



UNIVERSITY
OF THE PEOPLE
Tuition-Free Online University



GRADUATE CATALOG

UNIVERSITY OF THE PEOPLE

September 1, 2017 - August 31, 2018

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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,

A handwritten signature in black ink that reads "Shai Reshef".

Shai Reshef, President
University of the People



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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.
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 Distance Education Accrediting Commission is listed by the U.S. Department of Education as a recognized accrediting agency. The Distance Education



Accrediting Commission is recognized by the Council for Higher Education Accreditation (CHEA).

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. 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. UoPeople is licensed, authorized, exempted or approved in every U.S. state and the District of Columbia except Arkansas. Because of state regulatory restrictions, UoPeople currently does not accept applications from individuals who reside in that two state.
11. 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, 2016 to October 2, 2017.



CHAPTER 1: ABOUT THE UNIVERSITY

Academic Calendar 2017-2018

Academic Calendar 2017-2018 ¹	Term 1	Term 2	Term 3	Term 4	Term 5
Course registration opens ²	Jul 13, 2017	Oct 5, 2017	Dec 14, 2017	Mar 1, 2018	May 10, 2018
Course registration closes	Aug 2, 2017	Oct 25, 2017	Jan 3, 2018	Mar 21, 2018	May 30, 2018
Late course registration opens ³	Aug 18, 2017	Nov 10, 2017	Jan 19, 2018	Apr 6, 2018	Jun 15, 2018
Late course registration closes	Aug 20, 2017	Nov 12, 2017	Jan 21, 2018	Apr 8, 2018	Jun 17, 2018
First day of Term	Sep 7, 2017	Nov 16, 2017	Feb 1, 2018	Apr 12, 2018	Jun 21, 2018
Last day - course drop	Sep 13, 2017	Nov 22, 2017	Feb 7, 2018	Apr 18, 2018	Jun 27, 2018
Last day - course withdrawal	Oct 4, 2017	Dec 13, 2017	Feb 28, 2018	May 9, 2018	Jul 18, 2018
Final exam period starts	Nov 2, 2017	Jan 11, 2018	Mar 29, 2018	Jun 7, 2018	Aug 16, 2018
Final exam period ends	Nov 5, 2017	Jan 14, 2018	Apr 1, 2018	Jun 10, 2018	Aug 19, 2018
Last day of Term	Nov 8, 2017	Jan 17, 2018	Apr 4, 2018	Jun 13, 2018	Aug 22, 2018
Grades published by ⁴	Nov 15, 2017	Jan 24, 2018	Apr 11, 2018	Jun 20, 2018	Aug 29, 2018

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

² Registration dates are set according to class standing group. Class standing is determined by the number of credits earned towards a degree.

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 2017-2018

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 4, 2017
Veterans Day	Nov 11, 2017
Thanksgiving Day	Nov 23, 2017
Christmas Day	Dec 25, 2017
New Year's Day	Jan 1, 2018
Martin Luther King Day	Jan 15, 2018
Presidents Day	Feb 19, 2018
Memorial Day	May 28, 2018
Independence Day	July 4, 2018



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 (NSC). 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 Sciences 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 highlyqualified UoPeople Associate’s Degree graduates to transfer to complete a Bachelor’s Degree at Berkeley, with a special focus on California residents.
 - Over 4,000 students from over 180 countries were admitted.



- The 2016-17 academic year was one of continued progress.
 - January 2017 – UoPeople was reaccredited for five full years.
 - Over 9,000 students from over 200 countries and territories were admitted.



CHAPTER 2: ACADEMIC POLICIES

All students and faculty are bound by the terms of all of the 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 and, depending on the policy, in subsequent Addenda to this Catalog.

Diversity and Inclusivity Policies

University of the People is strongly committed to furthering the academic success and the general development of its diverse and international student body. University of the People works to promote a learning environment characterized by inclusiveness, values awareness and an 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 their Program Advisor 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, administrative, 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 educational 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 are considered public information; these may be shared without a student's consent unless a student has blocked disclosure of his or her 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 legitimate educational interests or as directed by a senior institutional officer 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/>.

Among the principles outlined in the University's Social Media Policy are the following:

- 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

*Although students have the option of filing a complaint with an outside agency, most states require that students first attempt to resolve their issue directly with the University. As such, UoPeople strongly encourages students to first file a formal complaint with the University, before resorting to an outside agency. Students with an issue or concern about their experience with UoPeople who wish to file a formal complaint should contact the **Grievance Officer** directly at Grievance@uopeople.edu.*

The Procedure

Submission of a Complaint

- I. Formal grievances are submitted to the Grievance Officer at Grievance@uopeople.edu
- II. The complaint must include:
 - a. A full description of the problem,
 - b. The identity and status of the individual against whom the complaint is being lodged,
 - c. A description of what may have been done to try to resolve the matter informally,
 - d. A suggested action requested or recommended to resolve the matter, and
 - e. Any supporting documents.



- III. Once the complaint is received, the Grievance Officer reviews it for appropriateness for the grievance procedure and emails the grievant acknowledging receipt of the complaint.
- IV. If the complaint is not appropriate for the grievance procedure, the grievant is informed and may be referred elsewhere as appropriate.
- V. The Grievance Officer will dismiss the application if the formal procedure for complaints is not followed.

The Investigation

- I. In all instances, the respondent/s is/are notified of the complaint immediately and receive/s a copy of it. The respondent/s is/are given 15 calendar days within which to submit a written response.
- II. Non-participation is not presumed to indicate guilt, but the investigation will continue without a response, and a finding will be issued.
- III. The Grievance Officer will initiate an investigation of the complaint 15 days after the respondent/s is/are notified of the complaint, with or without a response from the respondent/s.
- IV. In undertaking the investigation, the Office will have complete discretion to gather any and all relevant information about the incident. All the information gathered in the process of the investigation will be considered confidential and shared only with those with a need to know.
- V. 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/s. Any disciplinary action against the respondent will be promptly put into effect.

Appealing the Finding

- I. Both the grievant and the respondent/s have the right to appeal the final decision. The appeal must be submitted to the Grievance Officer at Grievance@uopeople.edu within 10 calendar days of issuance of the formal finding. The Grievance Officer will then communicate the appeal to the Appeals Committee.
- II. Appeals will only be considered in instances where:
 - a. the appealing party has new information that was not available at the time of the investigation;
 - b. the appealing party has identified procedural irregularities of a magnitude that would change or affect the finding; or,
 - c. The appealing party believes the finding and/or disciplinary action to have been inconsistent with the facts of the situation.
- III. The Appeals Committee will then exercise their discretion to determine:
 - a. If the process of the Formal Complaint had been fair;
 - b. If the decision was reasonable based on the facts; and,
 - c. If the sanction was a reasonable one.
- IV. The Appeals Committee will not conduct a new investigation and will make its decision



within 20 calendar days of the receipt of the appeal from the Grievance Officer. The decision of the Appeals Committee is final.

- V. The final decision will be sent to the Appellant via email and to the head of the relevant department and a detailed log of each grievance will be kept in the UoPeople central database.
- VI. Access to this data is limited to the Office of the President 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 from the institution for students, or termination of employment or other affiliation for staff and faculty.

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 Grievance Officer.

Violators of this policy shall be subject to appropriate disciplinary proceedings as set forth in the Grievance Policy, and may be subjected to sanctions including, but not limited to, disciplinary warning or dismissal for students, and termination of employment or other affiliation for staff and faculty.

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 for students, and termination of employment or other affiliation for staff and faculty.

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, 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 the course of accessing 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 assigned 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 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.



CHAPTER 3: GRADUATE ADMISSIONS

Applicants to UoPeople’s online Master’s of Business Administration (MBA) in Management complete a two-step application process. First, applicants complete a fairly simple, straightforward online application (*described below*). No admissions testing is required. After meeting the initial admissions requirements, applicants can be admitted to begin studying as early as the very next term. allows individuals to begin taking classes. These classes allow students to a) demonstrate their preparedness for graduate-level studies and b) test the fit between their learning modalities, motivation, and support networks and the requirements of an online learning environment and the institution’s pedagogical model.

While they are taking the first few courses, students complete the second step of the admissions process (*described below*). Those who successfully complete their courses may then be admitted to be Degree Seeking Students. In general, most courses taken during the first phase can be accepted for credit towards one’s degree program after being accepted as a Degree Seeking Student (DSS), so no time is lost on the path towards a degree.

MBA Admissions Requirements

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

- **Bachelor’s Degree Requirement**
Applicants must have earned a Bachelor’s Degree from an accredited institution.
- **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.
- **Proficient in English**
Show evidence of English Language proficiency (*see below*).



Application Process

Individuals wishing to apply for admission to pursue a Master of Business Administration follow this 2-step application process.

Overview of the Application Process – Steps 1 and 2

Step 1 – MBA Foundations Application Process. Students must:

- Pay the \$60 non-refundable application fee.
- Complete the online application that requests his or her education history including the names of all colleges and universities that had previously been attended, their locations, the dates during which the applicant was enrolled in each, and names of all earned degrees. The Office of Admissions may request that applicants provide additional information about their educational history to supplement the information submitted in the online application.
- Show evidence of English language proficiency.

Step 2 – Application Process to Be a Degree Seeking Student (DSS) in the MBA Program. Students must:

- Submit a resume showing at least two years of work experience and the dates of all employment (e.g., month and year). This can be submitted electronically.
- Submit one letter of recommendation which can be submitted electronically.

Notes about the Application Process

- UoPeople is licensed, authorized, exempted or approved in every U.S. state and the District of Columbia except Arkansas. Because of state regulatory restrictions, UoPeople currently does not accept applications from individuals who reside in that state.
- UoPeople accepts for admissions consideration official college and university credentials that show graded coursework taken in pursuit of and/or the award of a Master's and/or Doctoral degree.
- University of the People does not require scores on the Graduate Record Examination (GRE) or the Graduate Management Aptitude Test (GMAT).
- Any document sent by an applicant and/or student in support of their application may be reviewed by relevant institutions, including the institution issuing the documentation and/or by approved UoPeople credential evaluation services. Applicants and/or students will be responsible for any additional fees required for third-party evaluation.



MBA Foundations Application Process – Step 1

As above, in order to complete Step 1, applicants must:

- Pay the \$60 non-refundable application fee.
- Complete the online application that requests his or her education history including the names of all colleges and universities that had previously been attended, their locations, the dates during which the applicant was enrolled in each, and names of all earned degrees. The Office of Admissions may request that applicants provide additional information about their educational history to supplement the information submitted in the online application.
- Show evidence of English language proficiency (*see below*).

Applicants meeting these admission requirements are admitted to take a minimum of three (3) and a maximum of four (4) courses in MBA Foundations.⁵

All applicants who start the online application are assigned an Admissions Advisor who is available to guide and support them throughout the entire admissions process. The Admissions Advisor is available to answer questions, and provides encouragement to applicants as they complete the application requirements.

Demonstrating English Proficiency

English is the language of instruction and all applicants must demonstrate English proficiency. Please note that English Language proficiency must be demonstrated during Step 1 of the application process. Applicants at the graduate level must submit proof of English Language proficiency in one of the following ways:

- Be a native English speaker; or
- Show evidence of having earned a degree from a college or university 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" (3.00 on a 4.00-point scale) or higher at an accredited college or university where the language of instruction was English; or
- Provide a score report that shows having met the minimum score requirement on one of the following English proficiency qualification exams:

⁵ Only coursework at the 5000-level and above is counted in this maximum.



English Proficiency Qualification	Minimum Score Required for 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.

English proficiency qualification test documentation may be submitted electronically by the issuing institution 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 language proficiency 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.

Students Unable to Provide Proof of English Proficiency – English Composition 1

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 be considered for provisional admission as a non-degree student to demonstrate English proficiency. If admitted, these students will be required to successfully complete a University approved English course and examination, ENGL 0101 English Composition 1. Those who earn a combined passing grade of 73% or higher will be fully admitted and can begin taking courses in UoPeople Foundations.

Students are permitted to enroll in ENGL 0101 English Composition 1 on two occasions only, excluding course drops and withdrawals. Those who fail the course the first time it is taken are given the opportunity to repeat it one additional time. If unsuccessful in passing the course on the second try, students will be dismissed without appeal. A student dismissed for failing ENGL 0101 twice may reapply to the University no sooner than five academic terms later.



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 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 MBA Foundations courses does not constitute admission as a Degree Seeking Student in the MBA Degree Program nor does it ensure preference for admission to the University at a later date.

Application Process to Be a Degree Seeking Student (DSS) in the MBA Program – Step 2

Minimum Requirements at MBA Foundations

In order to be apply to be a Degree Seeking Student, students enrolled in MBA Foundations must have successfully completed courses as follows:

- To be considered for admission to the MBA Degree Program in Management, students must enroll in a minimum of three (3) and up to four (4) courses in MBA Foundations.
- Students in MBA Foundations must earn at least a B- grade (2.67) in each of the first three courses they take in MBA Foundations.
- Students who do not earn a 2.67 in each of these first three courses may take up to a maximum of four courses in all in order to try to demonstrate preparedness for graduate-level work. They must earn a Cumulative Grade Point Average (CGPA) of 2.67 or above in the four courses in order to be considered for admission to the MBA Degree Program in Management.

Students who have completed four (4) courses in UoPeople MBA Foundations and have not earned the minimum 2.67 CGPA will not be admitted to the University as a degree student and may not continue as an enrolled student.



If a student completes MBA Foundations and is admitted to UoPeople as a Degree Seeking Student, their CGPA is reset to 0.00.

Questions about applying to the MBA Program offered by the University of the People should be directed to admissions@uopeople.edu.

Submission of Official Documents

Whilst in MBA Foundations,, applicants wishing to be admitted as Degree Seeking Students in the MBA Degree Program must submit the following:

- **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 an individual who can write knowledgeably about their academic background and/or work experience. The letter must be written by the recommender and be 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**

Applicants must submit proof of having earned a Bachelor's degree from a U.S. accredited institution by sending an official transcript in one of the following formats:

1. The original diploma or transcript showing the date of graduation (can be mailed to UoPeople or submitted online); or
2. A photocopy of the original diploma or transcript showing the graduation date that has been certified by a notary (can be mailed to UoPeople or submitted online); or
3. The best evidence available including a signed certification from the applicant regarding having earned the credential, a written explanation of why an official diploma and/or transcript cannot be sent, and/or an attachment of an unofficial/copied/scanned diploma or transcript.

All diplomas and transcripts submitted for admissions consideration by mail should be sent to:

University of the People
Office of Admissions
225 S. Lake Ave., Suite 300
Pasadena, CA 91101, USA



Submission of these materials does not guarantee admission. The Office of Admissions will assess an applicant's dossier on an individual basis to determine acceptance, keeping a full record of the submissions and evaluations.

All documents submitted for admissions consideration must be received by the Office of Admissions at UoPeople by Week 6 of the term prior to beginning studies as a Degree Seeking Student as specified in the Admissions Calendar shown below.

Diplomas and transcripts that are not in English must be submitted together with an official notarized translation mailed directly to UoPeople or submitted online.

All documents submitted as part of the application process become the property of University of the People and will not be returned to applicants.

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 any UoPeople degree invalidated.

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

6. An Asylum-Seeker's Permit; or



7. 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

The table below contains important dates related to the admissions process. The deadline for submitting the online application required in Step 1 for any given term is the ‘Application Deadline’ shown below, of the same term. This deadline covers all necessary documentation for Transfer Credit applications, as well as English Proficiency qualifications. For example, in order to start your studies in Term 2, you should submit your application and relevant documentation by October 5th, 2017.

Those submitting official documentation in order to be admitted as a Degree Seeking Student (Step 2) should ensure that their documentation is submitted by the “Deadline for Submission of Official Transcripts and Diplomas” in the previous term (for example, in order to start your degree studies in Term 2, you should submit your documents by the deadline shown for Term 1, being October 12, 2017).

Admissions Calendar AY2017-2018

	Term 1	Term 2	Term 3	Term 4	Term 5
Application Deadline ⁶	Jul 13, 2017	Oct 5, 2017	Dec 14, 2017	March 1, 2018	May 10, 2018
Final Notice of Admission ⁷	Aug 17, 2017	Oct 26, 2017	Jan 11, 2018	Mar 22, 2018	May 31, 2018
First Day of Term	Sep 7, 2017	Nov 16, 2017	Feb 1, 2018	Apr 12, 2018	Jun 21, 2018
Deadline for Submission of Official Transcripts and Diplomas ⁸	Oct 12, 2017	Dec 21, 2017	Mar 8, 2018	May 17, 2018	Jul 26, 2018

⁶ The deadline for UoPeople applicants for submitting their online application. This is the deadline for application requirements, including relevant documents such as proof of English proficiency if needed. Applicants may apply for admission for any of the five terms throughout the school year.

⁷ The last day in which UoPeople notifies applicants who have completed the admissions process, in regards to the admissions decision for the following term.

⁸ Deadline for UoPeople students in Foundation courses for submitting application requirements to be considered for admission as a Degree Seeking Student in the following term.

* 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

The transferability of credits you earn at University of the People is at the complete discretion of the institution to which you may seek to transfer and may include a transfer fee. Acceptance of the degree you earn in the UoPeople educational program in which you are enrolling is also at the complete discretion of the institution to which you may seek to transfer or enroll. If the credits or degree that you earn at this institution are not accepted at the institution to which you seek to transfer or enroll, you may be required to repeat some or all of your coursework at that institution. For this reason, you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer or enroll after attending University of the People to determine if your courses and/or degree will transfer or be accepted.

If you require an official transcript in order to transfer from UoPeople to another institution before you have graduated from UoPeople, the cost of an official transcript is \$15.

Additionally, any enrolled UoPeople student that took (or is currently taking) classes at a different academic institution is able to apply for a credit transfer.

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



Transfer Students

The course(s) in which the student wishes to transfer must come from an accredited post-secondary institution recognized by the U.S. Department of Education. Credit for courses from universities outside the US requires a review by an established foreign evaluation service.

Internal Transfer Credits (from MBA Foundations courses)

UoPeople does allow its own Degree Seeking Students to transfer certain credits previously completed at UoPeople while studying as a student in MBA Foundations. Transfer credit will be awarded only:

- for a maximum of 4 courses in MBA Foundations, or 12 semester hours
- for courses at the 5000-level or above
- where a grade of C (2.67) or higher was earned in the course

These courses will not be recorded on the transcript as applying towards a UoPeople degree until a Degree Seeking Student has completed at least one graded course after being admitted to the University for degree study. Courses that are eligible for internal transfer of credit from MBA Foundations in accordance with the conditions listed above will count towards meeting degree requirements, but the grades achieved in MBA Foundations will not be calculated in the degree student's cumulative grade point average (CGPA).

External Transfer Credits (from other institutions)

UoPeople is committed to ensuring that each and every credit transferred to its courses and programs is individually assessed, without partiality. During the evaluation process, every course credit is considered individually using all the information available to UoPeople. This includes a course description, test results (if any), and any additional information given during the application process.

UoPeople may award 50 percent of the credits required for the MBA Program (exceptions may be made in special cases to a maximum of 75 percent). Hence, UoPeople will apply no more than 27 transfer credits toward the completion of the MBA Degree.

Every application is reviewed by the Office of Transfer Credit, which is responsible for assessing a course's relevancy to the UoPeople degree program. Acceptance of credits is at the University's sole discretion and meeting minimum requirements does not guarantee transferring.

Students should then complete the degree program admissions process (the MBA Foundations courses requirement according to the university policy) and become UoPeople degree students.



The credits which were unofficially approved will be officially approved and transfer into the student's transcript only once the student has completed at least one degree course at UoPeople and only after paying an Evaluation Fee of \$17 per accepted course.

Applicants who fail to pay the Evaluation Fee and transfer their credits into their UoPeople transcript within the required timeframe will be assumed to have declined the offer of transfer credit and their transfer credit application will be closed.

At its discretion, the University may re-review applications of rejected credits from students who wish to appeal the transfer credit decision by emailing the office of transfer credit at Transfer.Credit@uopeople.edu.

UoPeople accepts credit transfers, according to its policy, which can be found on the UoPeople.edu website.

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 submitted in any part of 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 current members of the National Association of Credit Evaluation Services, such as WES, IERF or FACS. The University may also accept evaluations from other credible sources, and students are welcome to check with 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. To be considered for admission, the online application and any required documentation must be received by the relevant application deadlines noted above.



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 acceptance, and 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 published above.

Applicants and 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 an undergraduate degree. Undergraduate degrees are not designed to prepare one for any particular position, trade or field and do 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 it does not offer an internship placement service. Workshops on topics such as resume development, interview strategies, communication skills, job search techniques and follow-up are offered to Degree Seeking Students and the University helps provide links for students in these areas.



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 application, transfer credit, and Assessment Fees, and reserves the right to change the cost of the Application Processing Fee, the transfer credit Evaluation Fee, or the Assessment Fee, at its discretion. 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 graduate level 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 Processing 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.

Evaluation Fee for Transfer Credit

- The \$17 Evaluation Fee is assessed on every course that UoPeople accepts for transfer credit.
- The Evaluation Fee must be paid before a course will be recorded on a UoPeople transcript as having been accepted as meeting a UoPeople degree requirement. For currently-enrolled Degree Seeking Students, the transfer credit becomes official upon payment of the fee, at which time it is immediately transcribed. For applicants and non-degree students, transfer credit does not become official nor is it transcribed until the individual has paid the fee and has completed at least one graded course as a Degree Seeking Student.

Assessment Fees¹⁰

- Assessment Fees apply to all students studying at the University.
- Graduate degree-seeking students and all non-degree students¹¹ are required to pay a Assessment Fee of \$200 per course at the University.

¹⁰ Assessment Fees includes references to all fees labeled as Examination Processing Fees in previous editions of the UoPeople Catalog and Addenda.

¹¹ Non-degree students include all students studying in MBA Foundations, students enrolled in ENGL 0101 English Composition 1 to demonstrate English proficiency, students taking prerequisites to be admitted for graduate study, and any other student who is not in a degree program.



Total Estimated Fees

Total estimated fees for a degree program taken entirely at University of the People are listed below. Fees may be less if a Degree Seeking Student has had transfer credit officially recorded on his or her transcript.

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.

Program	Application Processing Fee	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 Assessment Fee for each course taken.
- Assessment Fees for courses numbered below the 1000-level; e.g., ENGL 0101 English Composition 1. The Assessment Fee for ENGL 0101 is \$100.
- 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, the transfer credit Evaluation Fee, and the Assessment Fee. The amount of the 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 Assessment Fees no later than June 1st.



Payments

- Payments methods for any of the fees include online payment avenues, such as 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 Assessment Fees when the drop/withdrawal period is over. All outstanding balances for Assessment Fees must be paid by the end of the final exam period.
- If the 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. When this occurs, 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 have been made and the hold is removed. If all outstanding balances for 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 who paid but did not register themselves to courses will remain on hold until the next term.
- 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 Assessment Fee payments to avoid interruption of their academic schedule. Students unable to pay the Assessment Fees may be required to put their studies on hold while they secure additional funding. If the student needs to put his or her studies on hold while securing additional funding beyond whatever UoPeople's financial aid they may have been awarded, the student should apply for a Leave of Absence (LOA) from the University.
- Students may review outstanding balances and payments due to the University. 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 who drop or withdraw from a course within the required deadline are not required to pay the 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 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 Assessment Fee. The 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 this may be subject to change in the event that scholarships were to become available. 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 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 the personal advisor. 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 is entitled to 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 UoPeople 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

Students must pay the state-imposed assessment for the Student Tuition Recovery Fund (STRF) if all of the following apply:

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

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

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

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

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

- The school closed before the course of instruction was completed.
- 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.



- 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.
- 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.
- 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 Assessment Fee for students residing in California remains the same. A portion of that 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 nine 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 terms¹² 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 (that is, enrolled but active) , and/or on a Leave of Absence.

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.

¹² All coursework for the MBA must be completed within 5 years (60 months) after the student's initial matriculation in the MBA program.



Additional UoPeople Degrees

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 program at UoPeople after the commencement of the MBA.

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.

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.



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 program moves students from application to practice, providing a deep knowledge of business functions, processes and products and a comprehensive understanding of today's technology-driven environment.

Coursework emphasizes seven strategic managerial competencies - creating and maintaining domestic and international competitiveness; presenting and persuading for decision making; financing; hiring, motivating and managing; ethics and behavior; innovation; and managing processes. Grounded in the cross-cutting dimensions of globality, diversity and cross-cultural awareness; training in tools, techniques and strategies; and application to practice, it prepare graduates to operate in today's dynamic organizational contexts.

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 program is designed to:

- Provide an understanding of the key sociological, psychological and organizational concepts and theories necessary for effective leadership and management
- Cover the knowledge and skills needed to plan, structure, manage, and monitor organizations
- Introduce methods for improving productivity, responsiveness, quality and customer/client satisfaction



- Provide in-depth knowledge of operational areas and their functions, processes and interrelationships
- Develop cross-cultural awareness and an understanding of the globality of today's economy
- Foster an ability to act creatively and be a driver for change
- Instill an appreciation for the importance of legal and ethical behavior on the part of the organization and its members
- Nurture student potential and promotes increased self-awareness and growth
- Support the development of networks among peers from around the globe

Successful graduates of the program will learn 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 is structured around three curricular components: Core Courses, Electives, and the 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.

- 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

Students choose electives to reflect individual interests. 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. It offers student the opportunity to apply the knowledge and research skills gained in their MBA coursework to an applied management project. Students present a final research product 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
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: None 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 5110, BUS 5112, and BUS 5113

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 5110, 5112, and BUS 5113

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 5110, BUS 5112, and BUS 5113

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 5110, BUS 5112, and BUS 5113

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 5110, BUS 5112, and BUS 5113

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 5110, BUS 5112, and BUS 5113

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 5110, BUS 5112, and BUS 5113

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.

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 are also asked to participate in other surveys. Findings from these evaluations and surveys are used to improve student learning and the 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 to the opportunities, responsibilities, and resources that exist 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 of 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; and 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 UoPeople. In critiquing the work of peers, students consolidate their own knowledge and skills even as they are contributing to the growth and learning experience of others. Students whose work is being discussed have the benefit of input from multiple sources, which extends their understanding of the concepts. It also 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.

During the Learning Week following the submission of 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 that 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 monitor peer reviews for anomalies. Because the student's assignment is assessed three times, Course Instructors identify discrepancies in grading when monitoring the scores of the assessments and may adjust the scoring, as appropriate, or override 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 systemic Moodle site technical error. Documented proof of an exceptional, extended systemic 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 periods.

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 on our website and at the beginning of this catalog. 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 the 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 Academic Calendar published above; 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 of 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 who find that they are frequently dropping or withdrawing from courses are strongly encouraged to contact their personal Program Advisor and/or the Program Advising Office at advising@uopeople.edu.

Please note that the University seeks to process drops and withdrawals in a prompt manner. The removal of the student is valid from the moment of the request, regardless of when Moodle reflects the removal. Work in the class, before or after the drop or withdrawal request, will not count towards a final grade in the class.

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 for completing the required work in all courses in which they are still enrolled after the withdrawal deadline. Only the most serious circumstances warrant withdrawing from a course after the last day of the withdrawal deadline listed in the Academic Calendar above. 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 no later than 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 will be reflected 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. 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.
- Grades above F and below C will be recorded on the student's transcript with the letter grade but with a zero grade-point as they are not considered satisfactory performance.



The University has established the following graduate-level 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	0.00
D+	68-69	0.00
D	63-67	0.00
D-	60-62	0.00
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.

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 $(3.67 \times 3) + (2.33 \times 3) + (0 \times 3) = 18$ 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 2.50 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 accordingly.
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. 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) applies only to students in the Degree Program.

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. 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.

Academic Warning

Students who had been in good standing in the previous term and whose minimum cumulative GPA drops to below 2.50 at the end of the current term are placed on Academic Warning. Students on Academic Warning who meet or exceed a 2.50 cumulative GPA during the subsequent term return to good standing. Students on Academic Warning are encouraged to be in contact with their personal Program Advisor.



Academic Dismissal

Students who had been on Academic Warning in the previous term and whose minimum cumulative GPA continues to be below 2.50 at the end of the current term, are dismissed from the University.

Academic Dismissal is a permanent separation from the University, and means a student may not enroll in any succeeding term unless given permission by the Student Affairs Committee pursuant to the appeals process.

Academic Dismissal Appeals

Dismissal appeals are available only for Graduate Students.

Students who have encountered unexpected or extenuating circumstances that significantly prevented them from completing their academic requirements are eligible to request reconsideration of the dismissal decision by submitting a written appeal to the Student Affairs Committee no later than thirty days from the dismissal notice. Students who do not request an appeal within the 30-day deadline forfeit their right to appeal.

The appeal should include a clear description of the basis of the appeal, students' reflections about their own academic difficulties at the University, and evidence of probable academic success if permitted to return to the University. Students should also submit any documentation of mitigating circumstances contributing to their poor academic performance.

All appeals should be sent to the student's Program Advisor, who will send the appeal to the Office of Student Services at student.services@uopeople.edu and will then be directed to the Student Affairs Committee. Once the appeal is submitted, students will receive a confirmation email within one week from the Office of Student Services and a final decision about the appeal within six weeks of the submission of their appeal. Decisions rendered by the Committee are final and binding.

When an appeal is granted, the Office of Student Services will process the student's reinstatement automatically. Once this is complete, the student will be required to sign a contract for Improved Academic Performance with the Program Advising Office by the first day of the term of reinstatement or will not be permitted to return to their studies.

Dismissed students whose appeals are denied and who wish to return to their studies at UoPeople are required to apply Reinstatement as a Degree Seeking Student after being out of residence from the University for a minimum of five 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 (that is, enrolled and inactive). For more information on Reinstatement, see 'Matriculation Policies' under Chapter 16 below.



CHAPTER 11: GRADUATION

All University students are subject to the graduation requirements outlined in the University Catalog in force in the term in which they matriculated 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 by registered mail and will incur an extra fee.
6. Graduation documents will be automatically sent to the address the student enters 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 their Program Advisor at which time the Program Advisor 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 up to 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 additional copies of their transcript following graduation must pay a \$15 USD 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. Each request to send an official transcript to another institution or organization must be accompanied by the \$15 USD transcript processing fee.

Students who wish to receive a second copy of both the Diploma and official transcript must pay \$25 USD.

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 a 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. Solicitation of other students for financial assistance or business enterprises are expressly prohibited.

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 the pursuit of knowledge, every individual at UoPeople is responsible for following accepted standards of academic integrity and for sharing a commitment to upholding these values in all academic pursuits.

University of the People students are expected to work diligently to ensure that all assignments, exams or other coursework 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. Under no circumstances are students allowed to publicly share (for example on blogs, websites, social media, databases) their work completed at or for University of the People until two calendar years from the end of the student's final term of study.

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, using or receiving copies of the work of someone who had previously taken the UoPeople course, 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, quiz and/or exam resets, or extensions.



- Collusion—assisting another student in committing an act of academic dishonesty, including providing information about or copies of one’s own work from a course that had been previously taken at UoPeople.

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 or any other work product, students should contact their Course Instructor and should not assign the student a grade as part of the peer assessment process.

Disciplinary Process

All violations are reported by the Office of Academic Affairs to the Office of Student Services. Breaches of the Code of Academic Integrity and the General Code of Conduct are grounds for disciplinary action and are permanently noted in a student’s academic record. All violations are cumulative and may accumulate throughout a student’s studies at University of the People, regardless of which course the violations take place in. All Code of Conduct violations will be defined as severe violations (see below), unless the Office of Academic Affairs decides otherwise. Therefore, the process for a student’s first three violations as described below will typically apply only to Code of Academic Integrity violations.

Violations are normally subject to the following sanctions by the University:

First violation: Warning is issued by the course instructor, the student is issued a zero by the Office of Academic Affairs on the assignment, and a permanent note is added to the student’s record.

Second violation: Student is issued a zero on the assignment or exam in question. The student may also receive a failing grade in the course as determined by the Office of Academic Affairs.

Third violation: Student is issued a failing grade in the course.

Fourth violation and up will be treated as severe violations (see below).

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. Sanctions may also be cumulative; no sanction must necessarily be exhausted before another sanction is imposed.

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, coursework, research, theses, or other final projects.



Once a student has accumulated more than three violations, or when a violation was defined as severe at the discretion of the Office of Academic Affairs, the following violations will all constitute severe violations.

In cases where a student is determined to have committed a severe violation:

The Office of Academic Affairs may decide to suspend the student's access to University services such as Moodle and Yammer, even if such suspension affects the student's ability to complete his or her courses.

The student will be contacted by a University official to advise the student of his or her alleged violation 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.

If a student does not respond to the allegations found against them the student forfeits the right to a decision by the Student Affairs Committee and may receive a failing grade in the course and be subject to dismissal from the University, depending on the severity of the violation as recommended by the Office of Academic Affairs.

However, if a response is submitted, his or her case is referred to the Student Affairs Committee. Following receipt of the student's written response, the Student Affairs Committee will conclude whether the student violated the General Code of Conduct or Code of Academic Integrity and, if so, will determine what disciplinary sanctions will be imposed on the student in respect to 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, or permanent dismissal from the University. The Office of Student Services will communicate with the student regarding the investigation and determinations of the Student Affairs Committee.



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. Please note that in order to approve such a request, supporting documents must be sent.

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 (enrolled but inactive).

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 may be granted an administrative leave if they did not register for courses nor did they apply for a leave of absence but they are still entitled to additional leaves under the inactive policy above.

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.

Students may be granted an administrative leave if they did not register for courses neither did they apply for a leave of absence and is entitled to additional leaves.

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.

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.



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.

Matriculation Policies

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

Students who have left the institution, and later seek to return to study, are required to re-apply for admission and to pay the Application Processing Fee, and/or the 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 (that is, enrolled but inactive).

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.

- Only on the first occasion that students are administratively withdrawn for any reason will they have the option to submit an appeal within thirty (30) days after the date they were dismissed 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 are required to submit a form/request for re-enrollment, reinstatement or academic renewal, depending on the number of consecutive terms that the student has been out of residence.
- 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. Requests to return from these students will be sent to the Student Affairs committee for a determination of whether or not to allow them to resume their studies.



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 (that is, enrolled but inactive).

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 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 were 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 (that is, enrolled but inactive).
- 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 Dean of Student Affairs. 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, or who had formally withdrawn from the University or may have been academically dismissed, may apply for Academic Renewal by contacting the Office of Student Services at student.services@uopeople.edu.

Additionally, former students who have been academically dismissed from UoPeople and wish to return to their studies are required to apply for Academic Renewal after being out of residence for a minimum of fifteen (15) terms and paying the Application Fee in effect at the time they apply to the University.

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 (that is, enrolled but inactive).

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 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: TECHNOLOGY, LIBRARY, AND OTHER UNIVERSITY SERVICES AND OFFICES

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.

Technology

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, 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 it. Students wishing to change information should do this via the Student Portal using the “Change Personal Information” form.



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 should contact Moodle Support at 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.

Record the exact time (University of the People time) that the error occurred

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 the 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.

Other University Services

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. By participating in online internships in a variety of sectors, students gain 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 Degree Seeking Students and are announced by email over the course of their studies.

Mentorships

The University of the People Mentorship Program provides students with a support system throughout their time at the institution. UoPeople mentors are industry-leading professionals and valued members of the UoPeople global community who help support our students as they work to accomplish their personal, academic and professional goals. Through the mentorship program, students receive guidance, encouragement and the skills necessary to succeed both in their studies and beyond the classroom.

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.

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 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. 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 Office of Student Affairs (student.affairs@uopeople.edu) oversees the review of Satisfactory Academic Progress, the naming of students to the President's, Dean's and Honor's List, UoPeople Partnership nominations, 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 (student.services@uopeople.edu) 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 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 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 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

Christian Akaeze

D.B.A.

Walden University

Business Administration



Nana Akaeze

D.B.A.
Walden University
Business Administration

William Allman

Ph.D., Education
Nova Southeastern University
Business Administration

Ida Ayvazians

J.D., Law
Whittier Law
Business Administration

Melissa Bartlett

Ph.D., Accounting
University of Phoenix
Business Administration

Kim Bell

Ph.D., Psychology
Capella University
Business Administration

Frank Billingsley

Ph.D., Public Policy and Administration
Walden University
Business Administration

Pamela Caldwell

Ph.D., Management, Environmental and Social Sustainability
Argosy University
Business Administration

George Conley

D.B.A.
Apollos University
Business Administration



Lynne Conte

Ph.D., Organization & Management
Capella University
Arts and Humanities

Bari Courts

Ph.D., Organization & Management
Capella University
Business Administration

Eleftheria Egel

Ph.D., Management
University of Nice
Business Administration

David English

D.B.A.
Northcentral University
Business Administration

Jacent Gayle

Ph.D., Business - Accounting
Capella University
Business Administration

Gaberella Green

D.B.A., Accounting and Management
Argosy University
Business Administration

Heather Hall

Ph.D., Public Policy and Administration
Walden University
Business Administration

Janie Hall

D.B.A.
Walden University
Business Administration



Dimitrios Koumparoulis

Ph.D., Economics and Regional Development
Universidad Azteca
Business Administration

Don Lee

Ph.D., Management
Walden University
Business Administration

Larry Lettau

Ph.D., Accounting
Capella University
Business Administration

Peter McAliney

Ph.D., Higher Education Administration, Leadership, and Technology
New York University
Business Administration

Kristine Medyanik

D.B.A., Organizational Psychology
Northcentral University
Business Administration

Ladun Odugbesan

Ph.D., Management
University of Phoenix
Business Administration

Steve Olszewsky

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

John Osiemo

D.B.A.
University of Phoenix
Business Administration



Tokunbo Osinubi

Ph.D., Economics
University of Ibadan, Nigeria
Business Administration

Angela Palmer

Ph.D., Business Administration
Northcentral University
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GRADUATE CATALOG

UNIVERSITY OF THE PEOPLE

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