be required for third party evaluation.
- Individuals who apply for readmission and/or academic renewal must pay the Application Fee in effect at the time they reapply to the University.

⁹ The determination of fees and University Grants to assist with the Application Processing Fee is at the sole discretion of UoPeople. University Grants are currently reviewed by the Financial Aid Office.



Applicants unable to pay the Application Processing Fee may contact the Financial Aid Office to explain why they cannot pay the Application Processing Fee. UoPeople may request clarification and 'proof of circumstance' regarding the inability to pay this fee. Proof of circumstance may include:

- A signed declaration testifying to the applicant's inability to pay the requested fee.
- Standardized form signed by the applicant
- Financial statements
- Other documentation required by UoPeople

In certain circumstances, UoPeople may be able to award an applicant a grant to help reduce their Application Processing Fee. Applicants eligible for a scholarship upon admittance may be awarded a University Grant to waive the Application Processing Fee. The availability and award of University Grants shall be determined by UoPeople.

Course Assessment Fees¹⁰

- Course Assessment Fees apply to all students studying at the University.
- Graduate students are required to pay a Course Assessment Fee of \$200 per course at the University.
- All non-degree students taking prerequisites to demonstrate readiness for advanced study at the graduate level are required to pay a Course Assessment Fee of \$100 for every end of course assessment taken at the undergraduate level.
- All applicants and/or students applying for academic renewal, including students who began their initial application to University of the People before August 27, 2012, are required to pay Course Assessment Fees.

Total Estimated Fees

Total estimated fees for a degree program of study are listed below.

The University reserves the right to charge optional or special fees, upon reasonable notice to students, in future terms. There are no optional or special fees for student at the graduate level at present.

¹⁰ Course Assessment Fee includes references to all fees previously named as Examination Processing Fees in previous editions of the UoPeople Catalog and Addenda. UoPeople is in the process of changing the name of the Examination Processing Fee to Course Assessment Fee and will be completing this update over the 2016-17 academic year.



Program	Application Processing Fee	Course Assessment Fee (per course)	Number of Courses	Total Estimated Fees
Master of Business Administration (MBA) Degree	\$60	\$200	12	\$2,460

These estimated fees are based on the successful completion of all courses for a graduate degree at UoPeople and do not include:

- Fees incurred for repeating courses: students who are required to repeat courses will incur an additional Course Assessment Fee for each course taken.
- Course Assessment Fees for courses numbered below the 1000-level; e.g., ENGL 0101 English Composition 1.
- Course Assessment Fees for non-degree students who applied for admission to a graduate level degree program and are completing prerequisite courses. Students who are required to complete one or more of the eight MBA prerequisites are required to pay a \$100 Course Processing Fee for every MBA prerequisite taken; the maximum cost for the MBA prerequisite courses is \$800 (\$100 X 8 courses) if no course is repeated.
- Any additional fees that may be required for third party evaluation.

The University reserves the right to change the cost of the Application Processing Fee and the Course Assessment Fee. The amount of the Course Assessment Fee will be reviewed annually, and any change to the fee amount will be effective as of September 1. Students will be notified of the change to the Course Assessment Fees no later than June 1st.

Payments

- Payments methods for any of the fees include online payment using a PayPal account or as a guest for payments via credit card, and offline payments such as Western Union, Money Gram, Western Union Global Pay or cashier's check. All questions regarding payment options should be directed to payments@uopeople.edu.
- Students pay for their Course Assessment Fees when the drop/withdrawal period is over. All outstanding balances for Course Assessment Fees must be paid by the end of the final exam period.



- If the Course Assessment Fee has not been paid by the end of the University's final examination period, a financial hold will be placed on the student's file. In this event, course registrations for the upcoming term will be cancelled and the student will not be permitted to register for or to continue taking courses until all outstanding payments are made and the hold is removed. If all outstanding balances for Course Assessment Fees are paid before the end of late registration, students may be able to register themselves for courses during late registration and continue with their studies.
- Students may be on a financial hold for up to three terms; by the start of the fourth term if any outstanding payment is still due, the student will be administratively withdrawn from UoPeople. A student may request re-enrollment or reinstatement to the University, or apply for academic renewal, but only after any overdue payments are made in full.
- Students are encouraged to plan, anticipate, and budget for all Course Assessment Fees payments to avoid interruption of their academic schedule. Students unable to pay the Course Assessment Fees may be required to put their studies on hold while they secure additional funding. In this case, students should apply for a leave of absence (LOA) from the University.
- Students may review outstanding balances and payments due to the University inside the Student Portal. All clarifications, questions, and requests for assistance regarding how to make payments should be directed to the Payments Office at payments@uopeople.edu.

Refunds

Students have the right to withdraw from a course of instruction at any time. Students who drop or withdraw from a course within the required deadline are not required to pay the Course Assessment Fee.

The Application Processing Fee is nonrefundable except in instances when applicants withdraw their application for admission before an admissions decision is made. Applicants may write a formal request for a refund of the Application Processing Fee to their personal Program Advisor. If approved, refunds will be available to the applicant within 30 days of the submission of the formal request and the refund will be issued using the same payment method used by the applicant to pay the fee.

Students who remain in their course beyond the course withdrawal deadline are not eligible for a refund of the Course Assessment Fee. The Course Assessment Fee is only refundable in instances where the University has canceled a student's course or if the student's work was not assessed at all during the course.



Financial Assistance and Scholarships

Financial assistance and scholarships are not currently available for graduate study at UoPeople. Note that the availability and conditions of the scholarships may be subject to change and other scholarships may become available throughout the academic year. Students are encouraged to check the UoPeople website for updates on scholarship opportunities. Further information can be found at <http://www.uopeople.edu/tuition-free/our-scholarships/>.

False Statements, Misrepresentation, and Fraud

The University reserves the right to deny admission to a student who is awarded an application fee University Grant on the basis of false statements, misrepresentations or other fraudulent actions, or who encourages or induces another applicant or student to make false statements, misrepresentations or fraudulent declarations regarding his or her level of financial need with the purpose of attaining a University Grant, regardless of whether the University Grant is awarded. It also reserves the right to revoke and applicant's admission, suspend a student from studies, or take additional steps as deemed appropriate in instances where the individual has been awarded a scholarship on the basis of misleading or fraudulent information.

Cancellation of Enrollment

Students have the right to cancel their Enrollment Agreement at any time and are not charged any Course Assessment Fees during the first seven days of enrollment or prior to the first day of classes. A student's notice of cancellation must be received by the University in writing via email to student.services@uopeople.edu. Notice of cancellation is effective if it shows that the student no longer wishes to be bound by the Enrollment Agreement or to continue his or her attendance at the University. The notice of cancellation is effective five days after the time the University receives notification of the cancellation. During this time, the student may notify the University that he or she no longer wishes to cancel his or her enrollment.

Loans

Students who obtain a loan from individuals or organizations outside of the University of the People to help pay for these fees are solely responsible for repaying the full amount of the loan plus interest, less the amount of any refund. Where refunds are provided, students receiving federal student financial aid funds are entitled to a refund of the money not paid from federal student financial aid program funds. Note that University of the People does not participate in any Federal Loan Programs.



The following information applies only to students who are residents of California.

California Student Tuition Recovery Fund Disclosure Statement

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 in an educational program, 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.
3. 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, or
 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 students in educational programs who are California residents, or are enrolled in a residency programs attending certain schools regulated by the Bureau for Private Postsecondary and Vocational Education.

You may be eligible for STRF if you are a California resident or are enrolled in a residency program, prepaid tuition, 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 costs.
4. There was a material failure to comply with the Act or this Division 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.
5. An inability after diligent efforts to prosecute, prove, and collect on a judgment against the institution for a violation of the Act.



Questions regarding the STRF may be directed to:

Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, www.bppe.ca.gov, phone number: (916) 431-6959, toll free: (888) 370-7589, fax number: (916) 263-1897

Payment of STRF to UoPeople

Note that the first Course Assessment Fee for students residing in California remains the same. A portion of that Course Assessment Fee will be applied toward payment of the assessment for the Student Tuition Recovery Fund and is not refundable.



CHAPTER 5: ACADEMIC REGULATIONS

Academic Degree Requirements

Students are enrolled in UoPeople's Master of Business Administration (MBA) and are responsible for knowing and meeting all degree requirements outlined in the University Catalog at the time they commenced their studies at the University of the People. They may elect instead to complete the requirements in the most recent Catalog.

Master of Business Administration (MBA)

The Master of Business Administration (MBA) requires the completion of at least 36 semester hour credits of graduate level study including all courses listed for the degree. In order to graduate, students must meet the following requirements:

- Complete a minimum of 36 approved credits.
- Complete the eight core courses with a grade of C (2.00) or better in each course.
- Complete a minimum of three approved graduate elective courses with a grade of C (2.00) or better in each course.
- Earn a grade of B (3.00) or better in the capstone project/course.
- Earn an overall CGPA of 2.50 or higher for all graduate level coursework completed.
- Complete all requirements for the MBA in no more than 25 terms of active enrollment including any periods of separation from the University.

Part-Time and Full-Time Options

Full-time students may enroll in up to 3 courses per term, and part-time students may enroll in 1 or 2 courses per term. The following registration restrictions apply:

- Students who maintain a cumulative grade point average (CGPA) of ≥ 3.75 may register for up to three (3) courses per term.
- Students who maintain a cumulative grade point average (CGPA) of ≥ 2.50 and ≤ 3.74 may register for up to two (2) courses per term.
- Students on Academic Probation, Probation Continued and/or have a CGPA below 2.50 may only register and/or be enrolled in one (1) course per term.



Students whose CGPA falls at the end of a given term to below the minimum CGPA required to be enrolled in the allowed number of courses for the following term, will be required to cancel courses by the first day of the term. Those who fail to meet this requirement to reduce their course load according to the stated policy will be automatically removed from any excess courses by the Office of Student Services.

Students whose CGPA improves at the end of a given term, which would otherwise allow them to register for additional courses for the next term, will not be able to add additional courses during late registration. They will be required to wait until registration opens during the 5th week of the following term to register for the additional number of allowed courses.

Time to Degree Requirements:

Students must complete all requirements for the MBA in no more than 25 terms¹¹ of active enrollment *including* any periods of separation from the University when a student is out of residence. Out of residence refers to the number of terms that a student has been inactive at the University— either unenrolled from the institution and/or enrolled at UoPeople without completing any course work in the intervening terms including an academic suspension.

Time to degree will vary by student and depend in great part on whether a student studies full-time or part-time and whether or not they enroll for all five terms in every academic year.

- Students who enroll full-time can complete the MBA in six consecutive terms of study.
- Students who enroll in continuous part-time study can complete the MBA in two and a half calendar years (30 months).

Notes on Time to Degree Requirements

1. Students exceeding the permissible number of terms of active enrollment without completing all their degree requirements will be administratively withdrawn from the University.
2. Extensions to the time to complete a degree will be considered on a case-by-case basis, upon proof of extenuating circumstances, and will be reviewed on a case-by-case basis by appealing for reinstatement within 30 days of the withdrawal notice.
3. There are no special charges or fees associated with making a request for a special review or for extending enrollment.

¹¹ All coursework for the MBA must be completed within 5 years (60 months) after the student's initial matriculation in the MBA program.



Credit Hours

University of the People employs a system of assigning course credit hours to all courses to track student achievement. The semester hour is used to quantify and represent the time an average student is expected to be actively engaged in the educational process. It represents a reasonable expectation of the time it will take the average student to achieve the stated learning outcomes in a course.

All learning takes place online, and UoPeople awards academic credit upon the successful completion of a course. It is university policy that every semester hour is equivalent to a minimum of 45 hours of work for students during the course of the 9-week term, of which at least 15-17 hours must be spent in active academic engagement in addition to the remaining hours of additional preparation required to complete all of the academic work both comprising and representing the corresponding credit hours.

Students earn 3 semester credits per course and are required to complete at least 36 semester credits to earn the MBA Degree. UoPeople awards academic credit to its students upon the successful completion of a course. The number of credit hours is determined by the amount of time in which the student is academically engaged plus the amount of time that a student is expected to commit to class preparation. Students are generally expected to spend 2-3 hours of preparation for every hour spent in active engagement. Thus, for a 9-week, 3-credit course, students should expect to spend approximately 15-17 hours a week engaged in course work (about 10-11 hours of independent work, 5-6 hours of active engagement) over the course of a term, for a total of 135-150 hours.

Rules governing the assignment of course credit hours are monitored by the Associate Provost of Academic Affairs. Guidance in complying with this policy is provided in the Course Development Guide and the Faculty Handbook.

Grades and Transcripts

An academic record is maintained for each student enrolled in the MBA, and the student's work will be graded and recorded in accordance with the policies of the University outlined in the Catalog. Students may request a copy of the official transcript of their academic work at UoPeople by following the instructions for requesting a transcript outlined in the Catalog.

Credits earned at UoPeople may be transferable to other institutions. Students wishing to transfer UoPeople MBA credits to another institution should check with the receiving institution regarding its transfer credit policies.



Degrees Conferred

Students graduating with a Master in Business Administration from UoPeople may not enroll in a second Master's Degree at the University, or in an undergraduate degree at UoPeople after the commencement of the MBA.



CHAPTER 6: GRADUATE PROGRAM OF STUDY

Master of Business Administration (MBA)

Today's global economy requires leaders who excel as collaborators and innovators. UoPeople's Master of Business Administration (MBA) offers students comprehensive knowledge, theories and models used in the corporate world, and provides students the opportunity to further develop business training techniques and strategies. With a focus on preparing its graduates to operate in today's dynamic organizational contexts, the MBA moves students from application to practice with an unparalleled knowledge of business functions, processes and products operating at the highest levels of excellence, and a comprehensive understanding of today's technology-driven environment so high in demand.

Admitting students from all parts of the globe, socioeconomic strata, and cultural and social backgrounds, creating a student body that mirrors today's diverse society, MBA students study with highly-motivated students from around the world, sharing a desire for a quality education grounded in diverse perspectives, focused on cutting-edge theory and practical application.

A total of 36 credit hours are required to complete the UoPeople MBA-Management degree. Students must complete a minimum of 12 courses. Each course is 9 weeks in length, and students earn 3 credits per course.

Program Goals:

The MBA learning goals specify competencies that provide a foundation for graduates. The program:

- Provides an understanding of the key sociological, psychological and organizational concepts and theories necessary for effective leadership and management
- Covers the knowledge and skills needed to plan, structure, manage, and monitor organizations
- Introduces methods for improving productivity, responsiveness, quality and customer/client satisfaction
- Provides in-depth knowledge of operational areas and their functions, processes and interrelationships
- Develops cross-cultural awareness and an understanding of the globality of today's economy
- Fosters an ability to act creatively and be a driver for change



- Instills an appreciation for the importance of legal and ethical behavior on the part of the organization and its members
- Nurtures student potential and promotes increased self-awareness and growth
- Supports the development of networks among peers from around the globe

Students learn how to:

- Analyze core business processes
- Think systemically
- Manage the decision process
- Prepare economic analyses
- Position organizations for a competitive advantage
- Formulate strategic and tactical direction
- Understand the effective uses of technology
- Support and encourage a culture of innovation
- Manage conflict and foster collaboration
- Apply techniques for delegation and empowerment
- Understand influence of culture and globalization on organizations
- Work in groups and display enhanced interpersonal skills
- Effectively communicate within an organization
- Function in an ethical manner
- Take ownership of their own personal and professional growth

The Curriculum

The UoPeople MBA is entirely online and emphasizes the knowledge, skills and attitudes needed to function in today's diverse and complex organizations. In a program that balances theory and technical skills with real-world experience, students are introduced to the knowledge, competencies and attitudes needed to pursue their personal and professional goals. Its graduates are positioned to grow in business, industry, government and nonprofit management.

Individual courses are the building blocks of each degree program; courses are nine weeks in length. Course requirements emphasize seven strategic managerial competencies including creating and maintaining domestic and international competitiveness; presenting and persuading for decision making; financing; hiring, motivating and managing; ethics and behavior; innovation; managing processes.



The MBA is structured to ensure that student study encompasses a broad range of topics and approaches, with an appropriate balance maintained among the three curricular components: Core Courses, Electives, and Capstone Project. The three components are described below.

Core Courses

The Core consists of eight courses covering the theory, principles, concepts, and tools of the academic disciplines that undergird the field of management. Taught from a global perspective, they build the competencies that students need whether they are involved in the private, public or nonprofit sector and ensure that all students acquire a set of critical foundational skills.

- BUS 5110 Managerial Accounting
- BUS 5111 Financial Management
- BUS 5112 Marketing Management
- BUS 5113 Organization Theory and Behavior
- BUS 5114 Management Information Systems and Technology
- BUS 5115 Business Law, Ethics and Social Responsibility
- BUS 5116 Operations Management
- BUS 5117 Strategic Decision Making and Management

Electives

Electives enable students to select coursework tailored to personal interests and offer the opportunity to acquire breadth beyond that specified in the course courses. Students can shape this unstructured exploration to satisfy their intellectual curiosity and individual academic needs by choosing electives to reflect individual interests and provide the flexibility to explore in areas of interest while ensuring that primary academic skills are being developed. Choices can be made to gain breadth in general management competencies or to develop depth in some particular area. Students complete at least three elective courses chosen from the following:

- BUS 5211 Managing in the Global Economy
- BUS 5411 Leading in Today's Dynamic Contexts
- BUS 5511 Human Resource Management
- BUS 5611 Managing Projects and Programs



Capstone Project

The Capstone Project, BUS 5910 Management Capstone, is completed as the final course in a student's program of study. In applying the knowledge and research skills in a comprehensive application of the MBA coursework, students present a final research project at the conclusion of the course.

Master of Business Administration Courses

Core Business Tools

Managerial Accounting

Accounting information is a key tool for communicating about an organization's economic status and for making informed decisions. The course will emphasize the role of accounting information in monitoring, planning, controlling and decision making. It will focus on the managerial uses of accounting information and provide students with an understanding of how managers use accounting information to analyze and evaluate operational performance, including what data to collect, how to gather it, and how to display it for efficient decision making. Specific skills acquired will be identifying fixed and variable costs, leading to the ability to calculate break-even points; calculating the present value of cash streams leading to the ability construct capital budgets; constructing flexible budgets for manufacturing uses; non-routine decision methods; and financial trend analysis for financial statement interpretation.

Course Code: BUS 5110

Prerequisites: None

Credits: 3

Financial Management

Managers play a key role in resource generation and allocation and must be conversant with external economic influences and their relationship to the types of financial decisions made by organizations. The course will provide students with an understanding of the components of an organization's internal financial conditions and how decision-makers manage these resources in the context of external markets and institutions. It will explore the finances of economic development and consider sources of early- and late-stage financing. The real-world challenges of corporate finance will be covered, including evaluating financial tools, e.g., mergers and acquisitions, leveraged buyouts, hostile takeovers, and initial public offerings; employing basic financial analysis tools, e.g., credit market analysis, option pricing, valuation of interest tax shields, and weighted average cost of capital;



acquiring an understanding of core financial decisions, e.g., finance with debt or equity and distributing cash to shareholders; and considering aspects that can hinder/sideline financial stability, e.g., costs of financial distress, transaction costs, information asymmetries, taxes, and agency conflicts. Specific skills acquired will be financial trend analysis for financial statement interpretation; calculating the present value of cash streams leading to the ability construct capital budgets; calculating bond interest tax shields and its impact on a firm's average cost of capital; constructing corporate valuation models; and assessing the impact of various sources of capital infusions on the cost of capital structure of a firm.

Course Code: BUS 5111

Prerequisites: BUS 5110 and BUS 5113

Credits: 3

Marketing Management

Effective organizations, whether in the public, private or non-profit sector, seek to attract and retain satisfied customers consistent with their mission and capacity. The course will emphasize the theory and practical skills associated with assessing customer interests, desires and needs; identifying organizational fit; and harnessing the organization's capacity to respond. It will explore the relationship of marketing to other business functions and consider the challenges faced by organizations seeking to serve international and cross-cultural markets. Examples of how both young and mature organizations gain insight into consumer behavior, market services and engage in business-to-business marketing will be analyzed. Marketing for the e-business sector will be discussed, and students will be introduced to the role of marketing in new ventures, and learn cost-effective ways to do market research and leverage available resources in innovative ways to create new markets. Students will be required to develop a comprehensive marketing plan for a new start-up or a new product or service for an existing entity that covers selecting target markets, conducting market research, and determining brand management, pricing, and the promotion and distribution of products and services.

Course Code: BUS 5112

Prerequisites: BUS 5110 and BUS 5113

Credits: 3

Management Skills, Concepts and Principles

Organization Theory and Behavior

This course is designed to expose the student to the fundamental principles with which to understand human behavior inside public organizations. The course examines various theories developed in an attempt to explain and predict employee behavior in an organizational context. This course



investigates individual and interpersonal behavior in organizations, including personality, decision-making, personal perceptions, teamwork, conflict, leadership, power, ethics and influence. In addition, this course seeks to analyze organizational-level factors affecting behavior, including change management, internal reward systems, culture, and organizational communication.

Course Code: BUS 5113

Prerequisites: None

Credits: 3

Business Law, Ethics and Social Responsibility

Leaders and managers are accountable to shareholders, and they are economically, financially, and legally responsible for what happens with their organizations. Ethical and social responsibility is similarly ascribed to those in charge. The course covers how an organization's values and actions affect internal and external constituencies. It introduces reasons to promote responsible behavior on the part of organizations, and their employees. Students study real-world dilemmas and gain experience analyzing competing positive values, choosing among fully legal options, and navigating the grey area that frequently surrounds key management decisions. Students are encouraged to develop the type of questioning attitude so critical to ensuring that an organization's ethical responsibilities are an integral part of business decisions and actions. Studying classical cases of business failures will alert students to the ethical steps needed to protect young ventures and the consequences of failing to act ethically in the ongoing conduct of commerce.

Course Code: BUS 5115

Prerequisites: BUS 5111 and BUS 5112

Credits: 3

Strategic Decision Making and Management

Organizations are the sum of multiple moving parts, and the effective manager needs to understand their interrelationships and how to harness this power through the application of quality management skills. Analysis is the foundation of effective problem-solving whether in a start-up or an established multi-national organization. The course covers the fundamentals of strategy theory and when to employ various strategic management tools to develop supportable tactics and optimize the operation and management of an organization. Students delve into case studies that show successful and unsuccessful examples and explore with classmates situations happening in real-time in their worlds. They gain experience identifying problems, evaluating alternative solutions, assessing risks and formulating solutions that put in place the right organizational structures and solutions.



Course Code: BUS 5117

Prerequisites: BUS 5115 and BUS 5116

Credits: 3

Business Operations

Management Information Systems and Technology

Managers function in an environment of burgeoning and constantly-changing information flows. Successful professionals must understand the key role of information technology in organizations and be able to use and manage information systems. The course will introduce ways in which technology can be leveraged to streamline processes, increase efficiency and achieve operational advantage. It will explore how small business technology and systems support developing enterprises. Strategies for assessing an organization's information needs, researching and evaluating available alternatives, understanding the limitations of technology, and designing and managing effective processes and systems will be covered. Students will apply knowledge of information technology and the information it provides to formulate a successful management strategy that includes decisions about the information to be collected, how to gather it, when having it is most useful in the decision cycle, and how to interpret and display it in ways that add value to the decision-making process and help organizations make sense of their world.

Course Code: BUS 5114

Prerequisites: BUS 5115 and BUS 5116

Credits: 3

Operations Management

An organization's competitive position relies on effective management of its complex production and operational processes in order to meet market requirements. The course emphasizes organizational analysis and the role of manager in navigating the challenges of organizations in dynamic environments. It introduces analytical tools, methods and techniques for analyzing and improving these processes and for recognizing opportunities, risks and tradeoffs associated with pursuing strategies for optimizing quality and customer service. Students explore the relationship and implications of operations to other functional areas and stakeholders of the organization, and are introduced to strategies for informed decisions that maximize the design and management of operations in developing as well as mature manufacturing and service industries.



Course Code: BUS 5116

Prerequisites: BUS 5111 and BUS 5112

Credits: 3

Human Resource Management

This course will examine the evolving functions of human resources management within today's organizations. Students will examine the changing roles and responsibilities of human resources managers, the acceptance and integration of the human resources functions within the corporate culture, and the higher expectations placed on human resources leaders to make a significant contribution to the successful management of the organization. Students will explore the role managers and supervisors play in the successful management of the organization's human resources. Topics to be examined include: the functions of Human Resource Management, relationships within the organization, policies and procedures, workplace diversity, and the role of human resources in a global economy.

Course Code: BUS 5511

Prerequisites: BUS 5114, BUS 5117

Credits: 3

Strategic Leadership

Managing in the Global Economy

With the advent of e-commerce and the ready movement of capital and production, managers need to understand the cultural and relational factors that impact leaders and managers within global organizations. Students are introduced to the ways in which differing cultural norms in the community and workplace can create managerial challenges that call for flexibility in organization design, workforce development, technology, and the creation of alliances and partnerships. They explore the complexities of forming relationships in regions with differing concepts of doing business and learn how to be a more effective manager in cross-cultural enterprises. Emphasis is placed on identifying issues confronting managers working in global markets and considering approaches, such as the development of Cultural Intelligence, to address them.

Course Code: BUS 5211

Prerequisites: BUS 5114, BUS 5117

Credits: 3



Leading in Today's Dynamic Contexts

Leadership is a complex phenomenon. Definitions of leadership differ across cultures and strategies for effective leadership can vary as a function of organizational maturity, tasks, relationships and contexts. The course delves into research on fundamentals of leaders and leadership and considers leading from the perspective of individual characteristics, management of teams, and alignment of organizational systems, processes and resources. It explores the dynamics of power and its positive and negative consequences and highlights the importance of articulating a vision and inspiring others to act in ways that support it. It examines leading during times of change and discusses the role of leader in decision making, managing creativity, and optimizing employee performance. Students are introduced to strategies for influencing decisions and negotiating collaborations, partnerships and other cooperative endeavors and learn how to assemble talent-centered teams to achieve organizational initiatives. Theory and practical approaches to motivating people, managing conflict and achieving consensus are covered. Students gain insights into their own leadership styles and strengths and work on enhancing their ability to lead and manage others in both the human and technical sides of an enterprise.

Course Code: BUS 5411

Prerequisites: BUS 5114, BUS 5117

Credits: 3

Innovation

Managing Projects and Programs

Project management enables organizations to optimize the use of scarce resources to accomplish strategic goals within a fixed timeframe. The course covers the tools and methods available to manage large and small projects and programs from inception to completion. The life cycle of projects and the relationship of people and resources at various project stages is discussed and students are introduced to the principles and practices for contracting and procurement and the role of the project manager in these processes. They utilize this knowledge to develop a project plan that includes needs assessment, articulating rationales, specifying steps and processes, identifying resource needs, assigning roles and responsibilities, predicting costs and timelines, developing controls and pursuing risk mitigation, and articulating methods to monitor and evaluate effectiveness and fit to identified need.

Course Code: BUS 5611

Prerequisites: BUS 5114, BUS 5117

Credits: 3



Capstone Project

Management Capstone

The intent of the Capstone course is to integrate what was learned during the students' MBA program into an applied context. This course addresses the business-related fields of organizational theory, human resources, project/program management, accounting/finance, operations management, business law and ethics, leadership, and globalization. These fields of study are used as frames through which business case studies are analyzed. Students will place into practice their acquired skills to evaluate comprehensive business enterprise situations through an integrated view of various functional disciplines. Students will be required to present their final project via live video interview with the instructor as part of this course.

Course Code: BUS 5910

Prerequisites: BUS 5114, BUS 5117 and two courses from BUS 5211, BUS 5411, BUS 5511, BUS 5611.

Credits: 3



CHAPTER 7: UoPEOPLE'S STUDY PROCESS

University of the People offers a unique learning experience that pairs peer-based collaborative learning with advanced information technologies and the Internet. Peer-based learning is a collaborative approach that encourages reflection by engaging students from diverse perspectives in an encouraging learning environment. The theory behind this pedagogical model is that studying within communities is more motivating and challenging than reading alone or listening to online lectures. The peer learning methodology, with Course Instructor facilitation, stimulates students and offers them a powerful platform to learn from one another.

Comprised of students from around the world, students learn through the peer-based learning method with the support of Course Instructors. Within the online study communities, students share resources, exchange ideas, discuss weekly topics, submit assignments, and complete final projects. The curriculum is supported by Course Instructors who participate in class discussions and oversee all courses.

The University's Office of Institutional Research and Planning builds procedures for course evaluation and assessment and students are invited to anonymously complete course evaluations at the end of each term and on occasion participate in other surveys. Findings from these evaluations and surveys are used to improve student learning and overall experience.

The Study Process and Student Responsibilities

All learning takes place online, and students are expected to comply fully with the instructions in the course syllabus and to participate actively in required discussion forums by posting responses to questions and comments posted by Course Instructors and other students. Students are encouraged to seek clarification and assistance from other students as well as their Course Instructors to enhance the learning experience in each course.

New Student Orientation – UoPeople Graduate Preview UNIV 0002

The University's student orientation program, UNIV 0002 UoPeople Graduate Preview, introduces new graduate students to UoPeople's Learning Management System (LMS), Moodle, as well as the opportunities, responsibilities and resources for all students at the University. Set up as a mini-course, graduate students gain an advanced understanding of UoPeople's academic setting and study process, as well as its support services, with the goal of making a successful transition to the start of their graduate studies.



Participation in orientation is strongly encouraged, but not required; students who are admitted to the University and/or sign their enrollment agreement within the three-week period before their first term of study at UoPeople are not guaranteed an opportunity to participate in orientation.

The Term Schedule

Courses take place over a nine-week term in Moodle. Each term has eight weekly learning units and a four-day period for submission of end of term final projects. Students are advised to check their course syllabus and the UoPeople Academic Calendar for important deadlines at the end of the term.

The University terms are divided into Learning Weeks and all work for a particular unit must be completed within that Learning Week. Students decide for themselves when to complete their work during the seven-day period of a given Learning Week. There are no specific times when a student must be logged on to study, nor are students obligated to attend a course session at any specific time during the study week.

The Learning Week starts at midnight between Wednesday and Thursday [more precisely, on Thursday at 12:05 am UoPeople Time (GMT-5 time zone)] and ends on the following Wednesday at 11:55pm UoPeople Time (GMT-5 time zone). The weekly study units are made available one week at a time at the start of the new Learning Week and students always have access to the completed units. Note that all reference to time in the study process and schedule is according to University of the People Time (GMT-5 time zone).

Components of the Study Process

Graduate students begin by reviewing the Learning Guide which lists the requirements for the Learning Week. All texts, readings, cases and other supplemental materials are provided within the course itself with emphasis placed on teamwork and project-centered learning. Courses are taught in small class sections that foster a close sense of community; students work in teams to complete projects, write papers, analyze and document case studies, and prepare class presentations.

Successful course completion depends on following the instructions and guidelines provided in each course syllabus. At the start of each term, students should read the syllabi and learning guides very carefully to fully understand the components and requirements of each of the courses in which they are enrolled. Course requirements include weekly readings, participation, peer assessment tasks, discussion forum responses, written assignments, portfolio and group activities, cases studies and final projects, and quizzes.



The Learning Guide

The Learning Guide shapes the learning experience for the entire week by providing a framework for directing students through the study material and tasks, including instructions on how to approach the weekly tasks.

Participation

Research has shown that student participation is directly related to course success. In order to ensure a rich learning experience, students must take an active approach to their studies by being present and involved.

Course Attendance

Attendance is measured and recorded from posted responses to weekly Discussion Forum questions, participation in the peer assessment process, submission of weekly assignments, case studies and final projects.

Course Forum

Students discuss course material and raise issues and questions related to a course in the Course Forum. The Course Forum is regularly monitored by Course Instructors. Participation is not required, but highly recommended.

Reading Assignments

UoPeople courses use Open Educational Resources (OER) and other materials specifically donated to the University with permission for free educational use. Therefore, students are not required to purchase any textbooks or sign up for any websites that have a cost associated with them. All required textbooks can be readily accessed inside each course although there may be additional required/recommended readings, supplemental materials, or other resources and websites which students can also access at no cost.

Peer-to-Peer Learning and Assessment

Peer-to-peer learning, a hallmark of the UoPeople program, is central to the learning process at the graduate level at UoPeople. In critiquing the work of peers, students consolidate their own knowledge and skills even as they are contributing to the growth of others. Students whose work is being discussed has the benefit of input from multiple sources, which extends their understanding of the



concepts. It fosters deeper learning on the part of the students doing the assessing because they must first consolidate their own level of knowledge and skill before they can do an assessment. Assessing the work of others also helps to develop higher order thinking, communication, and evaluation skills. Students are taught about the evaluation process and, as they progress through their studies, learn how to assess the work of their fellow students with increasing insight and precision.

The Learning Week after submitting an assignment, students are given anonymous assignments from other students in the classroom for peer assessment. A student's final grade is determined both by the work he or she submits and by the quality of his or her peer assessments. Giving unjustifiably poor or exaggeratedly positive reviews of the work of others brings down a student's grade as it is a sign that the student has not learned to evaluate the material properly according to the criteria. Students must therefore correctly apply the assessment elements set forth in the rubrics established for a given assignment.

Peer assessment is under the supervision of Course Instructors who review peer reviews for anomalies. Because the student's assignment is assessed three times, Course Instructors identify discrepancies in grading in reviewing the scores of the assessments and adjust the scoring as appropriate, overriding and re-grade a student's work where necessary.

Discussion Assignments

Most units require students to complete a Discussion Assignment by posting a well formed response to the Discussion Assignment in the Discussion Forum. Students must participate in the discussion by responding to at least three of their peers' postings in the Discussion Forum by rating their submissions and providing substantive written feedback.

Discussion Forums are only active for each current and relevant learning week, so it is not possible to contribute to the forum once the learning week has come to an end. Failure to participate in the Discussion Assignment and/or participate in the Discussion Forum may result in failure of the course.

Written Assignments

Most units require students to complete a written assignment. Assignments can vary in type including but not limited to short papers, research-based papers, and case studies. Students first submit their assignments by the required deadline and then assess three classmates' assignments according to provided instructions in the Learning Guide. Students are expected to provide details in the feedback section of the corresponding assignment's Peer Assessment Form with an explanation for the rationale of the grade awarded. Failure to submit assignments and/or peer-assessments may result in failure of the course.



Portfolio Activities

Portfolio Activities are tools for self-reflection and evaluation within the context of the course. Designed as a way for students to document and reflect upon their learning process and critical thinking skills, Portfolio Activities encourage students to draw upon their life experiences and what they've learned in other courses to showcase their overall growth in developing and sharpening their professional goals.

Portfolio Activities are used as part of the Capstone experience.

Group Activities

Most courses require students to complete work as part of a small group, giving students the opportunity to engage in projects while working on teams. Group work is an important component of graduate level coursework, and allows students to gain a more thorough understanding of the topics covered in a course with their fellow classmates. Unless otherwise noted, students are randomly assigned to groups and are expected to work with their teammates throughout the term.

Quizzes

Courses may contain two types of quizzes – the Self-Quiz, and the Graded Quiz. These quizzes may contain multiple choice, true/false, or short answer questions. It is highly recommended that students complete all quizzes to ensure that they have adequately understood the course material.

Late Work

Late work is not permitted at UoPeople unless there is an exceptional personal circumstance/illness (clear, documented proof is required), or a systematic Moodle site technical error. Documented proof of an exceptional, extended systematic city/region wide power outage is required to be considered for late work to be considered. Extensions are not guaranteed for students experiencing random power outages or lapses in computer/Internet access prior to assignment deadlines.

Students are strongly encouraged to submit their work as early as possible to avoid such unfortunate circumstances.

Access to Previous Coursework

Students should be aware that University of the People does not provide access to courses, including students' own contributions to their courses, beyond the current term. Following the first week after unofficial grades are posted within Moodle, access to the previous term's courses is discontinued.



Students are advised to save all of their work on their computers in case they want to access it at a later date. To request access to a course syllabus for a course they have completed, students may contact the Office of Academic Affairs at academic.affairs@uopeople.edu.

All UoPeople course readings are available to enrolled UoPeople students in the Online Syllabi Repository (OSR) on the Moodle homepage. The repository may assist students in preparing for a prospective course, or referencing and reviewing course materials after completing a course.



CHAPTER 8: COURSE SELECTION AND SCHEDULING

Course-Numbering System

The first digit of the course numbers indicates the level of the course. Levels are indicated as follows:

- | | |
|---------|---|
| 0 | Courses below the 1000-level are preparatory in nature and may not be credited toward a UoPeople degree |
| 1 and 2 | Undergraduate course, lower-division |
| 3 and 4 | Undergraduate course, upper-division |
| 5 | Graduate course, graduate division |

A given UoPeople course may not be offered every term; available courses can be seen in the Student Portal during registration.

Registration

University of the People opens course registration for students over a 3-week period every term. Course registration dates can be found on the University of the People Academic Calendar at <http://www.uopeople.edu/become-student/academic-calendar/academic-calendar-2016-2017-2/>. Registration for courses is available on a first-come, first-served basis.

With the exception of a student's first term at UoPeople, students themselves register for their courses using the online course registration system, and registration must be completed by the dates listed in the Academic Calendar. For further information regarding registration, please contact student.services@uopeople.edu.

Course Registration at UoPeople takes place in the Student portal at:
<https://students.uopeople.edu/login.aspx>

Registration Guidelines

Graduate Students may enroll in up to 3 courses per term. The following registration restrictions apply:

- Graduate Students who maintain a cumulative grade point average (CGPA) of ≥ 3.75 may register for up to three (3) courses per term.



- Graduate students who maintain a cumulative grade point average (CGPA) of ≥ 2.50 and ≤ 3.74 may register for up to two (2) courses per term.
- Graduate Students on Academic Probation, Probation Continued and/or have a CGPA below 2.50 may only register and/or be enrolled in one (1) course per term.

Students whose CGPA falls at the end of a given term to below the minimum CGPA required to be enrolled in the allowed number of courses for the following term, will be required to cancel courses by the first day of the term. Those who fail to meet this requirement to reduce their course load according to the stated policy will be automatically removed from any excess courses by the Office of Student Services.

Students whose CGPA improves at the end of a given term, which would otherwise allow them to register for additional courses for the next term, will not be able to add additional courses during late registration. They will be required to wait until registration opens during the 5th week of the following term to register for the additional number of allowed courses.

Notes on the Registration Process

The University of the People endeavors to fulfill all registration requests. In considering how many courses to take each term, students are reminded that they should carefully consider their other time commitments outside of the University when building their schedules, as each course requires a minimum of 15 hours of study per week; budgeting up to 17 hours a week per course is highly advisable.

Late Registration

A few days before each academic term begins, UoPeople opens a late registration period. Students should be aware that a limited number of courses are offered during late registration; therefore, students are discouraged from relying on the late registration period to register for courses.

Late Course Registration dates are listed on the University of the People Academic Calendar; registration takes place in the Student Portal with the same guidelines and procedures as during the regular registration period.

Course Drops and Withdrawals

Students are responsible for managing their time at the University and balancing their studies with their other commitments outside the University. After the term has begun, students may adjust their academic workload by dropping or withdrawing from a course by following the procedures outlined in this section.



Students dropping or withdrawing from courses frequently are strongly encouraged to contact their personal Program Advisor and/or the Program Advising Office at advising@uopeople.edu.

Course Drop

A student may drop a course during the first week of the term without academic penalty. A course drop during this time does not appear on the student's transcript and does not affect the grade point average (GPA).

Course drop requests must be sent from the Online Forms area in the Student Portal. Students are advised to refer to the Academic Calendar to verify the last day to drop a course each term.

Course Withdrawal

Students may also formally withdraw from the course roster after the course drop period has passed, but must do so within the first four weeks of the term. A course withdrawal differs from a course drop in that the course is listed on the student's official transcript. Withdrawing from a course does not assume withdrawal from the University.

The following consequences apply to a student who withdraws from a course within the first four weeks of the term:

- The student receives a grade of "W" for the course
- The grade of "W" appears on the student's transcript
- The grade of "W" does not affect the student's term or cumulative grade point averages

Course withdrawal requests must be sent from the Online Forms area in the Student Portal. Students are advised to refer to the Academic Calendar to verify the last day to withdraw from a course without penalty.

Petition for Late Withdrawal

Students are responsible to complete all courses after the withdrawal deadline, and only the most serious circumstances warrant withdrawing from a course after the last day of the withdrawal deadline listed in the University of the People Academic Calendar. However, in the event of a documented emergency after the Course Withdrawal deadline, students may petition the Student Affairs Committee for a late withdrawal.

Late withdrawals are rarely granted by the University. Students should understand that petitioning for a late withdrawal indicates that a non-academic, extraordinary event (like a serious illness or a severe personal disruption, but not including internet problems) occurred after the course withdrawal



deadline (during the last five weeks of the term) to make completion of a course or courses very difficult if not impossible. Evidence that the student's academic performance has been satisfactory up until to the point of the disruptive event will be an important consideration in the deliberations of the Student Affairs Committee.

To petition, students must first contact their personal Program Advisor to discuss the circumstances requiring a late withdrawal. Afterwards, students choosing to continue with the process of applying for a late withdrawal, are required to submit all supporting documentation with the late withdrawal request to the Office of Student Services up until and including the last day of a term.

Late petitions will be considered by the Committee only in the case of extraordinary circumstances. In the event that a late withdrawal petition is approved, a grade of "W" will be issued for the course(s) and updated on the student's transcript.

Administrative Course Withdrawal

Students who do not participate in a course by the end of the 4th week of the term, or who may have participated minimally but earned no credit for any graded assessments, may be subject to an Administrative Withdrawal from the course.

Students who are administratively withdrawn from a course receive a grade of "W" for the course; the "W" appears on the student's transcript, but the grade of "W" does not affect the student's GPA.

Course Repeats

In addition to maintaining a minimum CGPA or 2.50 or better, all core courses where graduate students earn a C- grade (1.67) or lower must be repeated, and may only be repeated one time. All elective courses where students earn a C- grade (1.67) or lower must be repeated or replaced by another elective course.

All grades for repeated courses appear on the transcript, but only the highest grade earned is counted in the CGPA. The University, however, may deny a student's request to repeat a course.



CHAPTER 9: GRADE NOTATIONS AND POLICIES

Criteria for Awarding Grades

The University awards letter grades in recognition of academic performance in each course. Students are graded according to their individual performance in the course and not on a curve.

The grading criteria listed below are illustrative and subject to the specifications in a given course. These are described in each course syllabus. Criteria for awarding grades as described in the course syllabi may include, but are not limited to:

- Quality of assignments and peer assessments
- Participation in the Discussion Forums and the quality of the postings
- Performance on quizzes
- Excellence of projects, papers, analysis and documentation of case studies
- Quality of Portfolio Assignments
- Class Presentations and Group Work

The Grading System

At the end of each course, a letter grade will be given by the Course Instructor for the course, based on the student's performance.

- The minimum passing grade for a course is a C.



The University has established the following grading scale. All instructional personnel are expected to comply with this scale:

Grade	Grade Scale	Grade Points
A+	98-100	4.00
A	93-97	4.00
A-	90-92	3.67
B+	88-89	3.33
B	83-87	3.0
B-	80-82	2.67
C+	78-79	2.33
C	73-77	2.00
C-	70-72	1.67
D+	68-69	1.33
D	63-67	1.00
D-	60-62	0.67
F	Under 60*	0.00
CR	N/A	N/A
NC	N/A	N/A
NF	N/A	N/A
W	N/A	N/A

Summary of Transcript Notations

Credit (CR)

The grade of CR earns credit but no grade points; CR is not computed in GPA calculations.

No Credit (NC)

The grade of NC earns no credits and no grade points; NC is not computed in GPA calculations.

No Final (NF)

NOTE: A No Final (NF) policy, shown below, *may* be implemented during the 2016-17 academic year, and students will be notified prior to the term in which it will take effect. *Until such time, students*



choosing not to take the final examination will be granted the final letter grade earned in the course, taking into account the grade of "F" that will be assigned as the grade for the final examination.

Advanced Notice of No Final (NF) Policy

Students who choose not to take a final exam at the end of a term are issued an NF (No Final) grade on their transcript for the course, and are required to repeat the course and take the final examination within one year of receiving the NF grade. Once the course is repeated, the new course grade is recorded and the original NF changes to No Credit (NC).

- Students required to pay Course Assessment Fees at the University who receive an NF grade will only be required to pay the fee once per course. This will happen at the point that they repeat the course and take the final examination, unless a student had already paid the fee the first time that he or she had registered for the course.
- Students may have no more than one NF grade on their transcript at a time. The second NF grade will result in an academic hold being put on the student's ability to register for courses or begin studying in the next term until the matter has been resolved.
- Students who do not complete the NF within one year will receive a grade of F for the course.
- Students receiving an NF grade in an elective course—a course not needed to satisfy a general education or major requirement for that student—have the option to petition the Student Affairs Committee to complete the course without taking the final exam, to receive the grade earned in a course without taking the final exam, including the grade of F that will be assigned as the grade for the final examination. All petitions should be sent a student's personal Program Advisor by the last day of the term and all decisions by the Committee are final. Students denied the petition will be required to repeat the course and take the final exam.

Withdrawal (W)

Withdrawal from a course within the withdrawal period is reflected on the student's official transcript; a withdrawal grade is not computed in GPA calculations.

Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA)

All course credits where a letter grade is issued are factored into a student's term and cumulative GPA.

A student's grade-point average (GPA) is determined by dividing the number of grade points earned by the number of units attempted. The total grade points earned for a course equals the number of grade points assigned times the number of course units. For example, if a student takes three 3-credit



courses and receives grades of A-, C+, and F, then the GPA for the term equals the total grade points $(3.67*3) + (2.33*3) + (0*3) = 18$ divided by the total course units (9). The resulting GPA is 2.00.

Students are required to be in good academic standing and must earn a cumulative grade point average of at least 2.00 in all coursework attempted at UoPeople and earn an overall grade point average of at least 2.00 in all courses taken in the major area of study in order to graduate from University of the People.

Grading Policies and Practices

The University insures that students are issued grades in a timely fashion and that grades are determined in a manner that is accurate, fair, and consistently applied in accord with established standards.

At the conclusion of each term of study, students may check their grades in their unofficial academic record in the Student Portal. Since the unofficial academic record is a permanent record of a student's academic performance, including course selections, grades, and credits earned toward a degree, it must be correct at all times. Students who believe an error has been made on their academic records should be in contact with the Office of Academic Affairs at academic.affairs@uopeople.edu.

Students are encouraged to speak to their Course Instructors if they wish further clarification of their grades, would like to discuss their assessments, or are considering requesting a grade change. Students with further complaints regarding alleged unfair or improper grading at UoPeople and who are unable to reach a resolution with their Course Instructor may request a Grade Appeal form from their personal Program Advisor.

Grade Appeals

Students who believe they have been graded unfairly may appeal their final course grades. Students appealing a grade should note that the burden of proof in challenging a grade rests with the student. For a change in grade to be recommended, a student must make a compelling case that the grade originally given was unjustly or unfairly awarded.

1. To appeal a grade, students must contact their Course Instructor online within fourteen days of the last day of the term. This discussion is intended to provide the Course Instructor an opportunity to explain the basis for the grade and to provide the student with an opportunity to indicate possible errors or misjudgments in the assignment of the grade. Frequently, a discussion with the Course Instructor resolves the issue.



2. Course Instructors who decide to change the student's grade must inform the Office of Academic Affairs and submit the corrected grade. The Course Instructor has the discretion to increase, decrease, or leave the student's final grade as is in response to a Grade Appeal. The Office of Student Services will update the student's academic record and recalculate the student's cumulative GPA.
3. If the student and the Course Instructor are unable to reach a resolution, the student may request a Grade Appeal form from their personal Program Advisor and the completed form must be submitted to the Office of Academic Affairs at academic.affairs@uopeople.edu no later than 30 days after the last day of the term. Late appeals will not be accepted.
4. Submitted Grade Appeals will be reviewed by the Office of Academic Affairs and processed by the Office of Student Services.
5. Grade Appeals are reviewed by the Student Affairs Committee, and students are informed in writing of Committee's decision by the Office of Student Services. Decisions rendered by the Committee are final and binding. A record of the final decision and all related materials will become part of the student's official academic record.



CHAPTER 10: SATISFACTORY ACADEMIC PROGRESS REVIEW

Satisfactory Academic Progress (SAP)

The University of the People monitors students' academic performance to ensure satisfactory progress toward a degree. Graduate students must maintain a Cumulative GPA of 2.50 or better in order to remain in good standing. Satisfactory Academic Progress (SAP) is evaluated at the end of every term, and active students who earn a letter grade in a course, excluding "W" are notified in writing by the Office of Student Affairs of their academic standing within one month of every evaluation point.

Satisfactory Academic Progress (SAP) is evaluated at the end of every term, and active students who earn a letter grade in a course, excluding "W" are notified in writing by the Office of Student Affairs of their academic standing within one month of every evaluation point.¹² Students who withdraw from the institution during a term when they are issued a letter grade of A through F will receive a letter from the Dean of Student Affairs verifying their final academic standing at the time of their withdrawal from UoPeople; this will remain on permanent file with the University.

The University reserves the right to place students on Academic Probation, Probation Continued, and Academic Suspension, and reserves the right to remove students from Academic Probation, Probation Continued, and Academic Suspension based on their academic performance and degree level, notwithstanding the Academic Standards. Additionally, if at any evaluation point it can be determined by the University that it is mathematically impossible for a student to meet a minimum cumulative GPA of 2.50 before graduating, students may be dismissed from the University.

Good Standing

Students maintaining a minimum CGPA of 2.50 are in good standing.

¹² Students who are dismissed from the University for not meeting admissions requirements to a degree program will not receive notice of their academic standing at the end of the evaluation point, but it will be recorded in the student's permanent file with the University.



Academic Probation

Students who had been in good standing in the previous term and whose minimum cumulative GPA drops to between 2.00 and 2.50 at the end of the current term are placed on Academic Probation. They may enroll in one course per term until they return to good standing. Students on Academic Probation who meet or exceed a 2.50 cumulative GPA during the subsequent term return to good standing. Students on Academic Probation are encouraged to continue to be in contact with their personal Program Advisor.

Academic Suspension

Students who are on Academic Probation, but whose cumulative GPA is still between 2.00 and 2.50 at the end of the term on Academic Probation, are placed on Academic Suspension for two terms. Those on Academic Suspension may not enroll in the next two terms; it is a separation from the University, but does count toward the student's time to degree.

No sooner than one term before the conclusion of the specified suspension period, graduate students on Academic Suspension may apply for reinstatement.

Students who fail to return from an academic or a disciplinary suspension at the beginning of the term immediately following the period of the suspension, who do not submit a leave of absence request or submit a request to withdraw from the university, are administratively withdrawn from the university as of the beginning of that term.

Students are eligible for one academic suspension only.

Probation Continued

Students returning from Academic Suspension are placed on Probation Continued for up to two active terms; they may enroll in one course per term until they return to good standing. Students on Probation Continued who meet or exceed a 2.50 cumulative GPA during the subsequent term return to good standing.

Students on Probation Continued are encouraged to continue to be in contact with their personal Program Advisor.

Academic Dismissal

Students are dismissed without appeal in the following instances:

- Students whose CGPA falls below a 2.00 during any time during their graduate studies.



- Students on Probation Continued who do not achieve a minimum C grade in their course at the end of the first active term on Probation Continued.
- Students on Probation Continued who do not meet or exceed a 2.50 cumulative GPA at the end of the second active term of Probation Continued.

Students who are academically dismissed from the program may not apply for Academic Renewal until after having been away from UoPeople for a minimum of 12 full months. Individuals may be granted only one academic renewal and the University has the sole discretion at the time of the Academic Renewal to determine which, if any, credits previously earned will be applied toward a University degree.



CHAPTER 11: GRADUATION

All University students are subject to the graduation requirements outlined in the University Catalog at the time they commenced their studies at the University of the People, and must meet all requirements related to source and time for credit acquisition outlined in Chapter 5.

Graduation Process

1. Students utilize the Degree Audit Report in the Student Portal to verify that they are on track for graduation.
2. After completing the Degree Audit Report, a Graduation Application in the Student Portal will be enabled for students who have satisfied all the requirements for graduation.
3. Students may submit their Graduation Applications during the first four weeks of the term; those requests will be processed between the fifth and eighth weeks. Graduation Applications received after the fourth week of the term will be processed during the subsequent term.
4. The student's name on the Graduation Application must be identical to the way it appears in the University's student information system. Requests for a name change must be accompanied by legal documentation and sent to student.services@uopeople.edu.
5. Official transcripts and diplomas are sent by regular mail; students may request on the Graduation Application to have their documents sent registered and will incur an extra fee.
6. Graduation documents will be automatically sent to the student's address on file unless specified that they should be sent to another address on the Graduation Application.

All questions regarding the Graduation Process should be addressed to your personal Program Advisor.

Ordering Transcripts

Students who wish to receive an official transcript showing progress to date may submit this request via email to the Office of Student Services at student.services@uopeople.edu at which time the Office of Student Services will send the student an official transcript request form. Once both the completed form and payment of the \$15 USD transcript processing fee are received, an official copy of the student's transcript will be processed and sent within 14 – 21 business days.

One official University of the People transcript will be provided at no cost to the student upon completion of the degree program. Students who wish to receive a second copy of their transcript upon graduation will need to pay a \$15 UDS transcript processing fee for each additional transcript.



Students who wish to have their official transcripts mailed to another institution must be sure to complete the third-party request section of the form.

Students may view their unofficial academic record in the Student Portal.

UoPeople Alumni Services

UoPeople graduates are encouraged to keep in touch with Alumni Services at alumni@uopeople.edu.



CHAPTER 12: ACADEMIC POLICIES AND PROCEDURES

General Code of Conduct

University of the People has adopted the General Code of Conduct in order to maintain the quality of the learning experience and the cooperative standards of the University's educational mission. Students are required to follow the General Code of Conduct and act in accordance with it at all times, including complying with the requests of UoPeople officials acting within the scope of their employment responsibilities. All members of the University community are expected to engage in socially responsible behavior, upholding these principles in all areas of academic life, including electronic and other communications.

University of the People strongly values freedom of expression, and encourages diverse viewpoints in an environment where every individual is treated with civility and respect. No member of the UoPeople community is permitted to behave in a way that may be perceived as harassing, offensive or hostile; all members are required to show students, instructional personnel, staff, volunteers and administrators respect at all times. Harassment, threatening behavior, or deliberate embarrassment of others will not be tolerated and will be considered to be a violation of the General Code of Conduct and grounds for disciplinary action, which may include immediate removal from the course or dismissal from the University at large.

Disciplinary Process

All alleged violations of the General Code of Conduct are reported to the Office of Student Services and are permanently noted in a student's academic record. Breaches of the General Code of Conduct are grounds for disciplinary action and are subject to the University's disciplinary process.

In cases where a student is reported to have used the Moodle classroom or the Yammer community in an egregious manner, the Office of Student Affairs may temporarily suspend the student's access to those services, even if such suspension affects the student's ability to complete his or her courses.

When a student is alleged to have violated the General Code of Conduct, the student will be contacted by a University official to advise the student of his or her alleged misconduct and to describe the investigation and disciplinary process, including the possible sanctions that may be imposed. The student will be given seven calendar days within which to submit a written response to the Office of Student Services at student.services@uopeople.edu before his or her case is referred to the Student Affairs Committee. Upon request by the student during such seven-day period, the student will be permitted the opportunity to present his or her case directly (via telephone or online videoconferencing) to a representative of the Student Affairs Committee. Following receipt of the



student's written response and/or direct presentation, or the expiration of such seven-day period if the student does not submit a timely response, the Student Affairs Committee will conclude whether the student violated the General Code of Conduct and, if so, will determine what disciplinary sanctions will be imposed on the student in respect of such violation. Such sanctions may include censure and a warning to avoid future violations, immediate removal of the student from his or her course(s) that term, suspension from the University for a period of time, or permanent dismissal from the University. When a student's enrollment in a course is canceled, the student will not be responsible for payment of any course evaluation fees for the canceled course(s).

The Student Affairs Committee will maintain written minutes of all disciplinary hearings and decisions. The Office of Student Services will communicate with the student regarding the investigation and determinations of the Student Affairs Committee.

Generally, disciplinary sanctions will not be implemented until seven days after written notice of such sanctions is given to the student. During such period, the student may choose to appeal the decisions made by the Student Affairs Committee by submitting a grievance to the Office of the Provost of the University in the manner described the University Catalog. In egregious or other appropriate circumstances, the Student Affairs Committee may determine to implement the sanctions immediately. Such decisions will also be subject to appeal to the Office of the Provost of the University and, if the decision is overturned, the Office of Student Services will seek to reverse or rectify the sanctions already imposed.

Code of Academic Integrity

University of the People fosters a spirit of honesty and integrity fundamental to a university community. As an academic community whose fundamental purpose is learning and pursuing knowledge, every individual at UoPeople is responsible for following accepted standards of academic integrity and for sharing a commitment to uphold these values in all academic pursuits.

University of the People students are expected to work diligently to ensure that all assignments, graded assessments or other course work submitted represents the student's original work and follows acceptable academic practices. Students are encouraged to work together, as group efforts and study groups are a wonderful tool to facilitate learning and foster a deeper understanding of material in a course. However, students must submit their own individual work at all times unless instructed to participate in group work as part of a course requirement. In the rare instance of a very advanced class that is cumulative in nature, there may be occasions when the Course Instructor may assign work that requires students to submit pieces of their own work that had been previously submitted in this or another UoPeople course; unless specifically so advised by one's Course Instructor, students should assume that the practice is prohibited.



Sources must be documented through acceptable scholarly references and citations, and the extent to which the sources have been used must be apparent to the reader. Even indirect quotations, paraphrasing, etc., can be considered plagiarism unless sources are properly cited. Plagiarism will not be tolerated at any time; students are required to learn and be personally responsible for educating themselves about plagiarism and the appropriate forms of citation and referencing sources. Students who need assistance and/or have questions concerning use of outside resources or collaboration on assignments should contact their Course Instructors and/or the Office of Academic Affairs at academic.affairs@uopeople.edu.

All student work and scholarship must be free of fraud and deception including:

- Plagiarism—the unintentional or intentional representation of the words or ideas of another as one's own work in any academic exercise. This includes failing to properly identify direct quotations with both a proper citation and with quotation marks, submitting a paper that was the result of someone else's efforts but is represented as one's own work, paraphrasing bodies of work without proper citation, and copying so many words or ideas from a source that it makes up majority significant portion of one's own work even while attempting to paraphrase and change the text. Plagiarism also includes giving incorrect information about the source of a quotation and submitting academic work multiple times without informing the Course Instructor and receiving approval.

When Course Instructors or University personnel suspect plagiarism, both special programs and the Internet will be used to identify the sources of intellectual property suspected of being used or cited inappropriately.

- Fabrication—falsifying documents, changing or inventing data, citing sources not consulted, and misrepresenting citations.
- Unauthorized Assistance—completion of an academic exercise or exam by someone other than the student or collaborating without acknowledging the collaboration. While collaboration is a key element to a positive University of the People learning experience, it is critical that students acknowledge any collaboration and its extent in all submitted course work.
- Misrepresentation—lying or misrepresenting a student's personal situation to a University member in an attempt to receive special circumstances, permissions, or extensions.
- Collusion—assisting another student in committing an act of academic dishonesty.

All members of the academic community, including instructional personnel, students, and University administrators are expected to assist in maintaining the highest level of integrity and to report all incidents that violate academic honesty. Students encountering suspected cases of cheating should discreetly report the violator to their Course Instructor. Specifically, if academic misconduct is suspected in a discussion forum posting, students should contact their Course Instructor and should not assign the student a grade as part of the peer assessment process.



However, if academic misconduct is suspected in a written assignment, students are encouraged to leave specific feedback in their evaluation; questions should be directed to the Office of Academic Affairs.

Disciplinary Process

Adherence to the Code of Academic Integrity is required of every member of the UoPeople community in all academic undertakings. While all members of UoPeople are required to uphold these values, the disciplinary process described concerns the conduct of students.

All violations of the Code of Academic Integrity are reported by the Office of Academic Affairs to the Office of Student Services. Breaches of the Code of Academic Integrity are grounds for disciplinary action, are permanently noted in a student's academic record, and are normally subject to the following sanctions by the University:

First violation: Warning issued, and student is issued a zero on the assignment.

Second violation: Student is issued a zero on the assignment or exam in question, as well as a failing grade in the course.

Third violation: Student is issued a failing grade in the course and is suspended from UoPeople for one or more terms.

Fourth violation: Student is dismissed from the University.

Sanctions, however, may vary based on past disciplinary records, and the University retains the absolute discretion to determine the appropriate sanction to be imposed for any infraction, depending on the severity of the violation. In cases of egregious behavior, students may be removed from the classroom and/or Yammer immediately. Sanctions may also be cumulative; no sanction must necessarily be exhausted before another sanction is imposed.

Violations of the Code of Academic Integrity that have been referred by the Office of Student Services will be investigated and addressed in accordance with the procedures described in the "General Code of Conduct" section above.

In cases where an act of academic misconduct remains undiscovered until after credits have been issued or a degree is awarded, University of the People reserves the right to revoke any credits or degree based on new revelations about academic issues including, but not restricted to, admission credentials, course work, research, theses, or other final projects.



CHAPTER 13: STUDENT ACTIVITY, LEAVE OF ABSENCE, AND MATRICULATION POLICIES

It is the student's responsibility to inform the University of the People about his/her academic plans each term by either (1) registering for classes, (2) applying for a leave of absence (LOA), or (3) withdrawing from the University.

Inactivity

UoPeople allows students to be inactive for up to three (3) consecutive terms **but** not inactive for more than three (3) terms in a given academic year (September to August).¹³ Under special circumstances such as military service, a student's inactivity may be extended for a maximum of five years.

Students must apply for a leave of absence when planning to be out of residence in an upcoming term. Out of residence refers to the number of terms that a student has been inactive at the University—either unenrolled from the institution and/or enrolled at UoPeople without completing any course work.

Students requiring an extended period of inactivity at UoPeople may wish to consider withdrawing from the University.

Students are considered **inactive** during a term in the following instances:

- with an approved leave of absence (LOA)
- when dropping and/or withdrawing and/or being granted an administrative course withdrawal from all classes

The time granted for a student's inactivity will not count against the total time allowed to complete the degree.

¹³ Note that the calculation and counting of consecutive terms will include terms of leave from one academic year to the next academic year. Examples of when a student will be administratively withdrawn on the 4th term of inactivity may include: Terms 1, 2, 3 & 4, Terms 2, 3, 4 & 5, Terms 3, 4, 5, & 1, Terms 4, 5, 1, & 2, and Terms 5, 1, 2, & 3. Also true is the following scenario involving 4 non-consecutive terms of leave in the same Academic Year: Terms 1, 2, 4, & 5, and Terms 1, 3, 4, & 5.



Leave of Absence (LOA)

Students not planning to register for classes during an upcoming term are required to request a leave of absence (LOA) via the Student Portal (<https://students.uopeople.edu/login.aspx>) using the online form. Students have until one (1) week before the term begins to make this request.¹⁴

Students cannot apply for a leave of absence after the term begins, and do not need to apply for a leave of absence if they drop and/or withdraw and/or are granted an administrative course withdrawal from all courses during a term; it will be counted as an inactive term for the student.

Students are encouraged to learn and comply with all LOA procedures; failure to comply with the LOA policy is grounds for University administrative actions including administrative withdrawal from UoPeople.

Notes about a Leave of Absence

- Students must complete all requirements for the MBA in no more than 25 terms of active enrollment after the student's initial matriculation in the MBA program *including* any periods of separation from the University when a student is out of residence, including leaves of absence.
- Questions about applying for a LOA may be directed to a student's personal Program Advisor.
- Any approved leave of absence from the University will be revoked for students who are dismissed or suspended.
- Students granted a leave of absence while on Academic Probation, or Probation Continued will return to their studies with the same status.
- Students returning from an academic or disciplinary suspension are eligible to request a leave of absence before returning to their studies.

Special note to Graduating Students on Applying for a LOA:

Before the end of the registration period during the term in which they will complete all requirements for the degree, students should apply for a LOA for the upcoming term and for each subsequent term until their degree is conferred by the University.

¹⁴ The University reserves the right to request supporting documentation for any leave of absence. University of the People's decision to grant or refuse a request for a leave of absence will be final and binding.



Matriculation Policies

Students who wish to withdraw from UoPeople must send an online form via the Student Portal. Their request will be reviewed and processed by the Office of Student Services.

Students who have left the institution, but wish to return to study in the future, are required to re-apply for admission and to pay the Application Processing Fee, and/or the Course Assessment Fees then in effect if they have been out of residence for more than 15 terms. Out of residence refers to the number of terms that a student has been inactive at the University— either unenrolled from the institution and/or enrolled at UoPeople without completing any course work in the intervening terms.

Administrative Withdrawals

Students will be administratively withdrawn from UoPeople if they fail to comply with University policies and procedures. Students who fail to apply for a LOA and do not register for classes, and/or exceed the maximum number of inactive terms, either consecutively or in an academic year will be administratively withdrawn from the University. In highly specialized cases, the University may consider granting administrative leave to the student; it is counted as an inactive term.

- On the first occasion that students are administratively withdrawn, they will have the option to appeal within thirty (30) days by sending a formal appeal request to the Office of Student Services at student.services@uopeople.edu.
- On the second occasion that students are administratively withdrawn, they will be required to apply for re-enrollment, reinstatement or academic renewal depending on the number of consecutive terms out of residence from the University.
- Students who are administratively withdrawn on more than two occasions will not be allowed to return to their studies for a minimum of five (5) terms.

Withdrawal from the University

Students who wish to withdraw from the University must send an online form via the Student Portal. Their request will be reviewed by the Office of Student Services.

1. Students in good academic standing may withdraw from the University with no limitation on their ability to request re-enrollment within 5 consecutive terms after withdrawing.
2. Students in good academic standing may withdraw from the University for a period of 6-15 consecutive terms with no limitations on their ability to request reinstatement at any time during this period.
3. Students in good academic standing may withdraw from the University with no limitation on their ability to request academic renewal after being out of residence for more than 15



consecutive terms. Out of residence refers to the number of terms that a student has been inactive at the University— either unenrolled from the institution and/or enrolled at UoPeople without completing any course work in the intervening terms.

Re-enrollment

Students who have interrupted their otherwise continuous enrollment at the University; who, at the time they left the institution, had a minimum 2.50 or higher cumulative GPA and were in good disciplinary standing; and who have only been out of residence for five (5) or fewer consecutive terms may contact the Office of Student Services to request re-enrollment. Out of residence refers to the number of terms that a student has been inactive at the University— either unenrolled from the institution and/or enrolled at UoPeople without completing any course work in the intervening terms.

Once re-enrolled, students will be eligible to register for courses in the subsequent term.

1. Students applying for re-enrollment are required to be in good standing. However, the Student Affairs Committee will review re-enrollment requests for students with a cumulative GPA below a 2.50. Under very unusual circumstances, students with a cumulative GPA below a 2.50 will be accepted for re-enrollment under the supervision of the Program Advising Office. These students will be permitted to register for one (1) course per term until returning to good academic standing. The Office of Student Services will inform students whether their request has been approved or denied, and students may only begin registering for courses during the course registration period after their re-enrollment has been approved.
2. Students who were on approved leaves of absence, had the minimum or higher cumulative GPA at the time their leave began, and are in good disciplinary standing with UoPeople after being out of residence for five or fewer consecutive terms, may register for classes in the term immediately following the end of their leave, effectively serving to re-enroll themselves into the University. These students therefore are not required to contact the Office of Student Services in order to re-enroll in the University.

Students interested in requesting re-enrollment should contact the Office of Student Services at student.services@uopeople.edu. Requests for re-enrollment should be initiated at least fifty (50) days before the first day of the term in which re-enrollment is sought to allow sufficient opportunity for students to register for classes for the subsequent term.

Reinstatement

Reinstatement is a procedure that allows former students the opportunity to return to the University.



- Students who had been suspended from the University of the People for academic or disciplinary reasons for five (5) or fewer terms must apply for reinstatement and return to their studies in the term immediately following the end of the suspension period.
- Students who have formally withdrawn or administratively withdrawn from the University and have been out of residence for more than five (5) but fewer than fifteen (15) consecutive terms, may apply for reinstatement. Out of residence refers to the number of terms that a student has been inactive at the University— either unenrolled from the institution and/or enrolled at UoPeople without completing any course work.
- Students applying for reinstatement must be in good standing. However, students with a cumulative GPA below a 2.50 may request that the Student Affairs Committee review their reinstatement request. Under very unusual circumstances, students with a cumulative GPA below a 2.50 will be accepted for reinstatement under the supervision of the Program Advising Office. These students will be permitted to register for one (1) course per term until returning to good academic standing.
- The Office of Student Services will inform students about whether their request has been approved or denied, and students may only begin registering for courses during the open registration period after their re-reinstatement has been approved.
- Once reinstated, students are required to maintain good standing, and are encouraged to be in contact with their personal Program Advisor.

Students interested in applying for reinstatement should contact the Office of Student Services at student.services@uopeople.edu. Requests for reinstatement should be initiated at least fifty (50) days before the first day of the term in which reinstatement is sought to allow sufficient opportunity for students to register for classes for the subsequent term.

Academic Renewal

Former students who have been out of residence from the University for a minimum of fifteen (15) consecutive terms, and/or students who were academically dismissed and have been out of residence for five (5) terms, are required to apply for Academic Renewal by contacting the Office of Student Services at student.services@uopeople.edu. Students may apply for Academic Renewal once.

Academic renewal requests should be initiated at least fifty (50) days before the first day of the term in which academic renewal is sought. Former students applying for academic renewal will be required to complete a new application for admission and to pay the Application Processing Fee and Course Assessment Fees then in effect. If readmitted, the former student will be notified by the Office of Admissions and will be required to sign and submit an enrollment agreement to the University as part of their enrollment confirmation, after which the relevant University official will sign the agreement on behalf of the University.



Students who are readmitted and/or granted Academic Renewal are required to satisfy all graduation requirements and follow all the University rules and regulations listed in the Catalog during the academic year in which they resume their studies.

Individuals may be granted only one academic renewal and the University has the sole discretion at the time of the Academic Renewal to determine which, if any, credits previously earned will be applied toward a University degree.

At the start of Academic Renewal, a notation is added to the student's previous UoPeople transcript listing the student's academic renewal status. Additionally, the student's cumulative grade point average and cumulative credits start anew with their return to the University.

Students may only begin registering for courses during the course registration period after their academic renewal has been approved. Students who are approved for Academic Renewal are strongly encouraged to enroll in only one course under the advisement of their personal Program Advisor, and are required to maintain good standing at the University.



CHAPTER 14: UNIVERSITY SERVICES AND UNIVERSITY OFFICES

University Services

The University of the People encourages all admitted and prospective students to contact the relevant University office for any assistance and clarification of policies and procedures.

Career Service Center

University of the People's Career Service Center offers career guidance and advising for professional discovery and success both during and following the completion of a UoPeople degree. The University of the People Career Service Center offers students' comprehensive, expert guidance as well as tools to improve vital professional skills pertinent to the business world, including:

- Resume building and cover letter writing
- Job searching skills
- Interviewing techniques
- Professional networking skills
- Career planning in the area of one's major

The Career Service Center is accessible to students throughout the course of their studies, as well as after they graduate. Whether students are thinking about their first professional job in the workplace, wish to enhance their skills in their current field, or are considering a career change, the Career Service Center offers vital tools to help them succeed. Students enrolled at UoPeople may access UoPeople's career development services at <http://www.uopeople.edu/student-experience/quality/career-development/>. Note that select Career Service Center initiatives are still being designed and are not yet available.

Internship Opportunities

University of the People provides access to a number of different internship opportunities offered by internationally recognized corporations and organizations. Participating in online internships in a variety of sectors, students gain invaluable work experience and networking opportunities.

All internship opportunities consist of defined projects within the host's organization, creating valuable learning opportunities for the student. Internships opportunities are available to all current UoPeople students and are announced by email over the course of their studies.



Mentorships

The University of the People Mentorship Program brings students and professionals together for mentoring. Students are provided with individualized, one-on-one professional guidance from industry leaders working at some of the top companies worldwide. The mentorship program is designed to enrich students' studies, offering them an opportunity to apply concepts learnt to real-life settings. The mentorship program allows students to gain insight into specific job and career paths, as well as develop their personal and professional skills, and build career goals.

Global Employment Network

Networking is vital in the quest to build a successful career, no matter what the field. At UoPeople our international community of faculty and students provides a global networking community. With faculty hailing from some of the top universities, corporations and foundations worldwide, and students hailing from over 180 countries, the networking potential at UoPeople is immense! Our global employment network aids in broadening the career opportunities as well as strengthening the career options for our students, providing each student with a classroom of international learners and peers to create an extensive professional network. Outside the classroom, UoPeople partners with world renowned corporations offering excellent networking opportunities for our students, which in turn, broadens their employment opportunities. UoPeople develops students' networking abilities as participants in a thriving global community. Combined with internship and mentorship programs, students gain the skills to utilize these connections, in real life work experience.

Library Resources and Services

UoPeople belongs to the Library and Information Resource Network (LIRN), a consortium of institutions that makes available to its members a rich and powerful collection of resources including over 60 million journal articles, books, encyclopedias, newspapers, magazines, and audio and video clips. Students gain access to the ProQuest online data bases and GALE databases through LIRN.

UoPeople also subscribes to JSTOR giving students online access to a wide array of journals to support research, writing and learning activities. JSTOR too can be accessed directly within Moodle and includes access to more than 2,300 academic journals and more than 50 million digitized pages.

All University of the People instructional personnel and enrolled students may use these resources free of charge. Additionally, students are provided at no charge with other open education resources including textbooks and course materials.

For questions or suggestions regarding the University of the People Library and Resource Center, including LIRN or open educational resources, students may contact UoPeople's Director of Library Services at library@uopeople.edu.



Online Student Writing Center (OSWC)

The UoPeople Online Student Writing Center (OSWC) is a resource center for students who wish to improve their general and academic writing skills through peer sharing and the development of strategies and knowledge to cultivate success as writers. In accessing resources in the form of guides on the writing process, research methods, ESL, APA format, and best practices to avoid plagiarism, the OSWC helps students develop and further polish their writing and editing skills.

The OSWC is an optional resource for students at UoPeople.

Yammer

The UoPeople Yammer Network was established to provide a virtual collaborative environment for UoPeople students, faculty, alumni, staff and volunteers from across the globe to connect and share meaningful information, questions, and ideas with one another. It is an opportunity to meet other students and members of the University community outside of the Moodle classroom.

Participation in Yammer is optional; those who join the UoPeople Yammer Network must agree to the Yammer Terms of Use. All questions about Yammer should be directed to outreach@uopeople.edu.

Computing and Networking Services and Requirements

Although Moodle and Class Forums are not open to public access, students should note that these online spaces are neither private nor confidential. Neither students nor instructional personnel should assume privacy when communicating in the Virtual Learning Environment. The University may access and observe communications conducted in the Virtual Learning Environment for regulatory, accreditation, research, and other administrative purposes such as enforcing the General Code of Conduct, including investigating allegations of misconduct, suspected misconduct or other complaints. Additionally, the University of the People may provide limited access to learning resources to individuals other than students, alumni, instructional personnel, and staff.

Contact Information for Students

The primary form of official communication from University of the People is through e-mail. Students are required to maintain active e-mail addresses and are responsible for keeping their contact information accurate and current. Students should note that the email address they used to apply to the University of the People is the one maintained by the Office of Student Services unless they have subsequently submitted a request to change their email address. Students wishing to update any of their contact information should contact their personal Program Advisor with the following information: the student's full name including both the first and last name, the student's ID number, and any details to be updated.



Students should note that any change of contact information on Moodle at <http://my.uopeople.edu> is not considered a formal change of contact information. Finally, to ensure receipt of important announcements from the University, students should check that spam filters are set to receive email from University of the People.

Computer Requirements

Students are required to have access to a computer with a reliable Internet connection in order to complete all requirements for a course.

Students must also have the ability to save documents and files. Typically, University of the People learning materials are provided to students in either Adobe PDF or Microsoft Office compatible formats. Therefore, students need to be able to open and save documents in these formats as well.

1. Although the latest version of IE, Safari, Opera, and Chrome can be used to access the UoPeople Online Learning Platform, the university recommends that students use the latest version of the Mozilla Firefox browser (<http://www.mozilla.org/en-US/firefox/new/>). Please note that students using mobile phones, especially older models, may have difficulty accessing and using the site.
2. The Adobe PDF Reader software is available for free at the following link:
<http://get.adobe.com/reader/>
3. Microsoft Office is commercial software which is not available for free. If you do not already have or are unable to obtain a copy of Microsoft Office (Word, PowerPoint, and Excel) please use one of the following free options:
 - Download and install LibreOffice, a free and open source office suite that is mostly MS Office compatible (<http://www.libreoffice.org/download/>). When saving, please be sure to save your documents in MS Office format or PDF format, not the default Libre Office format. This is the preferred free option.
 - Use an online office suite such as Office Online from Microsoft or Google Apps from Google to view and edit basic Word, PowerPoint, and Excel files in a web browser. To create an Office Online account, please go to www.outlook.com or www.hotmail.com and create your account. To create a Google Apps account, please go to www.gmail.com and create your account. Note that whatever system students choose to use, all files shared with Course Instructors and classmates must be saved in either Microsoft-compatible formats or PDF format.
4. Other Software: Note that certain courses, for example computer science courses, may require the installation and use of other specialized software. This information will be listed in the relevant course syllabus.



Student Login Username and Password

Each student is assigned a designated username and password to log into the University of the People Online Learning Platform (Moodle) and courses. UoPeople students with technical issues related to Moodle Support should contact support@uopeople.edu for assistance with login problems.

Students' usernames and passwords are vital for the security of a student's work. The responsibility for all activities carried out under a student's username rests solely with that student. Please ensure you keep your password secret and do not give it to anyone else.

Moodle Support

Moodle Support is available to registered students through email at support@uopeople.edu. In order to troubleshoot the problem, students are asked to include the following information in the e-mail:

1. Student ID number and the student's first and last names
2. The course number and the course name (example: BUS 1103 Microeconomics).
3. Provide a brief description about what happened when the error occurred.
4. Include any error messages received. Another option is for students to press the 'print screen' button (located on the upper right corner of most keyboards) and copy and paste the image into the body of the email.
5. Record the exact time (University of the People time) that the error occurred.

University Offices

Financial Aid Office

The Financial Aid Office reviews and processes requests from applicants seeking grants to help with the Application Processing Fee and from applicants and enrollees seeking scholarship support to assist with the Course Assessment Fees. The Financial Aid Office can be reached at financial.aid@uopeople.edu.

Office of Academic Affairs

The Office of Academic Affairs oversees all aspects of the curriculum with a primary commitment to creating a dynamic atmosphere for student learning and success. In assisting students with advice pertaining to their academic studies and information regarding academic policies and procedures, Academic Affairs provides guidance and leadership to assist students in solving academic-related



problems within their courses, including such things as peer assessment issues, communication with Course Instructors, and other general course-related issues.

UoPeople Course Instructors are available to students via email throughout the academic year and students who have academic-related questions should contact their Course Instructor first. Instructors respond to students within 72 hours and usually sooner, but there may be technical difficulties. Students who have not heard back from their Course Instructor within 48 hours should contact their personal Program Advisor for additional support.

Peer Assessment Office

The Peer Assessment Office (PAO) is a resource center for students at the University in Moodle devoted to supporting students as they navigate the peer-to-peer learning and assessment processes. Peer Assessment Advisors and Peer Assessment Student Advisors are available to help students to become more proficient in the processes at UoPeople.

Degree Seeking Students are invited to participate in the PAO, and participants are required to follow all the rules and regulations outlined in the Catalog and posted in the PAO. Inappropriate postings violating the General Code of Conduct and/or the Code of Academic Integrity will be removed from the PAO, and students with repeated violations will no longer be given access to the center. All violations are grounds for disciplinary action.

The PAO is accessed via the Moodle homepage and is listed as a course; participation, however, is optional at all times. Students who do not wish to have access to the PAO may send this request to the Office of Academic Affairs at academic.affairs@uopeople.edu.

Office of Student Affairs

The Dean's Office in the Office of Student Affairs (student.affairs@uopeople.edu) oversees the review of Satisfactory Academic Progress, and supports students who may be encountering or anticipating academic difficulties or may require special assistance in completing their requirements for graduation.

Office of Student Services

The Office of Student Services forms part of a comprehensive network of services at the University designed to support and help students throughout their studies. Student Services maintains all student records and supports students with both administrative and academic services in consultation with other offices in the University, responsibly implementing university policies and procedures, degree audits, and the conferment of university degrees.



Office of Admissions

The Office of Admissions oversees the admissions process for prospective and current applicants to the University, including the processing of all applications for admission to UoPeople's degree programs. Providing assistance and guidance regarding all admissions requirements, the Office of Admissions answers questions regarding prospective students' applications and provides updates on their applicant status. More information about the admissions process can be found in Chapter 3; interested parties can reach the Office of Admissions at admissions@uopeople.edu.

Outreach Office

The Outreach Department works hard to ensure that applicants around the world are able to access the opportunities UoPeople offers to study online, accredited and tuition-free. The Outreach Office can be reached at outreach@uopeople.edu.

Payments Office

The Payment Office oversees the processing of payments for both Application and Course Assessment Fees at UoPeople. Also working in conjunction with the Financial Aid Office, the Payments Office processes and reconciles scholarship payments for students unable to pay Course Assessment Fees.

For questions regarding payments including payment methods, amounts payable, and payment deadlines, applicants and students may contact the Payments Office at payments@uopeople.edu.

Program Advising Office

The Program Advising Office is designed to be a partnership between Program Advisors and students whereby every incoming student is assigned a personal Program Advisor who remains their single point of contact for academic and administrative support throughout their studies at UoPeople. Program Advisors work with students at the University of the People to answer questions and respond to concerns about academic progress, goals in attaining their degrees from the University, and challenges and decisions that need to be made throughout their academic studies.

Students may reach out to their personal Program Advisor as often as needed, but are advised to be in touch at least once a year to monitor degree progress; Program Advisors can be reached at their personal email address or at advising@uopeople.edu.

Other

UoPeople does not currently offer the following services: Student ID cards, a graduation ceremony, or counseling services.



CHAPTER 15: UNIVERSITY LEADERSHIP AND INSTRUCTIONAL PERSONNEL

UoPeople Leadership

President

Mr. Shai Reshef, M.A.

Provost

David H. Cohen, Ph.D.

Dean, Division of Arts and Sciences

Dalton Conley, Ph.D.

Dean, Division of Computer Science

Alexander Tuzhilin, Ph.D.

Dean, Division of Business Administration

Russell S. Winer, Ph.D.

Director of Library Services

Ilene Frank, M.A.

UoPeople Course Instructors

Ogechi Adeola

D.B.A.

Manchester Business School

Business Administration

Jean-Wilner Alexandre

M.A., Economics

Rutgers University

Business Administration

Jose Alvarado

M.Sc., Systems Engineering



University of Surrey
Computer Science

William Allman

Ph.D., Education
Nova Southeastern University
Business Administration

Rassem Amash

Ph.D., Organizational Leadership
Nova Southeastern University
Business Administration

Abdullah Aref

M.Sc., Computer Science
The University of Jordan
Computer Science

Ron Aube

Ph.D., International Business
Northcentral University
Social Sciences

Sali Bakare

Ph.D., Finance
Walden University
Business Administration

Angel Baez

M.S., Business Information Systems
Auckland University of Technology
Computer Science

Jason Beckerman

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University of Liverpool
Arts and Sciences

Marsia Bealby

Ph.D., Archeology
University of Birmingham
Arts and Humanities



Ramachandran Bharath

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Simon Fraser University
Mathematics

Anima Bhardwaj

M.S., Computer Science
Banasthali Vidyapith
Computer Science

Ernest Bonat

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Superior Polytechnic Institute of Havana, Cuba
Computer Science

Marc Bueno

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University of Maryland Adelphi
Computer Science

William Butler

M.S., Telecommunications Management
University of Maryland
Computer Science

Juanita Butler

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National Louis University
Business Administration

Jane Burman-Holtom

M.B.A.
University of Oklahoma
Business Administration

Silvia Castro

Ph.D., Educational Sciences
University of Porto
Arts and Humanities

Bob Chambers

Th.M., Old Testament Literature



Dallas Theological Seminary
Arts and Humanities

Viji Dilip

M.B.A.
San Jose State University
Business Administration

Cynthia Donnelly

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Mercy College
Arts and Humanities

Kamala Dorsner

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Natural Sciences

Yanick Douyon

M.S., Education
Barry University
English

Omar El-Mghari

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Johnson and Wales University
Mathematics

David English

D.B.A.
Northcentral University
Social Sciences

Maher Ghalayini

Ed.D., International Higher Education Administration
Northeastern University
Business Administration

Thomas Gillespie

Ph.D., Information Studies
University of California, Berkeley
Computer Science



Alberta Godfrey

M.B.A.

University of Maryland University College (UMUC)
Arts and Humanities

Shelly Gooden

M.A., Information Technology Management

Webster University
Arts and Humanities

Kathryn Goodenow

M.B.A.

Colorado Technical University
Business Administration

Florita Gunasekara

M.Sc., Environmental Science

American University
Natural Sciences

Abdul Hameed

M.Sc., Information Technology

University of Arid Agriculture, Pakistan
Computer Science

Charla Harmon

D.B.A.

University of Phoenix
Business Administration

David Hays

M.Ed., Curriculum and Instruction

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Mathematics

Mary A. Hernandez

M.A., Education with a Specialization in Counseling

University of Ottawa
Social Sciences

Safia Hirari

M.Eng., Computer Science



The University of Electro-Communication
Computer Science

Sandy Hoboy

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Valparaiso University
English

Gyula Horvath

M.Sc., Computer Science
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Trudy Iseghohi-Edwards

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Michael Kessler

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Sarah King

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Dimitrios Koumparoulis

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Mark Kuperman

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Marchelle Land

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Carl Letamendi

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Szymon Machajewski

M.S., Science with Project Management



Grantham University
Computer Science

Pablo Markin

Ph.D., Modern Languages and Cultural Studies
University of Alberta
Arts and Humanities

Donna Mills

M.A., Communication
Governor State University
Arts and Humanities

Amalio Monzon

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EOI Business School
Business Administration

Faime Moussavi

M.A., Economic Development and Law
University of Nice
Business Administration

Rick Moscatello

M.A., Statistics and Probability
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Mathematics

Mwinyikione Mwinyihija

Ph.D., Management
University of Aberdeen
Business Administration

Heather Nestorick

M.B.A.
Strayer University
Business Administration

Honore Nzambu

M.Sc., Computer Engineering
University of Kinshasa
Computer Science



Leo Odutola

M.Sc., Information Technology Management
TUI University
Computer Science

LeAnn O’Neal-Berger

M.A., Psychology
Chapman University
Arts and Humanities

Steve Olszewsky

J.D. and Ph.D., Accounting
Texas A&M University
Business Administration

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September 1, 2016 - August 31, 2017

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