MUST UNIVERSITY
FLORIDA - USA

CATALOG

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TABLE OF CONTENTS

CATALOG DISCLAIMER

*Metropolitan University of Science and Technology (**MUST**) reserves the right to change programs or courses, start dates, tuition, fees, or to cancel or withdraw programs or courses. Any changes will be made in accordance with applicable state rules and regulations. Changes in information in this catalog will be published as applicable. It is the responsibility of each student to ascertain current information that pertains to the individual programs, including, but not limited to, degree requirements, by accessing the latest publication of the Catalog and/or its addendum electronically via the University webpage or by contacting the appropriate university office. MUST University assumes no responsibility for catalog errors or omissions.*
An electronic copy of this catalog is available at mustedu.com.

NOTICE OF NON-DISCRIMINATION

MUST prohibits discrimination or harassment based on race, handicap, national or ethnic origin, creed, color, gender, social or political condition , religious, or any other protected status, the University observes all Title IX Federal regulations. Additionally, The University abides by Section 504-Rehabilitation Act and Americans with Disabilities Act (ADA)

The Title IX Coordinator for students, parents or guardians, employees and applicants for admissions and employment is Nydia Bonilla and can be reached at Telephone: (561) 465-3277, Email: nydia.bonilla@mustedu.com.

MUST UNIVERSITY PHYSICAL FACILITIES

MUST's physical location is in Boca Raton, Florida at 1960 NE 5th Avenue. Its campus facility consists of approximately 3,000 square feet. The campus facility features spacious and well-equipped classrooms, computer workstations, and a studio section for its community. The facilities also include administrative and academic offices, and student services offices, with a secure and ample parking area available for its university community.

Hours of Operation
The administrative office is open from Monday through Friday from 8.30a.m. – 5:00 p.m.
Telephone number: (561) 235-1048. Faculty are available via the University's Learning Management System communication, via email, and via communication platforms such as WhatsApp. Faculty provide their contact preference via the course syllabus at the start of their respective course.
Website: www.mustedu.com

Welcome to MUST University,

Metropolitan University of Science and Technology (MUST) is the continuation of a dream of transforming lives while shaping a new educational approach toward education.

Our goal is to continue the legacy of providing our students with opportunities to impact their lives through the pursuit of quality and accessible education. We are committed to welcoming our students to a learning environment that supports diversity and prepares them for the global market demands.

We also value the relationships and the support that we offer our students during their academic journey.

Our commitment to student success and achievement of their professional and personal goals was, is, and will continue to be steadfast.

MUST University embraces the uniqueness of each of our learners and feels honored to be part of their academic preparation.

Giulianna Carbonari Meneghello
President

Vision Statement

To become an educational global leader by offering affordable programs in a student-centered and inclusive environment in which all students have an equal opportunity for personal, professional, and social growth.

Mission Statement

MUST University is committed to offer affordable distance education with technological resources and content relevant to both domestic and international market needs. The university offers a student-centered environment that promotes diversity, while preparing future graduates to succeed professionally and personally.

University Core Values

As an institution of higher education, MUST University values:
1. The student is a unique, culturally diverse, and ever-evolving individual.
2. The relationships with students, faculty, staff, and stakeholders.
3. The current global market and social trends that influence our community.
4. The relentless pursuit of academic excellence.
5. The individual as a catalyst of change and economic development.

Institutional Objectives

1. Establish a global footprint through student enrollment, business partnerships and collaborative educational initiatives.
2. Provide faculty and staff adequate resources to deliver programs and courses in different modalities.
3. Support student learning through services and experiences to ensure their academic and personal success up to job opportunities.
4. Hire qualified faculty with professional experience and credentials that strengthen the attainment of institutional learning outcomes.
5. Offer courses that address and relate to local and global markets and social trends.
6. Promote student satisfaction through a personalized environment by training faculty and staff to service a diverse student population.

History

MUST University started as a dream on behalf of the Carbonari family. Its founders and educators Prof. Maria Elisa E. Carbonari and Prof. Antonio Carbonari Netto discovered that access to higher education was limited and for the most part, inaccessible to lower- and middle-class individuals. This family-led institution began with a great desire to open the gates to education, where everyone was provided equal opportunity for personal and professional growth, regardless of their socio-economic status. This desire became the guiding light for the Carbonari family as they began their endeavor of building an affordable global online university.

The Carbonari family is deeply rooted in education with a belief that access to knowledge should not be limited to those who can afford it, but to all individuals. Their commitment stems from the notion that regardless of where you come from, having the opportunity to pursue an academic degree, and thus a professional career, should be an attainable reality fiercely supported by educational institutions. They believe education extends beyond gaining knowledge; it is also the development of

a well-rounded human being that can contribute to society. For this reason, MUST University believes that each of its students deserve the opportunity to pursue dreams and set goals for personal, professional, and social growth. Their initiative seeks to support the educational development of its students.

The Carbonari educational legacy was not intended to remain limited by geographical borders; therefore in 2017, MUST University was founded with the goal of becoming a global leader in online education. Since then, the legacy has been preserved by offering the global community a student-centered and diverse learning environment.

MUST University continues with its unwavering commitment to its mission by offering an innovative competitive, affordable global education with a mission to help students achieve their personal and professional educational goals.

Statement of Licensure
MUST University is licensed by the Florida Commission for Independent Education, Florida Department of Education, **License #5593**. Additional information regarding this institution may be obtained by contacting the Commission at: 325 West Gaines St., Suite 1414 Tallahassee, FL, 32399-0400; Telephone (850) 245-3200, Toll-Free Telephone (888) 224-6684; Fax (850) 3233, https://www.fldoe.org/policy/cie/

Memberships and Affiliations
- American Library Association - ALA
- American Association of Collegiate Registrars and Admissions Officers - AACRAO
- Brazilian American Chamber of Commerce of Florida -BACCF
- Florida Association of Postsecondary Schools and Colleges - FAPSC
- Associação Brasileira de Educação a Distância - ABED
- Associação Brasileira de Mantenedoras de Ensino Superior - ABMES
- Conselho Federal de Administração - CFA
- Honduran American Chamber of Commerce
- Federation of BiNational Chambers of Commerce USA - FEBICHAM
- National Community Services - NCS
- Centro de Desarrollo Empresarial Valle de Sula - Honduras, Centro América - CDE-VS
- Municipalidad de San Pedro Sula - Honduras
- Universidad San Miguel Arcangel de Honduras - USMAH
- Association for HR professionals in Higher Education - CUPA
- Florida Association of Postsecondary Schools and Colleges - FAPSC
- University Professional and Continuing Education Association's - UPCEA

Legal Control
MUST University is privately owned by Miami College; LLC registered with the Florida Department of State, Division of Corporations, as a for-profit company.

Board of Directors
Antonio Carbonari Netto, Chairperson
Maria Elisa Ehrhardt Carbonari, Director
Marcelo Burbano, Director
Renato Souza Netto, Board Member (ex officio)

University Governance

The university is overseen by a governing board committed to excellence in academic and student services. The university administration and faculty bring their experience to designing and delivering student-centered services and programs.

Governing Board:

Renato Souza, Chairperson
Armando Badillo, Board Member
Antonio Cassio Segura, Board Member
Valerie Mendelsohn, Board Member
Fernando Valenzuela, Board Member
Giulianna Carbonari Meneghello, Board Member (ex officio)

University Administration

President
Giulianna Carbonari Meneghello

Vice President
Maria Elisa Ehrhardt Carbonari

Vice President of Academic Affairs
Fabian Fernandez

Director of Finance & Administrative Services
Jose Guillermo Medina

Director of Human Resources
Xaimar Fernandez

Director of Student Services
Nydia Bonilla

Title IX Coordinator
Nydia Bonilla

Director of Business Development & Continuing Education
Ricardo Marafon

Director of Academic Affairs
Alexandra Silveira Mastella

Academic Coordinator
Renata Moreira

Dean of Business Program
Alexandra Silveira Mastella

Dean of Law Studies
Carlos Afonso Gonçalves da Silva

Dean of Psychology
Bruno Moreno

Librarian
Lisa Acuña

Student Success Coordinators
Carlos Gustavo Silva
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Lucianne Leal
Renata Moreira
Thais Souza
Carolina Splendore
Debora Ornellas de Almeida
Mônica Coimbra
Bruno S. Moreno
Charles Leal
Tatiana dos Santos
Kiara Maia de Oliveira
Elisângela Carneiro

Admissions & Student Services Manager
Marcelo Burani

CRM Specialist
Jose Neto

University Registrar
Indira St. Omer

Assistant Registrar
Santiago Nunez

Latin America B2B Manager
Silvio Meneghello

Business Development Manager
Arturo E. Enamorado Caraccioli

Director of Information Technology
Renato Dutra

Associate Registrar
Marco Lodis

LMS Support Coordinator
Tauana Lima

Bursar
Rogério Rodrigues de Figueiredo

General Admissions Requirements

1. Submission of a completed Application for Admissions.

2. The applicant must present evidence of a high school diploma or possess the recognized equivalent of a high school diploma. The applicant must provide documentation of graduation from secondary/high school or College/University in the form of a valid high school diploma or an earned college degree higher than a High School diploma. Acceptable documentation includes a transcript or documentation which confirms that the student meets or exceeds the academic achievement equivalent to a high school diploma in the USA, acceptable documentation may include:

   Acceptable Documentation:
   - Evidence of previous credits, courses, or studies documenting graduation from secondary school (high school).

   - A General Education Diploma (GED) or other diploma or graduation document.

   - Certification issued by a secondary institution, agency recognized by the US Department of Education, or appropriate government agency, board, or other relevant valid organization, confirming completion of secondary school (high school) or equivalent.

   - Grade report/transcript prepared by a secondary institution, agency recognized by the US Department of Education, or appropriate government agency, board confirming completion of secondary school (high school) or equivalent.

   - Copy of a foreign evaluation showing successful completion of the equivalent of a US standard high school diploma.

   - A student may also provide evidence of successful completion of at least 60 semester or trimester credit hours or 72 quarter credit hours that does not result in the awarding of an associate's degree, but that is acceptable for full credit toward a bachelor's degree at any accredited institution: or

   - Enrollment in a bachelor's degree program where at least 60 semester or trimester credit hours or 72 quarter credit hours have been successfully completed, including credit hours transferred into the bachelor's degree program.
   - Any official transcript received must include an official seal, and/or a stamp stating, "official transcript."

3. MUST University offers programs in English, Spanish, and Portuguese. Students who choose to receive instruction in a language other than their native language (limited to English, Spanish, and Portuguese), must demonstrate competency in the language of instruction.

Admission decisions are based on the applicant's fulfillment of stated requirements, a review of the applicant's previous educational records, and a review of the applicant's career interests. Students will have 60 calendar days to submit official documentation following their first day of class to progress from conditional acceptance to formal acceptance (see conditional acceptance criteria). It is the responsibility of the applicant to ensure that MUST University receives all required documentation. A university representative will examine provided document(s) to corroborate, in their best judgment, that documents are original and have no visible alterations, if copies are created, the university representative will sign the copies to identify them as copies from the original. All records received become the property of MUST University.

Additional Graduate Admission Criteria

1. Submission of a completed Application for Admissions.

2. Submission of an unofficial transcript or copy of a foreign evaluation showing successful completion of a US equivalent bachelor's degree from an accredited college/university or equivalent recognition. Students will have 60 calendar days to submit official documentation following their first day of class to progress from conditional acceptance to formal acceptance (see conditional acceptance criteria).

Conditional Admissions
Conditional acceptance is granted to a student who applies for admission or readmission, submits an unofficial copy of their transcript, and meets all the admissions requirements for the selected program of student.

Incoming students shall submit official documentation within 60 calendar days from the beginning of the first semester to complete the student records. If the student fails to provide all required forms within the deadline, the admission and enrollment will be canceled.

Applicants that do not meet one or more admissions requirements may be interviewed by the designated school official. The designated school official will determine if the applicant can be conditionally admitted.

Undergraduate and graduate applicants may appeal admission decisions to the Director of Student Services (DSS). The student may submit additional documentation to support their appeal request. The DSS's decision may be appealed in meritorious cases to the University President.

Deferment of Admissions
Upon request, the Admissions Office may defer admission to the following semester or term of the same academic year for which admission to the university was granted.

Reentry
A reentry student is one who has interrupted his or her studies for and wishes to return to the institution to continue his or her program of study. Once admitted to a program, it is expected that a student will register consecutively each term and maintain Satisfactory Academic Progress (SAP). Students that wish to resume their studies after an interruption must apply for reentry and:

1. Demonstrate feasibility to meet Satisfactory Academic Progress (SAP) within SAP guidelines.

2. Fulfill the current requirements of the program of study applied to, and all other general admissions requirements.
3. Undergo an evaluation of the approved credits using the current curriculum.

Each student applying for reentry to the Institution will be subject to the current curriculum in effect for the program of study to which they are admitted.

Admission Validity
1. Students can only enroll in programs offered at the time of their admission or readmission.
2. Students that are approved to re-enter must re-enter the following start date available.
3. Students must fulfill the admission requirements by the dates established in the academic calendar. Applications that are not accompanied by the required documents or that do not meet the established requirements will be considered conditional applications. If the documentation is not received within the semester for which the application is submitted, the Institution may invalidate the student's conditional admission and cancel their application.

International Students
1. All requirements for admission, readmission, and transfer will apply to international students.
2. College transcripts from foreign institutions must be evaluated by a trained individual certified by American Association of Collegiate Registrars and Admissions Officers (AACRAO), or National Association of Credential Evaluation Services, Inc. (www.naces.org), or Association of International Credential Evaluators (AICE).
3. Foreign Transcripts must be translated by a third-party agency authorized to perform official translations.
4. Demonstrate language proficiency. Please refer to the section in the catalog entitled Language Proficiency.
5. Admission for international students will be subject to Unites States immigration laws and regulations in effect.

Non-Degree Seeking Students
Students who wish to take individual courses for the purposes of continuing education or transfer of credits to another institution may register as a Non-Degree Seeking Student (NDS).
NDS students must meet all MUST University admissions criteria. Students may be required to participate in an interview with a representative of the university and/or academic department.

Language Proficiency

MUST University offers programs in English, Spanish, and Portuguese. Students who choose to receive instruction in a different language other than their native language (restricted to English, Spanish, and Portuguese), must demonstrate competency by submitting any of the following:

1. College-level, undergraduate, coursework in Spanish, Portuguese, or English composition courses with a grade of C or higher.
2. Transfer students who have completed college-level English, Portuguese, or Spanish Composition coursework from an institution where the respective language is the main language of instruction with a grade of C or higher.

Scores from recognized or validated standardized examinations in Portuguese, English or Spanish as follows:

1. ACT sub-scores of at least 18 in writing and at least 21 in reading taken within five calendar years.
2. SAT sub-scores of at least 480 in writing and at least 480 in critical reading taken within five calendar years.
3. TOEFL scores of 500 or higher on a paper-based examination, a score of 173 on a computer-based examination, or an internet-based score (iBT) of 61 taken within five calendar years.
4. IELTS™ score of 6.0 or higher.
5. Advanced Placement Exam (AP) in English Composition or Spanish Composition with a score of 3 point or higher.
6. NEWL (The National Examinations in World Languages) in Portuguese with a score of 3 or higher.
7. International Baccalaureate in English Composition or Spanish Composition with score of 4 point or higher.
8. Cambridge English C1 score of 180 or higher.

Completing a course or program in another language other than English may reduce employability where English is required.

Language Courses

Students may present evidence of completion of English College Composition coursework or its equivalent to be considered for transfer credit. Transfer credit for language courses may be awarded if the course description and objectives are equivalent to a language course offered at the institution. For more information, please refer to the section in the catalog entitled Language Proficiency.

Transfer of Credits into the University

Transfer of credit acceptance is always the decision of the individual college or university and is at the sole discretion of the receiving institution. Accreditation does not guarantee transfer of credits. Students interested in transferring credits earned at MUST University should check with the receiving institution directly to determine to what extent, if any, credits can be transferred. The request to transfer credit into MUST University must be initiated by the applicant or student. Requests for

transfer credit should be submitted prior to enrollment, and only under extenuating circumstances may an exception be made with the approval of the University President, in which case all necessary documents must be received no later than 45 calendar days after the start date or re-entry date of the student's program.

To apply for consideration of credits previously earned, students must request official transcripts be sent directly to the University to the attention of the Registrar. Students may be required to provide a relevant catalog and/or other relevant documents regarding the course(s) to be considered. Foreign Transcripts shall be translated by a third-party agency authorized to perform official translations.

Undergraduate Degrees
MUST University may award a maximum of 75% of the credits for an undergraduate degree program. Courses accepted for transfer credit must be relevant to the program of study and equivalent in both content and degree level.

Graduate Degrees
MUST University may award a maximum of 50% of the credits required for a master's degree program through transfer credit. Courses accepted for transfer credit must be relevant to the program of study and equivalent in both content and degree level.

Courses which are accepted for transfer will be included in the credits attempted and credits earned in the calculation of satisfactory academic progress. Transfer credits are not included when calculating the Cumulative Grade Point Average (cGPA). For additional information, please refer to the sections in the catalog entitled Satisfactory Academic Progress.
 Transfer credits will be designated with a "T" designation on the transcript.

Criteria for acceptance for transfer of credit are as follows:
1. The courses for transfer are similar in objectives and content to those offered by MUST University.
2. The courses for transfer can be applied toward graduation requirements.
3. The letter grade (or equivalent) in the course for transfer is a "C" or better (provided the "C" grade is defined as average or better) for undergraduate courses. The letter grade (or equivalent) in the course for transfer is a "B" or better for graduate courses.
4. Core professional skills or technology, certificates, and specialization courses may be accepted if those credits were earned no more than 5 years prior to enrollment date.
5. General Education courses may be accepted if those credits were earned no more than 10 years prior to the enrollment date.
6. Credits transferred from institutions are evaluated based on equivalency with the content of the courses and credits required by MUST University.
7. Courses with a Passing Grade (Pass) will be considered for transfer, provided they have credits and are equivalent to a "C" grade for undergraduate or "B" for graduate courses, according to the curriculum.
8. The university does not accept remedial or English as a Second Language courses in transfer.

The authorized university representative shall establish equivalencies for the courses, after consultation with the Academic Director and if necessary, with the faculty specialized in the area. In most cases, the transferring institution's catalog and official course description provided by the student may be used to create course equivalencies. Official evaluation of transfer of credit will be completed only after the student has been accepted by the university, and an official transcript from

the institution awarding the credits is received. The Registrar Office will inform the student of the courses officially accepted for transfer within 45 business days.

If the student does not agree with the decision on the granting or placement of credit earned at another institution, the student has the right to submit an appeal to the Director of Academic Affairs or their designee. Students will be required to provide reasonable material to support the appeal. Once all the required information is received, the expectation is that we will provide the student with a written response within 15 business days. If the decision finds merit to change the course to meet a major requirement, the registrar office will update the student record and notify the student.

Advanced Standing
A student's time to complete their program of study may be shortened through transfer of credit, credit from standardized placement assessment, prior learning, or challenge examinations. The maximum amount of advanced standing credit, regardless of source, cannot exceed 75% of the total degree program length for undergraduate programs or 50% of the total degree for graduate programs.

Academic credit that is awarded through one of these methods is not calculated in the student's cumulative grade point average (cGPA) but is factored into the determination of the maximum time in which a program must be completed as published in the section entitled Satisfactory Academic Progress (SAP).

Credit for Prior Learning/Life Experience
MUST University offers applicants the opportunity to obtain college credit for previous employment experience. Credit is given to students who can demonstrate that the knowledge and skills they acquired from work or non-classroom study are equivalent to the learning outcomes expected for certain courses within the institution. Students who intend to obtain credit for prior learning and life experience must be in good academic standing and the course must:
1. Be required for degree completion.
2. Not have an advanced standing/credit by examination option
3. Not be a practicum or capstone course.
4. Not be a general education course.

Students must submit to the Director of Academic Affairs, or their designee, an experiential portfolio for each course they wish to receive credit for, along with an Advanced Standing for Professional Life/Work Experience Request Form. The portfolio must be approved within the first six (6) months of enrollment and a student may only submit a portfolio once for each course they wish to receive credit for. No more than 25% of core program courses may be transferred through prior learning/life experience. This 25% is part of the larger 75% of transfer credit allowed for the bachelor's degree and 50% for the master's degree. The fee for the experiential portfolio review is $150.00. This fee is charged regardless of the outcome of the portfolio review.

Challenge Examination
Students who have successfully completed specialized and/or advanced courses, have gained certain skill competencies or have gathered significant life experiences may request advanced placement in a subject area under certain conditions. These conditions include:
1. The course is required in the program (including elective requirements). Graduate courses are not eligible for advanced placement through credit by exam.
2. The student can document established competency and/or has the approval of the Director of Academic Affairs.

3. The Advanced Placement Through Credit by Examination must be taken within the first six (6) months of enrollment. Exceptions to this rule may be approved by the Director of Academic Affairs but cannot be approved during the student's final term.
4. A grade of 85% or better is scored on the comprehensive examination.
5. The advanced placement fee has been paid. The fee for the examination is $150 for EACH comprehensive examination or advanced standing credit requested. This fee is charged regardless of the outcome of the examination.

Transfer of Credit to Other Institutions

The University does not represent or guarantee that its credits will be transferred to another institution. Students interested in transferring credits earned at MUST University are advised to check with the receiving institution they may desire to transfer to, as the acceptance of transfer credits is at the sole discretion of the receiving institution.

Methods of Instruction

MUST University operates in 15-week semesters which are composed of three 5-week terms designated as term A, B, and C, respectively. Online courses meet between one and three times per term, for at least one (1) hour in a synchronous virtual learning platform. Students are required to have a minimum of two (2) hours of independent or teamwork outside of the virtual classroom per week for each credit hour they are attempting to earn. Faculty and students have access and interact through the learning management system.

Program Modality and Language of Delivery

Programs at MUST University are offered in Spanish, English, or Portuguese. Students may choose to complete their program of study online or through virtual modality.

Student Classification

Undergraduate

Full time Students– Those who have fulfilled *the admissions requirements* of the Institution and are carrying a program of 12 or more credit hours per semester in a program leading to a degree.

Half time Students – Those who have fulfilled the admissions requirements of the University and enrolled in a program leading to a degree and are carrying between eleven (11) and six (6) credit hours of work per semester.

Less than half time- Those who have fulfilled the admission requirements of the University and enrolled in a program leading to a degree and are carrying five (5) or less credit hours of work per semester.

Graduate

Full time Students– Those who have fulfilled the admissions requirements of the Institution and are carrying a program of nine (9) or more credit hours per semester in a program leading to a degree.

Half time Students – Those who have fulfilled the admissions requirements of the University and enrolled in a program leading to a degree and are carrying eight (8) or less credit hours of work per semester.

Complete Status

A completer is a student who is no longer enrolled at the university and who has either exceeded the time allowed (quantitative) or attempted the maximum allowable number of credits (qualitative) for the program of study but did not accomplish one or more of the following graduation requirements:

1. Achieve a GPA of at least 2.0 at the undergraduate level or 3.0 at the graduate level.
2. Attain required competencies or skills.
3. Satisfy non-academic requirements.

Registration

The Registrar determines the registration procedures and establishes the academic calendar. Candidates for admission will not be able to register until they have received an official acceptance letter from admission. Detailed information explaining the registration procedures will be distributed in advance. Students are required to register on the dates established for their respective cohorts according to the registration schedule published by the University. Each course the student registers for during regular or late registration will become part of his or her permanent academic record.

To officially register for courses, the student must:

1. Pay all required charges and fees to the Finance Office.
2. Complete and submit all required documents to the appropriate university department.

Add/Drop Period

MUST University maintains an add-drop period during which students may change classes without academic penalty. Students withdrawing from a class, but not replacing it with another, must be aware of how this may affect full-time status, tuition charges, financial obligations, and satisfactory academic progress (SAP). The add/drop period is the first 7 calendar days of the assigned course.

Course Cancellations

MUST University reserves the right to cancel any course for which there is insufficient enrollment. All tuition and fees related to the course will be returned to the student if there is a university driven cancellation.

Program Change or Cancellation

The University reserves the right to change or close a program of study. The Institution will follow all governmental teach-out procedures according to legal guidelines and ensure the availability of the courses to students that have continued in an uninterrupted way (without failing or leaving a term/semester of study in between), until they complete their academic degree.

Institutional Closure

In the event of an institutional or campus closure:

1. One semester prior to the enrollment process for the following term, the university administration shall disclose its closure plan.
2. Students will meet with the appropriate personnel to help them identify and make the necessary arrangements to ensure the completion of their studies at the institution within the identified allotted time or decide to transfer to another institution.
3. The Office of Academic Affairs and Student Services shall establish a verifiable and reliable system to continue to provide students with information relevant to their academic work.
4. The Office of Student Services shall deliver to the licensing agency all academic records, in digital format, and will certify that the information is correct.

Change of Program or Major

Active students may apply for a change of program or major by submitting a written request to the Director of Student Services or Program Dean before the deadline established in the Academic Calendar. The university representative will contact the student during the next three (3) working days to schedule an appointment and discuss the academic requirements for the program. The petition will be evaluated by the Registrar Office and presented to the pertinent program director for approval according to program requirements and space availability. Approval of a change of major or program may be requested and, if applicable, granted during the drop/add period.

Transient Registration

MUST University undergraduate students will have the opportunity to take courses at other accredited institutions of higher education if the courses are not offered at the institution and are required to continue course work in subsequent semesters. Students enrolled in an Associate degree program are not eligible for transient registration.

1. To take a course at another institution, the student will submit the corresponding application form to the Registrar. The Registrar will present the petition to the Academic Director and will notify the student of the approval or disapproval of his or her petition.
2. Approval shall only be granted for those courses listed within a specific term.
3. Students must be in good academic standing.
4. Courses approved with a grade of "C" or higher for bachelor's at the institution will be accepted. The credits will be recorded as attempted credits and will not be considered for the retention index.

Definition of Terms

Academic Year- length of time the institution offers classes within a nine-month period. An academic year includes 30 weeks of instruction.

Semester Credit Hour- One semester credit hour is equivalent to a minimum of 15 theory, or 30 lab, or 45 clinical hours of planned learning experiences composed of hours of instruction and independent activities as indicated in the course syllabus under the guidance of a qualified professor. Students are expected to engage in a minimum of two hours of independent work per course credit hour.

Semester- A 15-week period of instructional time in which courses are scheduled and delivered.

Term- A five (5) week period of instructional time. Each 15-week semester is composed of three (3) 5-week terms designated as terms A, B, and C, respectively.

Grade Point Average (GPA)- weighted average of the grades for each course or overall grade upon completion of chosen degree.

Cumulative Grade Point Average (cGPA)- The grade point average (GPA) a student has achieved during the entire length of their studies at MUST University.

Academic Load per Term

A student is defined as a student who has fulfilled all admissions requirements to enter the institution, has enrolled in a program of study, uninterrupted, and is achieving satisfactory academic programs. Courses are scheduled in semester terms. Each semester is divided into fifteen (15) weeks of instruction. Each semester is comprised of 3 terms.

1. The regular academic load for a full-time bachelor's student is twelve (12) credits per semester. The regular academic load for a full-time graduate student is nine (9) credits per semester.
2. For an academic load of more than twelve (12) credits or nine (9) credits per semester, an authorization from the Director of Academic Affairs or designee is required.
3. Students who have registered with the maximum academic load permitted and need three more credits to complete the graduation requirements in the same semester will be allowed to take three additional credits with the authorization from the appropriate Vice President of Academic Affairs or designee.
4. An academic load greater than twelve (12) or nine (9) credits will be permitted solely with the approval from Director of Academic Affairs or designee. This additional total academic load may not be greater than eighteen (18) credits for undergraduate students or twelve (12) credits for graduate students.

Class Attendance & Participation

MUST University monitors class participation and documents initial class attendance. The participation policy ensures that student participation is consistent with: (1) the expected performance outcomes of the course or program and (2) statutory, regulatory, and accreditation requirements, including at a minimum the required student retention and graduation rates. MUST University is a non-attendance taking institution.

Grade System

For computing the student's average, the number value of the grades in the courses shall be:

Points	Grade	Quality Points
(100-90)	A	4
(89-80)	B	3
(79-70)	C	2
(69-60)	D	1
(59-0)	F	0

The following system of letters may be reflected in the student's academic history:

NC	Audit/No Credit Course
I	Incomplete
IP	Course in Progress
NP	No Pass
P	Pass
T	Transfer Credit
W	Withdraw
WF	Withdraw – Fail
S	Satisfactory
CX	Challenge Exam/Third Party Testing/Credit for Life Experience
U	Unsatisfactory
R	Repeat

A course with a "**W**" indicates that the student withdrew from the course before the midpoint of the term. A student that requests to be withdrawn from the course during the "W" timeframe will receive a "W." A "W" grade is not calculated into the cGPA but is considered in the determination of SAP. Students may not withdraw from a course after the drop/add period without financial penalty. Excessive "W's" will affect rate of completion (see SAP policy).

A "**WF**" indicates that the student withdrew from the course after the midpoint of the term. A student that requests to be withdrawn after the mid-term, and is failing such course, will receive a grade of "WF." WF grades will affect the qualitative and quantitative SAP calculation accordingly. When the course is retaken, the new grade will replace the "WF" and the cGPA will be adjusted accordingly. Students may not withdraw from a course after the drop/add period without financial penalty.

An Incomplete Grade ("**I**") indicates that work is past due or outstanding. To receive an incomplete grade, the student must submit a written request by completing an Incomplete Grade Request Form and must be signed and approved by the Academic Director or Program Coordinator. The student has up to two (2) weeks from the end of the course to complete the work unless a request for additional time is submitted in writing and approved by the appropriate academic personnel. Any work not completed within the specified timeframe converts to a zero-grade contribution towards the final grade. The final grade/credits attempted will be included in the qualitative and quantitative SAP calculation.

A course with a "**P**" indicates that the student met the minimum expectations of the course. A "P" grade is not calculated into the cGPA but is considered in the determination of credit hours attempted and earned.

A course with a "**NP**" indicates that the student has not met the minimum expectations of the course. A "NP" grade is not calculated into the cGPA but is considered in the determination of credit hours attempted and earned.

A course with an "**F**" indicates that the student did not meet the minimum expectations of the course. An "F" grade is calculated into the cGPA and is considered in the determination of credit hours attempted and earned.

Auditing a course or taking a no credit course means that performance in the course is not evaluated for a grade. Upon completion of the course, the student will receive the grade of "**NC**."
Grades received for transfer of credits (**T**) or credit for life experience, challenge examination or third-party testing (**CX**) grade, will be counted as credits attempted and credits completed when calculating the cumulative grade point average (cGPA).

An "**S**" grade is considered in the determination of SAP.
Once assigned by the professor or respective personnel, the grades are final and validated by the Registrar's Office in the students' official academic record. Nevertheless, a student has the right to appeal his/her final grade, please see Grades Changes and Appeals Policy.

Withdrawals

Withdrawals are allowed during a part of term or summer session as specified in the academic calendar. To apply for a partial or total withdrawal, students will provide official notification of intent to withdraw, in writing or orally, to the Registrar. The campus Registrar will record and document the reason(s) and date of the student petition.

Courses in which the student applies for partial or total withdrawal during the drop/add period of the class will be reimbursed. Partial withdrawal may affect the student status. When students request a partial or total withdrawal from a course, after the due date established by the Institution for withdrawals with reimbursement, it may affect the student's academic progress. The deadline for voluntary total withdrawals is prior to the last week of the term.

A student may be administratively withdrawn from a course or the institution, in accordance with the University's policies and procedures. The institution reserves the right to require a student to withdraw from any course or from the University for any of the following reasons:

1. If the student possesses considerable risk to themselves or other students, staff, or faculty.
2. If the student is found in violation of university policies and procedures.
3. Refusal to obey regulations or serious misconduct on the part of the student.
4. Deficient academic work as defined in the academic standards.
5. Students who withdraw from the university or finish their studies without settling their financial obligations will not receive their diplomas.

Grade Changes and Appeals

These are the specifications regarding changes, grade appeals, and additions.

The student may present an appeal by completing the appeals form and submitting it, along with any supporting documentation, to the Registrar's office within ten (10) calendar days of the respective grade being posted.

1. The Registrar's Office will forward all completed appeal requests to the Director of Academic Affairs, or designated university official, for consideration. Director of Academic Affairs will inform the student of their decision within ten (10) calendar days following the receipt of the completed request.
2. Changes made outside the established calendar must be justified in writing and approved by the Director of Academic Affairs.
3. The student can appeal against the decision of the Director of Academic Affairs by submitting a completed appeal to the Appeals Committee. The appeals committee is composed of the Director of Academic Affairs or his/her representative, the Program Director or Coordinator, a professor, the Registrar or his/her representative, and a student appointed by the Director of Academic Affairs The decisions of the Committee will be final as determined by majority. The chair of the committee or his or her designee will authorize grade changes. The Committee will make its determination within thirty (30) calendar days of the date the student's objection was submitted.

Course Repetition for Undergraduate/Graduate Courses

1. Students must successfully pass all courses and meet all degree graduation requirements to graduate from the program. A student who wishes to repeat a course for a better grade can have the option to do so at their expense. All course reattempts will be considered into the SAP calculations.
2. All courses in the undergraduate level must be passed with a "C" or better, and all courses in the graduate level must be passed with a B or better to be considered passing.
3. The Institution will allow a student to repeat if they are within 150% of attempted credits.
4. Only the highest grade obtained will be utilized in calculating the cumulative grade point average.
5. A course can only be repeated twice (taken three times). Students that fail the same course after three attempts will be dismissed from the program of study.

6. If the grades obtained are the same as the previous ones, only one will be calculated in the cGPA calculation.
7. In the case of Externships/Practicum/Internship courses, the student may repeat the course twice. He or she will only be able to repeat the course the second and final time with the approval and recommendation of the Academic Director and the program coordinator.
8. Students can only repeat courses where a final grade has been issued and approval has been granted.
9. Graduate program students may repeat a Capstone course only once. Course repeat will only be granted at the recommendation of the Program Coordinator and the Capstone Advisor.
10. Repeated courses will count towards the evaluation of the student's satisfactory academic progress.

Independent Study

Courses in this category must comply with established requirements of weekly hours of instruction. Independent study courses will be offered as an alternative for those students who require a course that is not scheduled in their graduation year. These courses will be offered through independent study if they meet the following specific criteria:

1. The course content cannot be substituted for another.
2. The course is not being offered in the semester the student is enrolled in, and the student cannot attend the course offered in another semester.
3. The course is required for the student's major.

The Director of Academic Affairs or their designee will consider special cases individually on their own merits.

Satisfactory Academic Progress

Students at MUST University are expected to maintain satisfactory academic progress and to make ongoing progress toward graduation. There are two standards that must be met: a cumulative grade point average (cGPA) (qualitative), and course completion rate (quantitative).

A student must achieve a minimum grade point average (GPA) (see chart below) after completing each semester at MUST University. Graduation requirements require a student to achieve a cGPA of 2.0 for undergraduate and a 3.0 for graduate degrees or higher. The course completion rate requires students to complete their program of study within 150% of the normal time frame allotted for completion of the program. Transfer credit hours that meet degree requirements are considered in the determination of this 150% normal time frame, however, not in computation of the grade point average. The normal time frame is measured in credit hours attempted (rather than semesters) to accommodate schedules of full-time and part-time students.

Quantitative Requirement
Each student must complete a minimum number of credits by the end of each SAP evaluation period. Only satisfactorily completed course credits are counted as credits completed. Satisfactorily completed course credits include those for which a student receives a grade other than a "W", "WF", or "F." All courses for which a student receives a grade, whether passing or failing, a withdrawn ("W"), a withdrawn failing ("WF"), or a repeated course are counted in determining credits attempted. Transfer credits accepted for the student's program, as well as "T" and "CX" credits, will be counted as credits attempted and credits completed. A student's SAP calculation will be based on

the student's entire history of enrollment in a specific program of study (See credit completion requirements at each evaluation period in the SAP charts below.)

Qualitative Requirement

MUST University measures qualitative progress based on a 4.0 scale. All courses for which a student receives a grade will be included when calculating the student's cGPA, except that of a withdrawal ("W"), incomplete ("I"), and/or a no credit ("NC") course which will not be included in determining a student's cGPA. Additionally, if a student repeats a course, only the highest grade for that course will be included when calculating the student's cGPA. (See cGPA requirements at each evaluation period in the charts below.)

To ensure completion of a program within the maximum timeframe, MUST University requires that a student successfully complete 66.67% of credit hours attempted after completing their first semester at MUST University and each semester thereafter. If a student withdraws from a course, the credit hours of that course are included in determining the quantitative standard of satisfactory academic progress. All students must have completed a minimum of 66.67% of credit hours attempted to graduate within 150% of the normal timeframe. SAP will be calculated at the end of each semester, students that do not meet SAP requirements will be placed on academic warning and provided a written advisement for one semester. A student will be dismissed at the end of the academic warning period if they fail to meet SAP requirements following the warning period or fail to provide, and be approved for, an academic appeal within 2 weeks after completion of the SAP warning period.

Dismissal

Students who have not achieved SAP during their warning status period and have not submitted, and been approved for, an appeal are dismissed and notified of the dismissal in writing. To reestablish eligibility for reentry, the student must file an appeal (see SAP Appeal Process). If the appeal is approved, an academic plan will be created, and the student will be placed on probationary status until the student is able to meet SAP standards by the next evaluation point as outlined in the student's academic plan.

SAP Appeal Process

A student who is not meeting SAP (after the SAP warning period) and who believes there are mitigating or extenuating circumstances that led to the failure to maintain satisfactory academic progress may appeal by written request to the Appeals Committee for a review of their status. Mitigating circumstances may include injury or illness, the death of a relative, or other extraordinary circumstances. The written appeal must be submitted to the Appeals Committee within two weeks of the end of the SAP warning period for those students that did not meet SAP. The Appeals Committee will review the appeal and respond to the student within two weeks of their submission. Approved appeals will allow a student to complete another semester under SAP Probation status. Denied appeals will result in a student's dismissal from the university; dismissed students will be financially responsible for the course in which they were dismissed from, university refund policies will apply.

The appeal must be accompanied by supporting documentation regarding why the student failed and what changed in the student's situation that will allow them to make SAP by the next evaluation point. When the University grants a student's appeal for unusual or mitigating circumstances, it is not eliminating or disregarding any grades or credits attempted in the calculation of a student's SAP standing. The student's credits attempted, cGPA, and SAP standing will remain the same. When an appeal is granted, the University is accepting only that, because of the circumstances identified in the

appeal, the student will continue their enrollment and/or receive student financial assistance for which they are otherwise eligible even though they have failed published SAP standards.

The SAP Appeals Committee will conduct a review of the appeal and determine an approved or denial status. Should the appeal be granted, the student will regain enrollment status, while meeting the requirements as specified in the student's academic plan. If the student fails to meet the terms of the academic plan at any time, the student will be dismissed. Any decision resulting from the review of an appeal is final and may not be appealed further. The result of the appeal (approved or denied) will be provided to the student in writing. A student may be granted more than one probation period, however the student will be financially responsible for all courses they enroll in.

Academic Plan
An academic plan will accompany SAP warning or SAP probation status. The academic plan will serve as a road map to guide a student toward meeting his or her SAP goal within a specified period. The plan is designed by the Director of Academic Affairs, or their designee, and communicated to the student in writing. The plan will be regularly evaluated by a member of the academic department and refined as internal and external developments warrant. While on an Academic Plan, the student is required to attend academic advising sessions. An academic plan may span multiple terms, so long as the academic plan allows for graduation from the program within the 150% maximum time frame and the student stays in compliance with the terms of the Academic Plan.

SAP Appeals Committee
The Appeals Committee is composed of representatives of the following offices: Student Services, Registrar, Finance, and the Academic Affairs departments. It is presided by the Director of Academic Affairs or their designee.

Satisfactory Academic Progress Tables

Associate Degree Programs		
Credits Attempted	% of Credits Earned	Minimum GPA
1 to 28	57%	1.70
29 to 56	62%	1.85
57 or higher	66.67%	2.00

Bachelor Degree Programs		
Credits Attempted	% of Credits Earned	Minimum GPA
1 to 30	55%	1.70
31 to 60	60%	1.85
61 to 90	64.00%	2.00
91 and higher	66.67%	2.00

Graduate Degree Programs		
Credits Attempted	% of Credits Earned	Minimum GPA
1 to 18	60%	2.75
19 to 30	66.67%	3.00
31 or higher	66.67%	3.00

Graduation Requirements

1. Students must have successfully completed the courses required for the degree as specified by the institution in the Catalog and must comply with all academic requirements for their degrees including, but not limited to, tests, practicums, capstone, and internships.
2. Students must have successfully completed the total number of credits required for the degree with the respective minimum programmatic cGPA.
3. When calculating the cGPA for graduation, only the courses approved and required for obtaining the degree will be considered.
4. All students admitted to the Institution will be subject to the graduation requirements in effect the year of their admission. Nevertheless, when the curricula of the programs have been modified, the student may opt to take the program in effect at the time of graduation, but never a combination of both.
5. Students must complete an exit requirement by completing a graduation form and submitting it to the Registrar by the date established in the academic calendar.
6. Diploma shall not be released until the student has fulfilled all financial obligations.
7. All students applying for readmission to the institution will be subject to the graduation requirements in effect at the time of readmission.
8. Students receiving undergraduate degrees with a grade point average ranging from 3.50 to 3.74 will graduate with honors **Cum Laude**, those within the 3.75 to 3.89 range will graduate with honors **Magna Cum Laude**, and those with a grade point average ranging from 3.90 to 4.00 will graduate with honors **Summa Cum Laude**.

Second Degree

Students that have graduated from MUST University and who wish to earn another degree must apply for admission to the University. Upon acceptance to the desired program of study, courses which could count toward the new degree program completion requirements will be transferred. A student may only transfer courses with a final grade of "C" or higher for undergraduate programs and a grade of "B" for graduate programs. Credits attempted, and grades earned in the student's new program of study will count towards determining satisfactory academic progress. The University does not offer dual majors.

Course Numbering

The course numbering system of MUST University consists of a three-letter alpha prefix followed by a three-digit course code. The alpha prefix indicates academic discipline. The level is specified by the first digit, as follows: 1 for freshman level; 2 for sophomore level; 3 for junior level; 4 for senior level; and 5, 6, or 7 for graduate level courses. The last two digits are reserved for departmental use in indicating the courses.

Transcripts
An official transcript is provided to any student who requests one in writing and is free of indebtedness to the University. The first copy is free of charge. Additional copies will be issued for a fee. Please refer to the schedule of fees for the cost.

Degrees and Diplomas
Every student who has successfully completed a program of study and fulfilled all obligations to the University will be awarded a degree and receive a diploma during annual graduation exercises. The replacement cost for these documents is $50.00.

Leave of Absence
Students wishing to apply for a leave of absence must complete one full semester at MUST University. The student must submit a written request for leave (with required documentation) to the Director of Academic Affairs or the designated school official. Students must have approval from the Director of Academic Affairs or the designated official prior to the start of a leave of absence. An exception to this policy may be made for a student with a medical emergency (such as an accident). This exception to the policy is considered only when a student expects to return to school within the maximum time frame for a leave of absence. A student may make a single request for a non-contiguous leave of absence when the request is for the same reason (such as a serious health problem requiring multiple treatments).

A leave of absence may be granted for a period not to exceed 180 days. Students are limited to one leave of absence in any twelve-month period. However, a second leave of absence may be granted if the total number of days does not exceed 180 days in any twelve-month period. Students must be in good academic standing and may not be on probation at the time of the leave request. Acceptable reasons for a leave of absence within a twelve-month period are jury duty, military duty, or circumstances such as those covered under the Family Medical and Leave Act of 1993 (FMLA). These circumstances include, but are not limited to, the birth of a child, placement of a child with a student for adoption or foster care, caring for spouse, child or parent with a serious illness or a serious health condition of the student.

A leave of absence is granted only when there is a reasonable expectation a student will return to school at the expiration of the leave. Students taking an approved leave of absence do not incur additional charges for the period of the approved leave. However, any student who fails to return to school at the end of an approved leave of absence is withdrawn from MUST University and will be charged a re-entry fee as applicable. A student may return to class before the expiration of the student's LOA to review material previously covered. However, until the student has resumed the academic program at the point they began the LOA, the student is considered to still be on the approved LOA.

MUST University is a non-attendance taking institution; therefore, if a student does not return to school by the expected return date of an approved leave of absence, the student's LOA begin date will be used as the withdrawal date, and charges and refund calculations will be applied accordingly.

Personal Leave of Absence (PLOA)
A personal leave of absence is granted only when there is a reasonable expectation a student will return to school at the expiration of the leave. Students taking an approved personal leave of absence do not incur additional charges for the period of the approved leave. However, any student who fails

to return to school at the end of an approved personal leave of absence is withdrawn from MUST University and will be charged a re-entry fee as applicable. A student may return to class before the expiration of the student's PLOA to review material previously covered. However, until the student has resumed the academic program at the point they began the PLOA, the student is considered to still be on the approved PLOA.

A Personal Leave of Absence (PLOA) may be granted for a period not to exceed 90 days. Students are limited to one leave of absence in any twelve-month period. Students must be in good academic standing and may not be on probation at the time of the leave request. Acceptable reasons for a personal leave of absence are situations which are not covered under a standard LOA (see Leave of Absence policy). These circumstances include, but are not limited to, loss of employment, financial, mental health, extended travel, or care for a loved one not covered under a standard LOA. All leave of absence policies will also apply for PLOA including required documentation and determination of date of withdrawal in the case a student does not return from PLOA.

Distance Education
Students who wish to complete online courses must be aware that successful completion of online courses depends heavily upon self-motivation as well as technical proficiency in computer and internet use. In addition, students must possess adequate language and writing skills as well as effective time management.

Online Course Requirements
1. Prior to registration for their first online course, students must complete the MUST University Online orientation to ensure they understand the technology necessary for success and the rigor of an online course of study.
2. Students must have access to a computer that meets the minimum online technology requirements.
3. Students must have reliable internet service. MUST University online courses require a broadband connection.
4. Students must have an institutional e-mail address (provided by MUST University).

Course Cancellation
The University requires a minimum number of students on an online course. In rare circumstances, the University may cancel an online course on, or before, the first day of class due to low enrollment. The University will notify the student by the official communication channels. Every effort will be made to move students to another online course in their program of study which meets their educational requirements. Students will not be financially responsible for university-canceled courses even if the student has logged into the Learning Management System prior to the start of the course.

Guidelines for Online Enrollment
Students must be registered for online classes prior to the start of the term. MUST University has a rigorous online course design which requires that students be motivated and self-driven to be successful within courses. There is substantial reading, research, collaborative learning, and writing activities that students must complete in a timely manner.

Online Weekly Schedule
MUST University online classes have a duration of five (5) weeks, except for capstone which could extend to 15 weeks . Students are required to participate each week to maximize their learning

potential and meet course requirements. Class start dates are published in the University's academic calendar.

Conduct Policy for Online Classes

MUST University online classroom environment requires students to submit assignments and post comments within threaded discussions and answer reflection questions. This is an educational platform and students are expected to behave accordingly and always use appropriate language and standards. When commenting on other students' work or assignments, care should be taken to be respectful even when challenging or disagreeing with someone. MUST University has zero tolerance for bullying, threatening, or intimidating behavior. Students found in violation of MUST University's student conduct policies will face disciplinary action which may include dismissal from the university.

Verification of Identity During Examinations

Students may be asked to provide directory (personal) information (student numbers, ID's, special passwords, etc., etc.) during a test for verification of student identity.

Usage Report

The institution monitors each student's activity within the online classroom. The University has a usage report which faculty and administrators can use to determine the dates and length of time a student spends in the online classroom.

Technology Requirements for Online Courses

Computer Operating Systems (minimum standards)

> Windows XP Service Pack 2 (Home Edition and Professional)
> Windows Vista Windows 7
> Mac OS X 10.5.x and above

Computer Processor Speeds

There is no specific RAM or CPU speed requirement for student equipment. However, as with any Internet application, the limitations on the equipment capabilities will affect the loading and performance of pages and tools.

Supported Web Browsers

Microsoft Windows operating system:
> Google Chrome 10 +
> Firefox 7.0.x +

Mac OS operating system:
> Safari 4 and above
> Firefox 7.0.x +
> Google Chrome 10 +

Internet Connection

> Reliable Internet service

Flash and Java Plug-ins

Embedded videos and document preview may require Adobe Flash Player to view. It is the student's responsibility to maintain updated versions of software on their computers for proper functioning.

Adobe Reader or Apple Preview

Many courses use PDF files to deliver content, which require Adobe Reader or Apple Preview (Mac only) to view.

Additional Media Players and Plug-ins

On occasion, a course may use audio or video that requires a certain type of media player, such as QuickTime, Windows Media Player, or Real Player. Some videos or content may also require the Microsoft Silverlight plug-in, which is a freely available download.

STUDENT SERVICES & CONDUCT POLICIES

Student Orientation – Welcome Class

The orientation session, held prior to the first day of each term, is designed to facilitate the students' transition to MUST University and to help familiarize new students with the organization and operation of the university. During orientation, students review the mission, vision, rules, and regulations of the University. Additionally, study techniques, academic standards, and counseling resources are discussed. All new and transfer students are encouraged to attend orientation. During orientation students also learn study, educational work ethics, further details related to the professional field of interest, and are offered the opportunity to forge connections with other students, as well as faculty.

Academic and Career Counseling

MUST University students are provided with academic and career counseling services to support their academic planning, encourage inquiry regarding additional online course offerings, registration for courses, tutoring, completion of administrative forms and the purchase of textbooks. Student services also include financial advisement and personal academic issues. Faculty are available via the university's learning management software as well as via email communication. Faculty also provide their contact information via the course syllabus.

Career Services and Employment Assistance

MUST University is highly committed to its mission of providing a student-centered environment that prepares future graduates to succeed professionally and personally. This is exemplified through the university's career support services which offers student activities, organizations, leadership programs, and career development activities and resources. MUST University's Students Services helps students learn the skills required for their career, such as resume development, mock interviewing, career fairs, and professional networking required for an effective preparation of future graduates.

MUST University does not make any guarantees of employment or salary upon graduation. However, MUST University will provide the student with employment assistance via the Student Services Department. Their charge is to advise the student on career development skills and provide technology support for identifying employment opportunities in their chosen career field. During the first semester after graduation, MUST University will invite all graduates to respond to a survey with information about their employment status and career progress.

Alumni Services

MUST University encourages all alumni to connect with MUST University via their social media applications and institutional website. The university conducts events for alumni which oftentimes may require an RSVP; therefore, it is the responsibility of the alumni to stay in active contact with the university for alumni events and activities.

Transcript Request

Student transcripts are maintained at the institution and are available via the Registrar's Office. One copy of the official academic transcript is provided to each student upon program completion. Students may request, in writing, additional copies of official transcripts from the Registrar for a fee. A student may request a transcript from the Registrar's Office by submitting a completed transcript request form. Transcript requests may be made in person or by email at registrar@mustedu.com.

MUST University will charge $10 for official transcripts, official and non-official transcript requests may take up to ten (10) business days to process.

Grievance/ Complaint Policy

MUST University believes that every student has a right to procedural due process in which a student received appropriate notice and is provided with the opportunity to be heard. A student has the right to bring forward a grievance or a complaint regarding any aspect of his or her educational experience including misapplication of university policies, rules, regulations, and procedures, or unfair treatment, such as coercion, reprisal, or intimidation by an instructor or other university employees.

For purposes of this policy the following definitions will apply:

- **Grievance** is defined as a concern regarding a broken policy or procedure the student believes the University has failed to follow.
- **Complaint** is defined as a concern or issue from a decision or action that was made by University staff or faculty (i.e., grades, tests, mistreatment, etc., etc.).

A grievance or complaint process affords a student a means of escalation of the issue to a next level of authority. If the issue is about an academic decision such as a grade, please see the grade appeals process.

A student has the right to submit a grievance or complaint with respect to:
- Disciplinary action taken for a violation of student conduct standards
- Financial awards or policies, including satisfactory academic progress (SAP)
- Admissions decisions
- Tuition and fees
- Educational policies & procedures
- Mistreatment or abusive behavior

A student wishing to escalate their grievance or complaint should follow the steps below:

1. The first step in the process is to address and attempt to resolve the dispute with the person involved through respectful discussion (other student, faculty, staff member, etc., etc.). A student with a grievance or complaint needs to communicate their concerns as soon as possible to achieve a reasonable resolution in a timely fashion.

2. If the issue is not resolved, the student has the right to submit a written complaint /grievance, along with all relevant evidence, to the program director or respective coordinator. In non-academic matters the next university representative would be the Department Director. The University representative may ask for additional supporting documentation or information and respond to the written complaint within 10 business days.

3. If the student still feels the issue is not resolved, students have the right to address the issue in writing to the Director of Academic Affairs, or respective Department Director (i.e., Finance Director, Director of Student Services, etc., etc.). The respective Department Director will have 10 business days to provide a written response regarding their decision.

4. If the student still feels the issue is not resolved, students have the right to address the issue in writing to the Vice-President of Academic Affairs for all academic issues and to the

University Vice-President for all non-academic issues. The VP will have 10 business days to provide a written response.

5. If the student still feels the issue is not resolved, students have the right to address the issue in writing depending on the nature of the issues:

- **Grievance** (see grievance definition above)- A petition for a grievance must be made in writing and submitted to the Director of Student Service along with any evidence or supporting documentation. The grievance is then reviewed by the Grievance Committee which consists of two (2) faculty members, two (2) staff members, and one (1) student. The voting members of the Committee are non-biased participants. The Director of Student Services is the facilitator/moderator of the grievance hearing and a non-voting member of the proceedings. The Committee will review evidence, may ask follow-up questions, review the catalog/handbook policies, deliberate, and render an advisory ruling that, upon approval by the University President, will become binding upon the administration as well as the student who filed the grievance. The grievance committee will deliberate and provide a written response within 10 business days of the initial receipt of a completed grievance request to the committee.

- **Complaint** (see complaint definition above)- Students have the right to address the issue in writing to the University President along with all supporting documentation. The University President will respond to the complaint within 10 business days of the initial receipt of a completed grievance request to the President.

Students that are not satisfied with the outcome of the Institution's process can contact the Florida Commission for Independent Education, Florida Department of Education at: 325 West Gaines St., Suite 1414 Tallahassee, FL, 32399-0400; Telephone (850) 245-3200, Toll-Free Telephone (888) 224-6684; Fax (850) 3233, https://www.fldoe.org/policy/cie/

Academic Honesty Policy

Must University encourages and supports an atmosphere of high ethical standards. As such, the university expects students to observe all accepted principles of academic honesty. Academic honesty in the advancement of knowledge requires that students respect the integrity of one another's work and recognize the importance of acknowledging and safeguarding the validity of intellectual property. Must University students are expected to maintain complete honesty and integrity in all academic work provided. Academic dishonesty is a serious violation of MUST University's principles and standards.

Academic dishonesty includes, but is not limited to: acquiring or providing information dishonestly, using unauthorized notes or other study aids during an examination, improper storage of prohibited notes, using unauthorized technology during an examination, using course materials and study aids during an exam, looking at other students' work during an exam or in an assignment where collaboration is not allowed, attempting to communicate with other students in order to get help during an exam or in an assignment where collaboration is not allowed, obtaining an examination prior to its administration, searching for material online during an examination, allowing another person to do one's work and submitting it as one's own, or undertaking any activity intended to obtain an unfair advantage over other students.

Plagiarism is defined as the deliberate or unintentional use of another's words or ideas without proper citation for which the student claims authorship. MUST University requires that students maintain honesty in all work submitted and in any other work designated by an instructor of a course or submit work from one course in another course. Instances of plagiarism will result in disciplinary action. The first occurrence of plagiarism by a student will result in an automatic "F" for that assignment. The second occurrence may result in an automatic "F" for the course, and the third occurrence of a student turning in an assignment containing plagiarized material may result in an automatic dismissal from the University.

Professional Behavior Policy (Code of Conduct)

MUST University expect students to behave professionally and ethically. If a student demonstrates unprofessional behavior(s), the student will be placed on probation and receive a written warning, final written warning, or program dismissal depending on the severity of the action. The warning will include a student action plan outlining the immediate expected professional behavior(s) expected to be demonstrated by the student. The university reserves the right to withdraw the student at any time if the inappropriate behavior is judged extreme as determined by the Director of Academic Affairs, their designee, or the University President. The University has established a set of professional behavior(s) which will help students develop their knowledge and skills for entry-level positions in their fields.

Students must:
- Adhere to University policies and procedures as outlined in the University catalog.
- Adhere to program policies and procedures as outlined in program documents.
- Demonstrate accountability and responsibility in all aspects of the educational process.
- Arrive to scheduled class sessions (synchronous and asynchronous) on time; punctuality is a demonstration of professional behavior. In case of absence, the student will be responsible for obtaining the covered material from a classmate or professor, to maintain their daily progress.
- Act accordingly without threats (verbal, written, or any other form), intimidation, or disrespect.
- Demonstrate appropriate and professional communication, behavior, and interaction toward other students, staff, and faculty.

Student Dismissals

Students found in violation of MUST University's policy may be dismissed from the university. Student dismissal reasons may include, but is not limited to, failure to meet minimum educational standards established by the program, failure to meet student responsibilities such as tuition payments, providing false statements or documentation to university staff or faculty, violating the student conduct policy, acting in a manner threatening or demeaning towards other students, staff or faculty, violating the university plagiarism policy, willful destruction or defacement of University or student property, theft of student or University property, improper or illegal conduct (including sexual harassment, hazing, etc., etc.) use, possession, and/or distribution of alcoholic beverages while on university grounds, using illegal drugs or alcohol during scheduled class sessions or on campus.

Sexual Harassment Policy

MUST University maintains and supports an educational environment free from all forms of harassment, intimidation, or abuse. The university is rigorously opposed to sexual harassment and recognizes that such behavior is prohibited both by law and by university policy. The university reserves the right to take whatever action it may deem appropriate to prevent, correct, and discipline behavior which violates this policy. It is MUST University's policy that all persons should enjoy

freedom from unlawful discrimination of any kind as well as from sexual harassment or retaliation for reporting a complaint.

Anti-Hazing

In compliance with Florida law, MUST University defines hazing as any act whether physical, mental, emotional, or psychological, which subjects another person, voluntarily or involuntarily, to anything that may abuse, mistreat, degrade, humiliate, harass, or intimidate him or her, or which may in any fashion compromise his/her inherent dignity as a person. Hazing is inherently in conflict with the purpose and goals of MUST University. Therefore, such conduct will not be tolerated. MUST University will make every effort to guarantee that hazing will not victimize students.

Equal Opportunity, Discrimination, and Harassment Policy

MUST University prohibits discrimination or harassment, consistent with Federal policy, based on race, ethnic or national origin, religion, gender, color, age, handicap, marital status, sexual orientation, veteran status, or any other protected category. The university supports equal opportunity for all individuals associated with the institution and does not exclude any applicants for any protected category. Sexual harassment includes harassment based on gender beliefs, pregnancy, childbirth or related medical condition, and inappropriate conduct or advances of a sexual nature, such conduct will face disciplinary action.

Graduation Ceremony

MUST University conducts annual commencement ceremonies for its graduates, and the ceremony can viewed virtually. Graduates wishing to participate in commencement must successfully have completed all graduation requirements according to our stated policy and must inform our Director of Student Services of their intent to attend.

Student Records

The institution's registrar maintains official academic records. Included are admission applications and associated documentation, the records of grades and credits received in courses at this institution or accepted from other institutions; and other documents relating to the student's academic progress and status. Student records are maintained permanently and in confidentiality. For this reason, student's personal information will not be disclosed to individuals without written authorization of the student via the completion of a FERPA form. Students requiring a change of personal or contact information such as a change of name, address, emails, phone numbers may contact the university registrar via email (registrar@mustedu.com). Changes such as a change of name or status may require additional supporting documentation for verification purposes.

Student's Right to Know- Student Privacy Records (Act of 1974)

MUST University has policies to ensure that students have access to records as provided under federal and state law. MUST University follows the Student Right to Know Act (PL 101-542). Please contact the Registration Department for further questions regarding a student's rights to access his/her records.

Family Educational Rights and Privacy Act (FERPA)

MUST University adheres to the requirements of FERPA regarding students' rights and privacy of information. In accordance with public law 93- 380, Family Educational Rights and Privacy Act, Florida Statute 5.229.782, the school allows students to access their educational records; challenge records they believe are inaccurate, incomplete, or misleading; and limit the release of such information. Records will not be released without the written consent of the student. A student will be notified whenever a court subpoenas the records in which case, written consent is not required.

The parent(s) of a dependent student has the right to inspect records maintained by the school on the student's behalf.

Title IX Compliance

Title IX of the Education Amendments of 1972 protects individuals from discrimination based on sexual orientation in education programs or activities. MUST University strictly observes Title IX's requirements and favors the law's intent and spirit. The University is committed to compliance in all areas addressed by Title IX, including, but no limited to, education for pregnant and parenting students, access to higher education, career education, learning environment, technology, as well as sexual harassment. All MUST University students are responsible to ensure that sexual discrimination, harassment, or sexual violence does not occur. If you feel that you have experienced or witnessed sexual harassment or sexual violence, please contact the Title IX Coordinator designated below. Furthermore, retaliation against reporting or cooperating with an investigation is prohibited and in violation of US Federal law. Title IX Coordinator:

Nydia Bonilla, Director of Student Services
email: nydia.bonilla@mustedu.com
2220 N Federal Hwy, Boca Raton, FL 33431
Phone Number: (561) 465-3277

Tuition and Fees

1. **Application Fee**: - This fee is assessed prior to enrollment. The application fee is waived for Veterans who produce a copy of their DD Form 214 at the time of enrollment.
2. **Registration Fee**: This fee is assessed upon enrollment and is non-refundable unless the student is not accepted by the College, or the student meets the conditions of cancellation as outlined in the Refund Policy.
3. **Tuition**: Tuition charges are assessed based on the number of registered credit hours on a semester basis and are due before the beginning of the term.
4. **Program Fees**: Program fees cover such items as learning platform, labs, supplies, materials, student awards, workshops, and career days. Program fees are assessed each term for every program. Program fees are payable on a semester basis and are not refundable after the semester has begun.
5. **Transcript Fee**: The first transcript requested is free. Subsequent transcript requests incur a fee. Please refer to the Tuition and Fee Schedule.

Item	Fee
Application Fee	$50
Registration Fee (non-refundable)	$150
Reentry Fee	$100
Tuition, Undergraduate	$150 per credit hour
Tuition, Graduate	$160 per credit hour
Capstone Course Fee	$20 per credit hour
Official Transcript Fee	$10
Diploma Replacement Fee	$50
Graduation Fee	$100
Returned Check Fee	$50
Credit by Examination Fee	$150
Credit by Examination Rescheduling Fee	$25
Credit for Prior Learning and Life Experience Portfolio Review Fee	$150

Payment Methods
Most common methods of payments
The institution receives payments through Personal Checks, Money Orders, Credit Cards, Debit Cards, Wire-Transfers, Pix and Boletos (within Brazil).

Drop/Add Period for Term and Semester Based Courses
The drop/add period is an initial period at the start of the student's first period of obligation. The drop/add period shall be **the first week (7 calendar days)** from the start of the semester. Students withdrawing from a course, but not replacing it with another, must be aware of how this affects student status, tuition charges, and satisfactory academic progress.

Cancelation and Refund Policy

Should a student's enrollment be terminated or canceled for any reason, all refunds will be made according to the following refund schedule and norms:

1. Cancellation can be processed via an email request, by Certified Mail, or by official written communication.
2. Students admitted and enrolled that wish to cancel within three (3) business days after signing the enrollment agreement and making an initial payment will have all funds refunded.
3. Cancellation after the third (3rd) Business Day, but before the first day of class, will result in a refund of all funds paid except those fees identified in the tuition and fee schedule as non-refundable.
4. If cancellation occurs during the drop/add period, the university will refund 100% of the tuition for the semester, except those fees identified in the tuition and fee schedule as non-refundable.
5. Once the drop-add period has passed, any student who requests a total withdrawal of courses will be reimbursed according to the refund schedule below.
6. **Termination Date:** In calculating the refund due, the last date of the course or the date of the student's official request, whichever is earlier, will be used in the refund calculation.
7. Refunds will be made within 30 days of termination of student's enrollment or receipt of Cancellation/Withdrawal Notice from student.

Any student who requests a total withdrawal of courses, after the drop-add period, will be reimbursed according to the following refund schedule:

Length of Term	Percentage of Tuition Returned to the Student Minus the Application and/or Registration Fee	
5 weeks	1st Week	100%
	2nd Week	60%
	3rd Week	40%
	4th Week	0%
15 weeks	1st Week	100%
	2nd Week	80%
	3rd Week	70%
	4th Week	60%
	5th Week	50%
	6th Week	40%
	7th Week	30%
	8th Week	20%
	9th Week	0%

Scholarship and Grants

Luci Clea Silva Scholarship

The *Luci Clea Silva Scholarship* honors the memory of Luci Clea Silva, former MUST University alum. Luci was a hard-working and dedicated nurse that provided care in hospitals serving the communities for 30 years. Our brilliant student passed away from COVID-19 in 2020. This scholarship honors her attributes of intelligence, determination, strength, and vibrant personality. Students in a degree program may be eligible to apply after the successful completion of one

semester. MUST University prohibits discrimination based on race, handicap, national or ethnic origin, creed, color, gender, social or political condition, religious affiliation or belief, or any other protected status. The selection process is managed by the Scholarship Committee and the recipient's application will be referred to the University Governing Board for final approval. An application for this scholarship is available on our website and in the Finance Office. The applying student must submit a brief narrative of why she/he feels qualified to become a recipient of the scholarship. The student's narrative must be accompanied by a recommendation from a MUST University faculty member.

An applying student must have:
1. A CGPA of 2.5 (at the undergraduate level) and 3.5 (at the graduate level).
2. Be involved in at least two extracurricular activities.
3. Must hold an unencumbered nursing license.

The application deadline is March 1st of each year, and the scholarship will be awarded in the summer term of each year. There will be one or two $500 awards annually, based on funding available. The award is renewable, as long as the student meets the scholarship criteria.

President's Circle Scholarship
The University may award one full academic year tuition scholarship at the undergraduate level and one full academic year tuition scholarship at the graduate level of first time MUST University students, based on previous academic performance, letter of recommendations from faculty and/or employers, and significant financial need.

In addition to exceptional academic credentials, Presidential scholars should be intellectually and creatively adventurous and demonstrate viewpoints, experiences, or achievements beyond the norm. They are, in other words, not just top students, but extraordinarily well-rounded individuals. The President's Circle Scholarship covers full tuition plus mandatory student fees and is renewable for subsequent years upon approval of the Scholarship Committee

To be considered for the President's Circle Scholarship:
1. Complete the enrollment process and be accepted into a MUST University program.
2. Submit the scholarship application 90 days prior to the beginning of the semester.
3. Must demonstrate an earned a cGPA of 3.8 or above at the high school or undergraduate level.
4. Complete the Scholarship Essay as part of your application to the University.

The President's Circle Scholarship Essay:
Please choose from one of the two criteria below and submit one essay, in 600 words or less, as part of your application for admissions.

1. Howard Thurman, who was the Dean of BU's Marsh Chapel from 1953-1965, once wrote: "Don't ask what the world needs. Ask what makes you come alive and go do it. Because what the world needs is people who have come alive." Can you describe a particular experience you have had or an activity that you participated in that makes you come alive? How would you try to integrate that experience or activity into your program of study at MUST University?
2. Describe a time when you felt out of your comfort zone or marginalized in a situation. How did you respond to that moment and how has it informed your actions moving forward?

Once the applicant has been selected for the scholarship, they must:
1. Meet all entrance requirements of the program.
2. Be enrolled for 12 or more credits each term at the undergraduate level, or 9 or more credits each term at the graduate level.
3. Maintain a cGPA of 3.5 at the undergraduate level and 3.8 at the graduate level.
4. Maintain continuous enrollment without interruptions.

Founder's Grant
This scholarship is intended to assist MUST University students to pursue a degree in their chosen field. The scholarship is an annual award based on financial need and is paid on the third week of every semester. Scholarship award amounts are based on the number of credits that a student is taking each semester, regardless of the program of study. Scholarship applications can be found on the student portal. The awards are as follows:

1. $1,000 for students taking 9 or more credit hours per semester.
2. $500 for students taking 6 – 8 credit hours per semester.

Applicants must:
1. Complete the enrollment process and be accepted into a MUST University Program.
2. Submit the scholarship application prior to the start of the semester.
3. Start classes as stated in the enrollment agreement.
4. Maintain satisfactory academic progress (SAP).
5. Reapply each year for additional funding.
6. Submit proof of income.

MUST University Alumni Grant
MUST University is offering its associate and bachelor's degree Alumni a scholarship when they apply to, and are accepted, into one of our bachelor's or master's degree programs. The scholarship is available to all Alumni who enroll for the first time in a MUST University upper-level degree program. The scholarship for $500 per semester is disbursed as $250 per term for the first two consecutive terms. Applicants must be a MUST University associate or bachelor's degree alum who enrolls for, and is accepted into, a MUST University bachelor's or master's degree program.

Partners in Education Grant
This grant is for individuals who are employed at any of our partner organizations. Partner organizations are companies that have a history of hiring and mentoring MUST University graduates, provide externships for our current students, or have affiliation and/or articulation agreements with MUST University. The grant total is $500 per semester for students taking 8-11 credits hours and $1000 per semester for students taking 12 or more credit hours. Eligible individuals are defined as someone:
1. Who has been employed or affiliated with a partner organization for at least 1 year; and
2. Who has not previously attended MUST University.

Applicants must:
1. Complete the Partners in Education Grant application.
2. Be employed, or affiliated with, at one of our partner organizations for at least one year.
3. Be in good standing with the sponsoring or partner entity.
4. Provide grant endorsement in writing from the affiliate organization.

Once the applicant has been selected for the grant, he or she must:
1. Meet all admissions requirements of the program.
2. Be enrolled for 9 or more credits each term.
3. Maintain satisfactory academic progress (SAP).
4. Maintain continuous enrollment without interruptions.

Must provide proof of continued employment or affiliation with partner organization each academic year to remain eligible to receive the grant. A current paystub, current letter from employer verifying employment status, or proof of active membership can be submitted to the Bursar's office.

Veteran's Grant
New students who have been honorably discharged from the military are eligible for this grant. MUST University awards $500 per semester to all new veteran students enrolling at MUST University in degree programs. Students must provide a DD214, Certificate of Release or Discharge from Active Duty, or an NGB 22, National Guard Report of Separation or Record of Service. The discharge characterization or disposition must not be a Dishonorable Discharge. The grant will be disbursed in or about the third week of the semester.

Professional Tuition Benefits
School Teachers: A 20 percent scholarship is available per academic year for full-time and part-time teachers enrolled in the M.S. in Emergent Technologies in Education. Students must provide proof of employment in a K-12 school. Recipients may be required to provide proof for each subsequent renewal period (academic year).

College Professors: A 20 percent tuition scholarship is available for full-time and part-time college and university professors with academic publications enrolled in the M.S. in Emergent Technologies in Education. Students must provide proof of employment at a university or college organization and a copy of a recent academic publication. Scholarship recipients may have to provide proof at each renewal period (academic year) to maintain scholarship status.

Business Administrators: A 20 percent tuition scholarship is available for full-time and part-time small business owners and innovators enrolled in the M.S. in Business Administration, International Business, Business Development and Innovation, and Digital Marketing. Students must provide proof of small business ownership with less than 5 employees and must maintain said status during their tenure in the academic program.

Healthcare Providers: A 20 percent tuition scholarship is available for full-time and part-time health care workers enrolled in the associate or bachelor's degree program in Healthcare Management. Students must provide proof of active employment in a healthcare facility. The discount does not apply to registered nurses or licensed physicians.

All professional scholarships do not apply if tuition is paid through a grant or other subsidy, nor does it apply to benefacted or granted tuition nor to programs with special rates. The benefits are not applied retroactively.

DEGREES AWARDED

Program	Credits Required	Credential Awarded
Associate Degree		
International Business	60	Associate of Science
Healthcare Management	60	Associate of Science
Private Security Management	60	Associate of Science
Bachelor's Degree		
International Business	120	Bachelor of Science
Healthcare Management	120	Bachelor of Science
Master's Degree		
Healthcare Management	36	Master of Science
International Business	36	Master of Science
Emergent Technologies in Education	36	Master of Science
Business Administration	36	Master of Science
Digital Marketing	36	Master of Science
Business Development and Innovation	36	Master of Science
Legal Studies with Emphasis on International Law	36	Master of Science
Organizational Psychology	36	Master of Science

ASSOCIATE DEGREES

Associate of Science in International Business

60 Credits
Program Description
In the 2010-2020 period, the U.S. Bureau of Labor Statistics (BLS) projected employment for logisticians would increase by 26% (www.bls.gov). Graduates pursuing logistics careers will analyze and present performance data, as well as track the performance of people, goods, and supplies along the international supply chain.

The Associate of Science in International Business at MUST University familiarizes students with import and export laws, customs regulations, and ways to conduct international and domestic business legally. Students will get instruction in payment methods, freight operations, and the various types of documentation needed for international trade. Businesses that import and export must plan, finance, and arrange the transportation of goods while abiding by international regulations and fee structures. The import-export business is part of international trade.

Students who focus on this area of business study the global economy and cross-cultural communication. Those interested in the effect that imports and exports have on local and national economies can pursue an Associate of Science in International Business at MUST University.

Program Objectives
Upon completion of the Associate of Science in International Business graduates will:
1. Communicate effectively using a basic international business vocabulary with specific emphasis on terms associated with international trade and import-export operations.
2. Select between modes of export to fit the business needs of exporting organizations.
3. Identify factors that classify export markets with a strong potential, to define market selection models or drive market selection systems.
4. Identify major governmental and non-governmental sources of information and import-export assistance, and then apply that knowledge through development of marketing plans tied to global business activity and country-specific business conditions.
5. Identify sources of information on export restrictions and foreign shipping, to facilitate export compliance for the exporting organization.
6. Make major product decisions for export markets to facilitate product adaptation to the markets in question.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
General Education Requirements (15 Credits Required)		
SPC101	Speech Communications	3
PHI263	Contemporary Ethics	3
MAT101	College Algebra	3
ENC101	English Composition I	3
PSY101	General Psychology	3
Program Major Courses (45 Credits Required)		

ACT101	Managerial Accounting	3
BUS110	Import Customs Regulations	3
BUS121	Principles of International Business Law	3
BUS141	Money and Financial Markets	3
BUS161	Principles of Exports	3
BUS181	Quantitative & Qualitative Methods for Decision Making	3
MGT101	Introduction to Business	3
MGT121	Introduction to Organizational Behavior	3
MGT 141	Principles of Management	3
MGT161	Warehouse and Distribution Center Mgmt.	3
MKT101	Applied Marketing	3
TRA110	Global Logistics for Import and Export	3
TRA112	Operations & Production Management	3
TRA114	Procurement Management	3
TRA116	Supply Chain Management	3
	Total	**60**

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Associate of Science in Healthcare Management

60 Credits
Program Description
The Associate of Science in Healthcare Management is accessible to those that have little or no Healthcare education or experience or are already Healthcare professionals looking for a change or improvement in their careers. Our program will prepare graduates to take on management roles in a variety of healthcare settings, including acute-care hospitals, long-term care facilities, physician practices, ambulatory centers, insurance, pharmaceutical companies, and consulting firms. Our students will gain the critical skills employers are looking for in the areas of healthcare leadership, Healthcare quality management, Healthcare informatics, community health, and Healthcare systems. They will be prepared for entry level positions in management in this fast-growing industry.

Program Objectives
Upon completion of the Associate of Science in Healthcare Management graduates will:
1. Demonstrate knowledge about assessment of accounting, marketing, finance, management, and informatics, legal and social environment of business and community environment of healthcare.
2. Use business tools and know how to communicate effectively.
3. Apply knowledge of business concepts and functions in an integrated manner.
4. Work effectively in teams and/or groups.
5. Demonstrate supervisory and management skills.
6. Demonstrate knowledge of management within Healthcare System and of issues relating to U.S. Healthcare Reform.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
General Education Requirements (15 Credits Required)		
SPC101	Speech Communications	3

PHI263	Contemporary Ethics	3
MAT101	College Algebra	3
ENC101	English Composition I	3
PSY101	General Psychology	3
Program Major Courses (45 Credits Required)		
MGT101	Introduction to Business	3
MGT121	Introduction to Organizational Behavior	3
MGT 141	Principles of Management	3
MKT101	Applied Marketing	3
ACT101	Managerial Accounting	3
BUSI181	Quantitative and Qualitative Methods for Decision Making	3
HCM101	Community Health	3
HCM 121	Health Information Systems	3
HCM141	Healthcare Financial Management	3
HCM161	Healthcare Informatics	3
HCM181	Healthcare Management	3
HCM201	Healthcare Outcomes & Quality Management	3
HCM221	Legal Aspects of Healthcare Management	3
HCM241	OSHA Standards for General Industry	3
HCM261	Billing & Reimbursement Methodologies	3
	Total	**60**

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Associate of Science in Private Security Management

60 Credits
Program Description
In the United States, there is an absence of specific associate degree programs in private security management. Fulfilling this need in the market MUST University offers an Associate of Science in Private Security Management. Students in the Private Security Management Associate of Science Degree Program learn how to recognize and evaluate dangerous situations, as well as utilize surveillance equipment and other security technologies. The U.S. Bureau of Labor Statistics (BLS) has projected 12% job growth for security guards and gaming surveillance officers from 2012 through 2022 (www.bls.gov). During that period, the BLS also expects a fast 11% growth for private detective and investigator jobs, which includes loss prevention agents.
The AS in Private Security Management Program at MUST University includes topics such as business administration, policing techniques and legal issues related to the security industry. Graduates possess the skills to implement updated security measures, investigate thefts, and interview persons of interest. They learn the skills to use their knowledge of business and safety to create secure working environments. Courses cover topics like investigation procedures, criminal justice, business operations, loss prevention, security management, public safety administration, investigative techniques, information security, emergency preparedness, and criminal justice, among others.

Program Objectives
Upon completion of the Associate of Science in Private Security Management graduates will:
1. Demonstrate knowledge about the basic terms in security management and its theories.
2. Apply concepts of planning, resources, and authority to security organizations.

3. Identify and discuss the major aspects of physical security, associated threats, and application of countermeasures.
4. Demonstrate knowledge of basic procedures and rules of personnel security and the specialized terms associated with information security.
5. Draw conclusions about the role security leadership has in establishing the foundation of private security programs.
6. Test and align functional performance of their security organizations, incorporating legal issues and ensuring ethical approaches.
7. Evaluate and use a methodology of quality assurance including the merits of a performance-based standards approach towards total asset protection.
8. Create value-added contributions to protecting the world of tangible and intangible assets.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
General Education Requirements (15 Credits Required)		
SPC101	Speech Communications	3
PHI263	Contemporary Ethics	3
MAT101	College Algebra	3
ENC101	English Composition I	3
PSY101	General Psychology	3
Program Major Courses (45 Credits Required)		
HMS101	Ethics in Human Service	3
MGT121	Introduction to Organizational Behavior	3
MGT141	Principles of Management	3
PSM101	Advances First Aid, CPR & AED	3
PSM121	All Hazards Safety	3
PSM141	Conduction of Escort and Patrol	3
PSM161	Electronics and Telecommunications	3
PSM181	Firearms and Ammunitions Safety and Practice	3
PSM201	Information Security	3
PSM221	Private Security and the Investigative Process	3
PSM241	Leadership Strengths and Skills	3
PSM261	Premises Protection	3
PSM281	Principles of Self Defense I	3
PSM282	Principles of Self Defense II	3
PSM301	Workplace Safety	3
	Total	**60**

Course sequence can be changed at the discretion of MUST University depending on course offerings.

BACHELOR'S DEGREES

Bachelor of Science in International Business

120 Credits
Program Description
The Bachelor of Science in International Business program at MUST University is designed for students seeking to strengthen their knowledge and decision-making ability in international business. The core objectives of the program are to develop, extend, and improve the ability to plan and act strategically in an international business environment; to strengthen analytical and decision-making skills in the functional areas of marketing, finance, multinational operations, and human resource management; and to become an effective leader in international business.

Program Objectives
Upon completion of the Bachelor of Science in International Business graduates will:
1. Demonstrate a willingness to learn from other cultures.
2. Have an openness to expanding traditional business ideas.
3. Have a desire to develop international working relationships.
4. Use analytical tools to evaluate a constantly changing business environment.
5. Demonstrate Leadership qualities to make decisions when faced with international competition.
6. Demonstrate Creativity to solve problems within foreign cultures, markets, and business environments.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
Lower-Level General Education Requirements (15 Credits Required)		
SPC101	Speech Communications	3
PHI263	Contemporary Ethics	3
MAT101	College Algebra	3
ENC101	English Composition I	3
PSY101	General Psychology	3
Upper-Level General Education Requirements (15 Credits Required)		
ENC102	English Composition II	3
POR201	Conversational Portuguese	3
BIO201	Biology	3
STA210	Statistics	3
ECO202	Principles of Economics	3
Program Major Courses (90 Credits Required)		
Lower Division Major Courses		
ACT101	Managerial Accounting	3
BUS110	Import Customs Regulations	3
BUS121	Principles of International Business Law	3
BUS141	Money and Financial Markets	3
BUS161	Principles of Exports	3
BUS181	Quantitative and Qualitative Methods for Decision Making	3

MGT101	Introduction to Business	3
MGT121	Introduction to Organizational Behavior	3
MGT141	Principles of Management	3
MGT161	Warehouse & Distribution Center Management	3
TRA110	Global Logistics for Import and Export	3
TRA112	Operations and Productions Management	3
TRA114	Procurement Management	3
TRA116	Supply Chain Management	3
MKT101	Applied Marketing	3
STA313	Statistical Methods	3
Upper Division Major Courses		
BUS210	Business Statistics	3
BUS303	Principles of Macroeconomics	3
BUS304	Principles of Microeconomics	3
BUS340	Corporate Finance	3
ENC320	Professional Writing	3
HCM330	Industrial Psychology	3
BTE423	Database Management Systems	3
BUS421	Globalization and Corporate Social Responsibility	3
BUS451	Global Strategic Management of Technology	3
BUS470	International Business	3
BUS471	Business Strategy and Policy	3
BUS472	International Trade	3
MAN410	Leadership Development	3
MAN412	Human Resources Management	3
	Total	**120**

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Bachelor of Science in Healthcare Management

Credits: 120
Program Description
The Healthcare Management program is designed to prepare graduates to become managers and support professionals in the healthcare field as well as in related industries. The program helps develop versatile professionals who, using a collaborative approach, apply knowledge of information systems, policy, accounting, budgeting, and analysis in diverse healthcare provider settings. The combination of management skills and knowledge of current issues in health services and systems provides Healthcare Administration graduates with a solid educational foundation on which to begin their healthcare careers.

Program Objectives
Upon completion of the Bachelor of Science in Healthcare Management graduates will:
1. Apply practical approaches to solve and prevent business problems in healthcare settings.
2. Know a working understanding of evolving issues in the healthcare industry.
3. Use the abilities to collaborate with others to deliver professional healthcare services in diverse work environments.
4. Apply project management and business analysis principles.
5. Demonstrate and effectively communication both orally and in writing.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
SPC101	Speech Communications	3
PHI263	Contemporary Ethics	3
MAT101	College Algebra	3
ENC101	English Composition I	3
PSY101	General Psychology	3
Upper-Level General Education Requirements (15 Credits Required)		
ENC102	English Composition II	3
POR201	Conversational Portuguese	3
BIO201	Biology	3
STA210	Statistics	3
ECO202	Principles of Economics	3
Program Major Courses (90 Credits Required)		
Lower Division Major Courses		
MGT101	Introduction to Business	3
ACT101	Managerial Accounting	3
EHC103	Medical Ethics	3
MKT101	Applied Marketing	3
MGT141	Principles of Management	3
MGT121	Introduction to Organizational Behavior	3
HCM181	Healthcare Management	3
HCM161	Healthcare Informatics	3
HCM121	Health Information Systems	3
HCM101	Community Health	3
HCM141	Healthcare Financial Management	3

HCM201	Healthcare Outcomes and Quality Management	3
HCM210	Healthcare for the Elderly	3
HCM221	Legal Aspects of Healthcare Management	3
HCM241	OSHA Standards for General Industry	3
HCM261	Billing and Reimbursement Methodologies	3
Upper Division Major Courses		
STA313	Statistics Methods	3
MGT303	Operations Management	3
HCM320	Psychology of Aging	3
ENC320	Professional Writing	3
HCM330	Industrial Psychology	3
BPH305	Issues in Health Disparities	3
BPH310	Health and Environment	3
HSC305	Research Methods in Healthcare	3
HCM340	Human Resources in Healthcare	3
MAN410	Leadership Development	3
BTE423	Database Management Systems	3
EHC410	Quality Improvements Methods in Healthcare	3
EHC498	Health Planning and Policy Management I	3
EHC499	Health Planning and Policy Management II	3
	Total	**120**

Course sequence can be changed at the discretion of MUST University depending on course offerings.

Pre-Requisites:

1. Students must complete all Lower-Level General Education Requirements before attempting Upper-Level General Education Requirements courses, and
2. Students must complete all Lower Division Major Courses before attempting Upper Division Major Courses

MASTER'S DEGREES

Master of Science in Healthcare Management

36 Credits
Program Description
The Master of Science in Healthcare Management (MS-HCM) program at MUST University has been designed to provide working Healthcare professionals with the knowledge, skill sets, and abilities needed to be effective Healthcare administrators and managers.
Healthcare delivery is undergoing rapid growth and change in the United States and around the world, a change that has accelerated in the 21st century. As a result, the responsibilities of healthcare administrators and managers are continuously being redefined. In this dynamic environment, organizations must manage for continuous improvement and maintain flexibility to respond to the latest challenges. This underscores the constant need for healthcare professionals to keep pace with new knowledge and gain new skills.

The MS-HCM program at MUST University seeks to develop professionals who understand how to manage non-profit, for-profit, and voluntary Healthcare organizations in effective and innovative ways and who can help Healthcare organizations successfully meet the challenges of a rapidly changing environment. Students in the MS-HCM program acquire the analytical skills needed to explore new models of healthcare delivery and organizational design. They also develop the leadership skills needed to discover and implement creative solutions to problems in the current Healthcare system.

Online Education: MUST University offers a distance delivery option that enables students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous methods where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives
The Healthcare Leadership Alliance (HLA), a consortium of major professional Healthcare associations, has identified five competency domains in which all Healthcare administrators and managers should have proficiency for workplace effectiveness: communication and relationship management, leadership, professionalism, knowledge of the Healthcare environment, and business skills and knowledge. The MS-HCA program has adopted these five competency domains as its program learning outcomes. Therefore, students who graduate with a Master of Science in Healthcare Management from MUST University will be able to:
- Communicate clearly and concisely with internal and external customers, to establish and maintain relationships, and to facilitate constructive interactions with individuals and groups.
- Inspire individual and organizational excellence, to create and attain a shared vision, and to successfully manage change to attain the organization's strategic ends and successful performance.
- Align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement.

- Demonstrate an understanding of the Healthcare system and the environment in which Healthcare managers and providers function.
- Apply business principles to the Healthcare environment; basic business principles include financial management, human resource management, organizational dynamics and governance, strategic planning and marketing, information management, risk management, and quality improvement.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
REI501	Resilience and Emotional Intelligence	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3
HCA532	Healthcare Management for Executives	3
HCA550	Healthcare Law Ethics	3
HCA520	Healthcare Systems	3
HCA630	Data Analysis and Health Informatics	3
HCA522	Hospital Management	3
HCA523	Health Crisis Management	3
HCA700	Healthcare Management Capstone*	3
MUST CHOOSE ONE (1) CONCENTRATION BELOW		
Leadership Concentration:		
HCA640	Strategic Management of Healthcare Organizations	3
HCA624	Entrepreneurship in Healthcare Management	3
HCA670	Organizational Leadership and Governance	3
Health Service Management Concentration:		
HCA628	Healthcare Quality Assessment and Improvement	3
HCA660	Monitoring, Auditing and Reporting in Healthcare Compliance	3
HCA678	Healthcare Compliance Foundations	3
	Total	**36**

Course sequence can be changed at the discretion of MUST University depending on course offerings. ***Capstone course has a prerequisite of successful completion of all prior program courses**

Master of Science in International Business

36 Credits
Program Description
The Master of Science in International Business program at MUST University is designed to prepare students for management opportunities within multinational industries and organizations. Learners will build leadership skills and a comprehensive understanding of cultural business issues, international regulations, and strategic planning necessary to succeed in today's dynamic global marketplace. Additional areas of focus include the challenges of expansion, technology use, and effective decision-making on an international scale.

Online Education: MUST University offers distance delivery options that enable students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance

Education programs are taught using asynchronous methods where activities and assignments are distributed weekly to achieve the course's objectives.

Program Objectives

Students who graduate with a Master of Science in International Business will be able to:

1. Develop comprehensive strategic business plans for global expansion.
2. Understand compliance and regulatory requirements for international hiring and managing of foreign and remote employees.
3. Evaluate the proper technologies needed to sustain and secure infrastructure, data, and proprietary information.
4. Analyze competitive markets and the economic and political factors that affect them.
5. Evaluate currency, exchange rate fluctuations, and determine how they affect investments and financial planning.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
REI501	Resilience and Emotional Intelligence	3
BMO502	Business Modeling	3
MKT510	Marketing for Executives	3
BUS530	Business Strategies in the Global Economy	3
BUS620	Technology Management in the Global Economy	3
ASM503	Advanced Success Mindset	3
BUS510	Global Financial Management	3
BUS612	International Business Law	3
BUS631	Global Trade	3
BUS632	International Business	3
BUS540	Effective Organizations – Theory and Practice	3
MAN730	International Business Capstone*	3
	Total	**36**

Course sequence can be changed at the discretion of MUST University depending on course offerings. ***Capstone course has a prerequisite of successful completion of all prior program courses**

Master of Science in Emergent Technologies in Education

36 Credits
Program Description
The Master of Science in Emergent Technologies in Education graduate program at MUST University provides participants with technological knowledge and skills to create effective school district technology plans, to develop training programs for classroom professors in the use of technology, to promote organizational change through technology, to manage technology resources and personnel in a school setting, and to apply their technical skills and knowledge to identify and utilize technological resources appropriately for the needs of the schools, school districts, and similar educational organizations. All the required courses address the technological needs of schools.

Online Education: MUST University offers distance delivery options that enable students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based

programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous methods where activities and assignments are distributed weekly to achieve the course's objectives.

Program Objectives
Students graduating with a Master of Science in Emergent Technologies in Education will be able to:
1. Identify, describe, and evaluate a variety of factors that influence integration of technology in education.
2. Design and develop a variety of technology-based projects and utilize the projects in their courses to write a comprehensive review of e-learning topics that relate to education as well as the industry.
3. Propose and complete a research project investigating a topic of professional interest as it relates to education and technology.
4. Develop an in-depth understanding of current issues in technology and education in one of the following related to technology topics: e-learning, planning and change; Web development.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
EDU500	Principles of Curriculum Design	3
EDU510	Teaching Methodology and Assessment	3
EDU609	Designing Effective Multimedia Instruction	3
EDU612	Distance Learning Technologies and Applications	3
EDU620	Learning Theories and the Design of E-Learning Environments	3
EDU621	Principles of Instructional Design	3
EDU640	Educational Technology Planning for Innovation and Change	3
EDU660	Educational Interface Design	3
EDU670	Computer-Based Technology in the Classroom	3
EDU681	Digital Media and Audiovisual in Online Teaching	3
EDU682	Theories and Practices of Active Learning	3
EDU689	Emergent Technologies in Education Capstone*	3
	Total	**36**

Course sequence can be changed at the discretion of MUST University depending on course offerings. ***Capstone course has a prerequisite of successful completion of all prior program courses**

Master of Science in Business Administration

36 Credits
Program Description
The MUST University's Master of Science in Business Administration is designed to meet the training and skills needed for the 21st century business world. Upon completion of the program, students will be able to:
1. Have a systemic and up-to-date view of all aspects of effective business management.
2. Apply modern business management techniques.
3. Integrate theory and practice into strategic analysis.
4. Develop structured business research.
5. Analyze, plan, and execute solutions to a company's problems.

6. Implement leadership skills appropriate to the profile of the modern worker.
7. Obtain specific skills related to their chosen concentration.

Online Education: MUST University offers distance delivery options that enable students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous methods where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives

This program is designed to prepare students for the competitive field of business. As part of their education, they will be exposed to a myriad of educational material which includes case studies and strategic use of available resources. The program culminates in a research study that enables the conveyance and reflection of intrinsic knowledge crucial to success in the world of business. The result is for the student to understand the responsibility of a business leader and become a strategic disruptor in the field.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
REI501	Resilience and Emotional Intelligence	3
BMO502	Business Modeling	3
BUS530	Business Strategies in the Global Economy	3
ASM503	Advanced Success Mindset	3
SCM570	Supply Chain Management	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3
ACT510	Executive Managerial Accounting	3
BTE680	Blockchain Technologies	3
CAP599	Business Administration Capstone*	3
MUST CHOOSE ONE (1) CONCENTRATION BELOW		
Finance Concentration:		
ACF611	Advanced Corporate Finance	3
IST656	Investment Strategies	3
BUS510	Global Financial Management	3
Human Resources Concentration:		
MGT512	Organizational Behavior	3
EDU640	Educational Technology Planning for Innovation and Change	3
LGE560	Leading Z Generation	3
Digital Marketing Concentration:		
DAN652	Data Driven Analysis	3
DST618	Digital Marketing Strategy	3
MKT510	Marketing for Executives	3
Data Protection Concentration:		
HRP551	Human Rights and Privacy	3
CYT683	Technology and Cybersecurity	3
BUS620	Technology Management in the Global Economy	3
	Total	**36**

Course sequence can be changed at the discretion of MUST University depending on course offerings. ***Capstone course has a prerequisite of successful completion of all prior program courses**

Master of Science in Digital Marketing

36 Credits
Program Description
The MUST University's Master of Science in Digital Marketing is designed to meet the knowledge, training and skills needed of the 21st century digital marketing world. Upon completion of the program, students will be able to:

1. Understand the buying behavior of digital consumers.
2. Create digital marketing strategies.
3. Understand the shopping journey of digital consumers.
4. Create digital structures of digital presence for companies, products, and services.
5. Analyze data and make decisions.
6. Integrate content marketing strategies with digital marketing campaigns.
7. Develop scientific studies on topics related to digital marketing.

Online Education: MUST University offers distance delivery options that enable students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous methods where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives
This program is designed to prepare students to work in the field of marketing under the context of technological innovation and with a focus on results. Students will be introduced to contemporary marketing tools and techniques and study consumer behavior on a shopping and data analysis journey to support the best digital marketing decisions. The program will end with the development of research covering the content learned and the students' interest in going deeper into solving a research problem. In this way, the program's graduate will have a clear vision of the current situation of digital marketing and being able to use current tools and techniques in function of the best results in digital marketing.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
REI501	Resilience and Emotional Intelligence	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3
DST618	Digital Marketing Strategy	3
DAN652	Data Driven Analysis	3
MKT670	Customer Journey Analytics	3
MKT680	Content Marketing	3
BUS655	E-Commerce and Digital Business Models	3
MKT601	Market Demand and Sales Forecasting	3
BUS682	Business Intelligence and CRM	3
BUS674	Consumer Behavior in a Digital World	3
MKT510	Marketing for Executives	3

MKT700	Digital Marketing Capstone*	3
	Total	**36**

Course sequence can be changed at the discretion of MUST University depending on course offerings. ***Capstone course has a prerequisite of successful completion of all prior program courses**

Master of Science in Business Development and Innovation

36 Credits
Program Description
MUST University's Master of Science in Business Development and Innovation is designed to meet the training and skills needed in the business world.
Upon completion of the program, students will be able to:
1. Have a systemic and up-to-date view of innovative business models.
2. Apply modern technologies in new business.
3. Understand and analyze the entrepreneur's mindset.
4. Develop structured business plans.
5. Sell business projects to investors.

Online Education: MUST University offers distance delivery options that enable students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous methods where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives
This program is designed to prepare students to be entrepreneurs with a strong innovative perspective emphasis. As part of their education, they will be exposed to different business models, how technologies are changing business, the steps, and the right mindset they will use to create a new business in the current days and in the future. The program culminates in a research study that enables the conveyance and reflection of intrinsic knowledge crucial to succeed as an entrepreneur. The result is for the student to not only know how to create a new business, but to become a visionary in the field.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
REI501	Resilience and Emotional Intelligence	3
BMO502	Business Modeling	3
MKT510	Marketing for Executives	3
BUS530	Business Strategies in the Global Economy	3
INV640	Applied Innovation	3
EMB550	Entrepreneur Mindset and Behavior	3
BTE680	Blockchain Technologies	3
FIN530	Financial Modeling	3
BPL570	Business Planning	3
LCD680	Low Code Development	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3

BSI690	Business Development and Innovation Capstone*	3
	Total	**36**

Course sequence can be changed at the discretion of MUST University depending on course offerings. ***Capstone course has a prerequisite of successful completion of all prior program courses**

Master of Science in Legal Studies Emphasis in International Law

36 Credits
Program Description
The Master of Science in Legal Studies program is designed to provide a solid foundation in legal doctrine and concepts while developing and refining the student's ability to identify and analyze legal issues. The program highlights the foundations of the American legal system, process and procedure, dispute resolution, legal research and writing, legal reasoning and analysis, ethical decision making, jurisprudence and legal history, and substantive law in the area of international law. The program in legal studies does not prepare graduates for the practice of law. Students completing this program are not eligible to sit for any state's bar examination.
Upon graduation, graduates could pursue career opportunities in law and law-related fields, government, or business, or may use the background knowledge gained through this degree to prepare for further graduate study.

Online Education: MUST University offers distance delivery options that enable students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous methods where activities and assignments are distributed weekly to achieve the objectives of the course.

Program Objectives
The Master of Science in Legal Studies program is designed to provide a solid foundation in legal doctrine and concepts while developing and refining the student's ability to identify and analyze legal issues. The program in legal studies does not prepare graduates for the practice of law. Graduates are not eligible to sit for any state's bar examination based solely on the completion of this program. Upon graduation, graduates could pursue career opportunities in law and law-related fields, government, or business or may use the background knowledge gained through this degree to prepare for further graduate study.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
LAW500	Legal Methods and Process	3
LAW510	Legal Research and Writing	3
LAW520	Community Law and Organizations	3
LAW530	Conflict Resolution	3
LAW540	Business Law and Compliance	3
Specialization Courses		
LAW650	International Treaties	3
LAW560	Diplomatic Relations and International Ethics	3
LAW640	Data Protection and Legislation Contracts	3

LAW580	International Criminal Law	3
LAW590	International Labor Law	3
LAW700	International Law Capstone*	6
	Total	**36**

Course sequence can be changed at the discretion of MUST University depending on course offerings. ***Capstone course has a prerequisite of successful completion of all prior program courses**

Master of Science in Organizational Psychology

36 Credits
Program Description
This program is intended to prepare students from different areas for actions on current and emerging themes which interface with Psychology, Business, and Economic Sciences. It focuses on topics of interest to organizations and their employees to ensure and reconcile the importance of business with the people's needs. Topics related to work and how they affect the life of the individual, his or her family and the environment are addressed. Experimentation with everyday assessment and intervention techniques are part of the requirements for completing the course. In addition to experimentation, students will have the opportunity to produce research and/or reports on the topics covered.

Online Education: MUST University offers distance delivery options that enable students to complete their program of study using the University platform. All distance education courses maintain the same curriculum content, academic rigor, structure, and standards as the campus-based programs. Students can access their classes using their assigned username and password. Distance Education programs are taught using asynchronous methods where activities and assignments are distributed weekly to achieve the course's objectives.

Program Objectives
The master's program at MUST University in Organizational Psychology is intended to enable students to act on current and definitive themes for the success of organizations. By the end of the course students should be able to:
1. Integrate theory and practices related to organizational and work phenomena and processes.
2. Identify, assess, and develop essential skills for superior performance in the various job functions.
3. Identify and intervene in the identification and retention of talents.
4. Acquire repertoire to plan and implement development and training programs for the workforce.
5. Acting on topics that have repercussions for the individual, family, and social environment, such as health and well-being at work.

CURRICULUM		
Course Number	**Course Title**	**Credit Hours**
MGT512	Organizational Behavior	3
BUS518	Quantitative & Qualitative Methods for Decision Making	3
PSY520	Work Competencies	3
PSY530	Behavioral Assessment in Work	3
PSY540	Achieving Well-being in Work	3

PSY550	The Changing Nature of Work	3
PSY560	Talent Retention and Workforce Management	3
PSY570	Leadership and Development for Organizational Success	3
PSY580	Learning, Qualifying and Development	3
PSY590	Engagement and Motivation	3
PSY600	Organizational Psychology Capstone*	6
	Total	**36**

Course sequence can be changed at the discretion of MUST University depending on course offerings. ***Capstone course has a prerequisite of successful completion of all prior program courses**

ASSOCIATE & UNDERGRADUATE COURSES

ACT101 Managerial Accounting	An introduction to accounting emphasizing how a general-purpose financial statement communicates information about the business corporation's performance and position for users external to management. The course accentuates how the accountant processes and presents the information and includes exposure to recording transactions, adjusting balances, and preparing financial statements for service and merchandise firms per established rules and procedures. In addition, the course examines major elements of the statements such as cash, receivables, inventory, long-lived assets, depreciation, payroll, bonds, and other liabilities and stocks.
BUS110 Import Customs Regulations	This course explains the US Customs Import Regulations to include the duties and responsibilities of the licensed customs broker or customs house broker. Topics include processes for customs clearance including customs organization, consumptions, and the three keys to successful liquidation (valuation, classification, and entry), the Automated Broker Interface to the Automated Commercial System, types of entries, surety bonds, quotas, penalties, appraisement, bonded warehouse entry, examination of goods, harmonized tariffs, fees, quotas, immediate delivery, laws, and regulations.
BUS121 Principles of International Business Law	This course is an introduction to international business law, featuring global trade, licensing agreements for the transfer and protection of patents, copyrights, trademarks, and intellectual property (including franchising), and active foreign investment through mergers, acquisitions, and joint ventures.
BIO201 Biology (General Education)	This course includes the areas of cell biology, genetics, development, vertebrate physiology, ecology, and evolution. It is intended for students in all areas. Emphasis will be placed on learning, understanding and being able to use key biological concepts and the scientific method. The study of modern biology is not only a matter of assimilating information. Learning how to use that information for problem solving, posing hypotheses, and interpreting experimental results is also critical to understanding biology as a science.
BPH305 Issues in Health Disparities	This course draws on insights from a range of social science disciplines to examine the multifaceted issue of health disparities in the U.S. Healthcare system. Traditionally marginalized racial, ethnic and immigrant communities and emerging groups with disparities based upon gender, sexual orientation and identity, disability, physical and mental health, geography, and environment will be examined at the individual, systemic and institutional levels. The role of culture, socioeconomic status, health literacy, and social and community networks will be explored; cultural competency, advocacy, and social justice will be discussed as solutions for promotion of health equity.

BPH310 Health and Environment	This course discusses how both the natural and built environment affect human health by looking at the impact of physical, chemical, and biological factors external to humans. It also covers how those working in Environmental health fields are concerned with preventing diseases or other illnesses by assessing and controlling environmental factors that pose a threat to human health whether it involves air quality, natural disasters, radiation, water quality, UV exposure, indoor air pollutants, climate change, healthy communities and work environments, or the effects of toxic substances.
BTE423 Database Management Systems	This course will develop skills and understanding in The student should develop skills and understanding in the design methodology for databases and verifying their structural correctness, implementing databases and applications software primarily in the relational model, using querying languages, primarily SQL, and other database supporting software, applying the theory behind various database models and query languages, implementing security and integrity policies relating to databases, and working in group settings to design and implement database projects.
BUS141 Money and Financial Markets	This course is designed to provide a thorough understanding of the importance of money, banking, and financial markets of a developed economy. It will provide the opportunity to examine the instruments and strategies assisting production, distribution, and consumption. Also, this course will develop an appreciation for important concepts in economics, from interest rates and central banking to stocks, bonds, and foreign exchange.
BUS161 Principles of Exports	This course explains export management processes and procedures. Topics include governmental controls, licensing of products, documentation, commercial invoices, and traffic procedures. Application to human and public relations, management of personnel, finance, and accounting procedures.
BUS181 Quantitative and Qualitative Methods for Decision Making	This course introduces the learner to utilizing and applying both quantitative and qualitative methods for individual, organizational, and societal decision-making. A variety of tools and techniques will be examined as the foundation for the development and interpretation of attributes and variables in addition to the use of data sources for improving processes and organizational environments.
ECO202 Principles of Economics	This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course, we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics.
BUS210 Business Statistics	This is a course in the basic statistical concepts and methods common in business applications. The emphasis is on parametric techniques used to describe and compare samples and populations. In addition, this course

	introduces students to a new way of thinking about data, and to help them gain an understanding of how to use, communicate, and interpret statistics.
BUS303 Principles of Macroeconomics	This course is an introduction to the behavioral science of economics, which focuses on the aggregate behavior of households, firms, and the government. Topics covered include gross domestic product, national income, economic growth, unemployment, inflation, the business cycle, fiscal policy and monetary policy, and international trade.
BUS304 Principles of Microeconomics	This course provides a thorough introduction to economic theory. Starting from the basic ideas of tradeoffs, opportunity cost, and the benefits of trade, this course will describe how the market forces of supply and demand cause prices to be what they are. It will see the sense in which market economies are efficient, and the way governments can make our economy less or more efficient. It will delve behind the supply curve to see how firms choose their production levels to maximize profits, culminating in the model of perfect competition.
BUS340 Corporate Finance	This course serves as an introduction to business finance (corporate financial management and investments) for both non-majors and majors preparing for upper-level course work. The primary objective is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; options; and market efficiency. The course will also analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues.
BUS421 Globalization & Corp. Social Responsibility	Responsibility introduces students to the concept of corporate social responsibility, which involves an examination of whether organizations should expand their focus from serving stockholders to also considering the impact of the firm's activities on diverse stakeholders. Practicing corporate social responsibility requires that a corporation meld business goals with societal expectations. To do so means addressing complex questions such as: What obligations do businesses have to the societies in which they operate? Can the interests of corporations and outside stakeholders be aligned, or are they in inherent conflict? This course examines these and other questions without prescribing simple solutions.
BUS451 Global Strategic Management of Technology	Introduces the basic concepts of information technology and innovation from a strategic management perspective. Covers strategic management of high technology companies, emerging technologies in a global marketplace, and aligning product development and system design. Identifies the creation of new products and services, and how new ventures are exploited.
BUS470 International Business	This course provides an overview of international organizations and the effects of the foreign environment on international business. The course will focus on cultural differences; theories of international trade and economic

	development; international finance; marketing internationally and practical applications of starting and maintaining international business relationships.
BUS471 Business Strategy and Policy	This course gives an overview of all essential aspects of business policy and strategic management. The intention is to provide students with strategy insights; reflect on strategic dilemmas; and practice strategy tools to enable students to become strategic thinkers. The course will cover strategy analysis, formulation of strategies at different levels of the organization, and strategy implementation. We will also reflect on the purpose of organizations, their governance, and their role towards shareholders, stakeholders, and society in general.
BUS472 International Trade	The main theories of international trade in goods and services, and of international movements of capital and labor. Partial equilibrium and general equilibrium analysis of the major instruments of trade policy, their economic effects, and the issues created by their use in practice. The economics of preferential trading arrangements, such as free trade areas, customs unions, common markets, and "mega-agreements."
EHC103 Medical Ethics	This course will explore the major ethical issues confronting the practices of medicine and biomedical science. Students will become familiar with legal and institutional positions, consider and debate opposing arguments on the various topics, and examine relevant case studies.
EHC410 Quality Improvement Methods in Healthcare	Studies in depth the quality improvement philosophy, methodologies, tools, and issues related to HEALTHCARE. Emphasizes quality standard setting, system design, reporting mechanisms, and effectiveness assessment. Closely examines the relationship between quality improvement programs, risk management, and use review.
EHC498 Health Planning and Policy Management I	This course covers the management processes/roles of public health professionals. In addition, it discusses health service organizations, policy issues and resource utilization/control.
EHC499 Health Planning and Policy Management II	This course is a continuation of EHC498 with emphasis on human resources management and public health trends.
ENC101 English Composition I	In this course, students acquire the writing competence necessary on the conventions of academic writing and critical thinking. A variety of assignments, beginning with personal reflections, build upon one another, as students develop ideas that respond to, critique, and synthesize the positions of others. The course also emphasizes the elements of good writing style, appropriate grammar and mechanics, clarity of language, and logical and cohesive development.

ENC102 English Composition II	This course is a continuation of ENC101 with emphasis on analysis of readings in prose fiction. Students will use literary elements to interpret short fiction.
ENC320 Professional Writing	This course offers an introduction to the techniques and types of professional writing, including correspondence and reports. It is designed to help strengthen skills of effective business and professional communication in both oral and written modes. After successful completion of this course, students will have the skills necessary to communicate effectively in a variety of professional situations.
HCM101 Community Health	This course emphasizes the role Healthcare organizations play in community health and disease prevention. It focuses on specific strategies Healthcare managers can use to benefit the health of communities. Topics include the role of healthcare stakeholders in promoting community health, connecting with the community, and community benefit standards.
HCM121 Health Information Systems	This course examines Healthcare organizations from the perspective of managing the information systems that exist within the enterprise. Identifying the clinical and Healthcare delivery processes and how they relate to information systems is a main focus.
HCM141 Healthcare Financial Management	Healthcare Financial Management offers an introduction to healthcare finance and a description of the current financial environment in which Healthcare organizations function. It also explores the basics of financial and managerial accounting, presenting concepts that are critical to making sound financial decisions to better the cost-effectiveness of the organization.
HCM161 Healthcare Informatics	As an introductory course for non-information management students, this course will cover the history of Healthcare informatics, current issues, basic informatics concepts, and health information management applications. Topics include HIPPA and other legislation, application of electronic health records, and other clinical and administrative applications of health information systems.
HCM181 Healthcare Management	Healthcare Management provides the student with an overview of how Healthcare institutions are organized and governed, the role of the management staff, physicians, nurses and other clinical and support staff in these organizations, and the management systems designed for their efficient and effective operation.
HCM201 Healthcare Outcomes and Quality Management	This course will explore the essential principles and techniques of quality improvement applied to patient care and the management of services in healthcare organizations. The importance of quality management in leadership of organizations will be emphasized. Topics include fundamentals of quality management, system thinking and goal setting, improvement theories, data collection, statistical tools, medical errors and reporting, public perceptions, and organizational accountability.
HCM210 Healthcare for the Elderly	Problems in planning, financing, delivering, and evaluating health services for them. Administrative structures and public and private delivery systems are compared and critiqued.

HCM221 Legal Aspects of Healthcare Management	This course will provide the student with the skills necessary to mitigate liability through risk management principles, develop relationship management skills, apply an ethical decision-making framework, incorporate employment law procedures, and manage communication.
HCM241 OSHA Standards for General Industry	This course covers Federal OSHA policies, procedures, and standards, as well as general industry safety and health principles. Topics include scope and application of the OSHA General Industry Standards.
HCM261 Billing and Reimbursement Methodologies	This course will show students the reimbursement side of healthcare and the importance of correct coding and billing practices to both the facility and the patient.
HCM320 Psychology of Aging	During this course, we will discuss theory, research, and intervention/policy pertaining to the aging process and older adults. Among the changes emphasized are normal age-related changes in social cognition (stereotypes and processing of emotional information), personality, information processing and memory, intelligence, and health.
HCM330 Industrial Psychology	Industrial and Organizational Psychology is designed to introduce students to major areas relevant to the behavior of people at work from the time they enter the labor force until retirement. This course focuses both on understanding the psychological bases of work behavior and on the organizational practices used to create a good fit between people's characteristics and work's demands.
HCM340 Human Resources in Healthcare	This course is designed to study the essential role of human resources management within healthcare organizations. To meet the challenges of the marketplace, organizations will need to improve the quality of the services they provide; streamline their clinical delivery and support systems and transform their human resources management accordingly.
HMS101 Ethics In Human Service	This course presents a discussion on potential conflicts between ethical standards and legal guidelines and a section defining statutory law, regulatory law, case law, and constitutional law. In addition, this course covers boundary issues and dual relationships and explores the complexities of practitioner self-disclosure and the challenges of investigation into the ethics of practitioner engagement with social justice and advocacy.
HSC305 Research Methods in Healthcare	In this course students formulate a research problem statement, identify a hypothesis, propose a research design, and suggest possible interventions and analysis. Provides students with the opportunity to conduct a professional presentation on their own research topics.
MAN410	This course is designed to provide a structured format for the development of a dynamic personal leadership development plan. Using readings,

Leadership Development	lectures, and experiential activities, the course will offer theoretical foundations, practical application and an opportunity for self-assessment that will permit students to continue the development of their leadership talent.
MAN412 Human Resources Management	Human Resource Management is a specialization within the field of Management that encompasses several functions including the recruitment, selection, and maintenance of a qualified, motivated, and productive workforce. The effective performance of these functions requires understanding and skill in employment law, planning, job analysis, recruitment, selection, orientation, training, employee development, performance appraisal, compensation, benefits, safety, and labor relations. Even if you do not enter a career in Human Resources, you should understand the topics covered in this course since the job of the general manager is to supervise people as well as financial and material resources.
MAT101 College Algebra (General Education)	This course is designed to prepare students for Applied Calculus and Discrete Mathematics and to provide the mathematical background needed for the analytic reasoning used in other courses. Topics include functions and their graphs, including exponential and logarithmic functions; complex numbers; systems of equations and inequalities; matrices; basic principles of counting and probability; and other selected topics.
MGT101 Introduction to Business	This course is an introduction to the many facets of the private enterprise system and of the businesses that operate within its framework. The course will focus on business systems, workforce demographics, social responsibility, business ethics, forms of business organizations, entrepreneurship, small business and franchise systems, management processes, human resource management, marketing management, business finance, business decision making, and quantitative tools used in business, international business, and the future dimensions of business opportunities in a global economy.
MGT121 Introduction to Organizational Behavior	This course focuses on the organizational processes and theoretical constructs related to organizational behavior. The roles of leaders, followers, and teams and their influence on the culture and performance of an organization are addressed through the analysis of key organizational behavior concepts and related cases. Topics will include values, perception, attitudes, assumptions, learning, motivation, conflict, diversity, and change.
MGT141 Principles of Management	This course explores the basic concepts and processes of management. Students will explore the functional roles and processes of planning, leading, organizing, and controlling comprising the manager role. Students develop skills related to the manager function and required in today's competitive environment.
MGT161 Warehouse and Distribution Center Management	This course explains a systems approach to managing activities associated with traffic, transportation, inventory management and control, warehousing, packaging, order processing, and materials handling.

MGT303 Operations Management	This course approaches Operations Management from the inside out. It develops the student's personal understanding of processes, process capabilities and results and then transfers those into the business environment. The course builds on an understanding of applied statistics to develop an understanding of the planning and the processes involved in the creation of value both through provision of services and manufacture of goods. Topics include process flow and capability, operations strategy, total quality management (TQM), supply chain and capacity management, process improvement, project management.
MKT101 Applied Marketing	This course focuses on how to create value and growth through innovation in new and existing markets. Students will learn the skills of innovation and how to apply those skills within the context of a marketing strategy framework. Students will apply innovation methods across the entire marketing management continuum including strategy, segmentation, targeting, positioning, and the 4P's.
PHI263 Contemporary Ethics	This course examines classical and modern western philosophical thought and its application to contemporary ethical issues and problems. Classical and contemporary moral and ethical traditions and theories and their application to modern ideals of the good, in today's society, will be investigated and discussed.
POR201 Conversational Portuguese	This course is an introduction to Portuguese for students with little or no previous knowledge of the language. All the basic grammar is covered. Basic vocabulary is also presented. Our main goal is communication in Portuguese, with special emphasis on speaking, but all the other skills are also practiced. Students will also be introduced to the cultures of the Portuguese-speaking world through readings of authentic materials, including brief dialogues, music, and video. The class is conducted in Portuguese, with occasional resort to English for clarity purposes.
PSM101 Advanced First Aid, CPR and AED	This course will teach the student how to recognize an emergency and how to respond. The student will be prepared to make appropriate decisions regarding first aid care and how to provide care for injuries or sudden illness until professional medical help arrives. Upon completion of this course, the student will be eligible for National Safety Council Certification in Advanced First Aid, Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillators (AED).
PSM121 All Hazards Safety	This course is designed to provide students with a robust understanding of the duties, responsibilities, and capabilities of an effective safety officer (SOFR) on an All-Hazards Incident Management Team. These responsibilities fall into two categories: 1) responding to the incident and the safety needs of the incident, and 2) effectively fulfilling the position responsibilities of a Safety Officer on an All- Hazards IMT.
PSM141 Conduction of Escort and Patrol	This course is an introduction to the role and responsibility of security officers conducting patrols and escorts. The course also includes laws and liabilities, mediation and conflict resolution, and disasters and emergencies.

PSM161 Electronics and Telecommunication	This course presents the most significant technologies, standards, and architectures in electronics and telecommunications. It introduces students to the industry- leading providers worldwide, explains where they fit in a fast-changing marketplace, and presents their key strategies.
PSM181 Firearms and Ammunitions Safety and Practice	This course includes topics such as Firearms Safety, Handgun Familiarization, Firearms Care and Cleaning, Shooting Principles and Range Qualification. This course is designed to provide the student with firearms safety factors and precautions, firearms shooting principles, including range firing of both handguns and shotguns.
PSM201 Information Security	This course allows students to examine a broad range of computer security issues and provides the student with technical knowledge not normally addressed in traditional training. It explores the protection of proprietary information and security planning with an emphasis on networked computer vulnerabilities. It also focuses on detection (e.g., viruses, hackers, types of computer crime, computer forensic examination, etc., etc.) as well as disaster recovery and technology law.
PSM221 Private Security and The Investigative Process	This course will cover identification, evaluation and management of traditional and emerging investigations methodologies and technologies used in the business environment. Course also includes the study of general characteristics of a competent investigator, initial interview and case evaluation, witnesses, collection of information, collection of evidence and preservation of the scene, surveillance techniques, report writing, investigative method and technique—theft/property offenses, investigative method, and technique—insurance cases, investigative method, and technique—background investigations, and the security office—administrative issues.
PSM241 Leadership Strengths and Skills	This course is focused on a strengths-based approach to leadership and leadership development as well as the skills necessary for good leadership. Opportunities to understand and practice essential skills such as continual learning, powerful communication, problem solving, managing process, goal achievement, conflict resolution, win-win negotiating, and empowering stewardship are merged throughout the course.
PSM261 Premises Protection	This course covers physical security measures, closed-circuit television, intruder alarm systems, alarm components and methods of detection, legal implications of security measures, preventing and dealing with burglary and theft, building security, introduction to security surveying, perimeter security, building security, managing access to the building, dealing with visitors, static guarding, preventing loss and theft, essential precautions against fire, firefighting and extinguishers, protection against bombs and explosive devices, and assessment.
PSM281 Principles Of Self Defense I	This course provides the student with the means to identify, assess, engage, and escape threats by protect themselves mentally, spiritually, and physically from external threats.

PSM282 Principles of Self Defense II	The objectives of the course are to provide the student with the means to protect themselves mentally, spiritually, and physically from external threats. The class will be divided into two parts. The first part of the class will consist of lecture and discussion, the second part of the class will be instruction of physical techniques of escape and defense.
PSM301 Workplace Safety	Students will learn what workplace safety is, why it is important and how it affects a business. Additionally, students will learn preventative measures to help create a safer work environment. They will also learn the ins and outs of conducting a routine inspection, filing reports, and the importance of creating a workplace safety committee.
PSY101 General Psychology (General Education)	The course consists of a survey of the various fields of study comprising modern scientific psychology. The course examines the theories, research findings, and applications in each of the major areas of psychology, with the goal of providing students with practice information they can apply to their personal and professional lives. The topic areas covered in the course include learning and memory, motivation and emotion, human development, theories of personality, psychopathology, and social behavior.
SPC101 Speech Communication (General Education)	This course is a survey course in the basic principles of oral communication. Includes the study of the use of the body and voice, the speaker-listener relationship, and preparation and delivery of platform speeches.
STA210 Statistics (General Education)	This is a fundamental course in the application of statistics. In this course, students will learn to apply statistical techniques to a variety of applications in business and the social sciences. Students will learn how to solve statistical problems by hand and using computer software. Topics include probability distribution functions, sampling distributions, estimation, hypothesis testing and linear regression.
STA313 Statistical Methods	This introductory statistics course provides a basic understanding of statistical principles and their application to research underpinning evidence-based practice in businesses. The course places an emphasis on practical application of data management, probability testing, statistics and statistical terminology as used to answer research questions and test hypotheses. A variety of case studies are used to allow introductory application of statistics to simplify salient and researchable business problems.
TRA110 Global Logistics for Import and Export	This course covers management of international coordination operations, including foreign sourcing and production, global transportation and inter-modalism, global facility network design, import/export, security, intermediaries, and trade documentation.
TRA112	This course is an introduction to the concepts, principles, problems, and practices of operations and production management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization.

Operations And Production Management	
TRA114 Procurement Management	This course presents fundamental concepts and techniques for procurement management. Students are introduced to the changing role of procurement and supply management with coverage of regulations such as the Sarbanes-Oxley Act (SOX) and other compliance issues within the current trend in globalization.
TRA116 Supply Chain Management	This course covers the fundamental role supply chain management plays in the American and Global economies, while stimulating critical thinking on the topics of economic reasoning, business negotiation, and opportunities for growth. In addition to supporting an understanding of the Supply Chain Management concept, this course will strive to evaluate current trends, growth opportunities, global patterns, and niche markets, within the area of Logistics.

GRADUATE PROGRAM COURSES

BUS510 Global Financial Management	This course addresses the process of corporate financial management and its integration into the international market in Asia, South and Central America, Europe, the Middle East, and North America including the United States. This class will review financial exchange and investment risks and opportunities for limiting loss and enhancing returns.
BUS612 International Business Law	This course is an introduction to international business law, featuring global trade, licensing agreements for the transfer and protection of patents, copyrights, trademarks, and intellectual property (including franchising), and active foreign investment through mergers, acquisitions, and joint ventures.
BUS518 Quantitative and Qualitative Methods for Decision Making	This course introduces the learner to utilizing and applying both quantitative and qualitative methods for individual, organizational, and societal decision-making. A variety of tools and techniques will be examined as the foundation for the development and interpretation of attributes and variables in addition to the use of data sources for improving processes and organizational environments.
BUS620 Technology Management in the Global Economy	This course addresses the process of managing technology in the global business environment. Students will learn about voice, video, and data applications and their management to assist with the financial and competitive use of technology for market expansion.
BUS530 Business Strategies in the Global Economy	This course addresses the role of international political and economic issues and the challenges facing trade and foreign business policies in developing nations who seek to attract business investments. The role of labor and access to natural resources and the utilization of IMF funding and foreign investment will be discussed to evaluate the potential business opportunities and the risks associated with global expansion projects. Economic and societal differences within cultures engaging in international commerce shall be analyzed to provide an understanding with respect to the implementation of specific strategic decisions.
BUS631 Global Trade	This course addresses the theory of international trade and the role it plays in economic integration and development through trade policy. This class will review the issues of protectionism and sanctions as part of political agendas. A multinational approach to trade regulations will be presented to students that shall cover regional and country specific issues within Asia, South and Central America, Europe, the Middle East, and North America including the United States.
BUS632 International Business	This class addresses the factors that affect international business and business expansion. Discussion topics include demographic, economic, political, natural resource, technology, and cultural characteristics and the role they play in the advancement of multinational enterprises. Challenging business and legal issues in Asia, South and Central America, Europe, the Middle East, and North America including the United States shall be covered in the content presented to students.

BUS540 Effective Organizations — Theory and Practice	In this course, students gain an understanding of managing operational and strategic issues in public and private organizations facing accelerated social, economic, and technological changes. Students will examine organizational theory, strategic thinking and management, and theories guiding decision making, leadership, organizational culture, and change management.
EDU609 Designing Effective Multimedia Instruction	Effective design and development of multimedia material to promote optional interactivity, performance, and motivation. Evaluation of educational multimedia products, design and development of original software, and examination of research on electronic learning.
EDU612 Distance Learning Technologies and Applications	Rationale for the use of and critical analysis of various types of distance learning technologies. Current transmission options for distance learning. Instructional strategies for teaching using distance technologies.
EDU620 Learning Theories and the Design of E- Learning Environments	Identification of developmental theories in social and cognitive psychology, focusing on the characteristics of development, the nature of learning, the social influence on development and learning, and the foundation provided by these theories for the design of instructional multimedia programs.
EDU621 Principles of Instructional Design	Instructional design theories and models in technology; application of design principles in the evaluation and creation of instructional materials including text; professor-mediated instruction in multimedia.
EDU640 Educational Technology Planning for Innovation AND Change	History of creative innovation and its effects on educational culture and thought. Critical examination of current innovative technologies for instruction at all levels, pre-school through professional. Strategies for instructional technology planning.
EDU660 Educational Interface Design	Current developments in cognitive science related to instructional technology. Human brain organization, the influence of environment upon memory and problem solving, how these issues can provide a foundation for progressive educational technology leaders.
EDU670	General and specific knowledge and skills appropriate for beginning professors. Hardware and software terminology, operation, troubleshooting,

Computer-Based Technology in the Classroom	record management, e-mail, collaborative tools, copyright, privacy, security, and safety issues. Relevance for K-12 student learning.
EDU689 Emergent Technologies in Education Capstone	Development of a product (teaching project, implementation plan, program evaluation proposal), which is identified in the research course and summarized in a written abstract. Both the project and the abstract are submitted to the Capstone faculty Committee, which specify their formats.
HCA520 Healthcare Systems	This course aims to discuss the challenges and perspectives of health systems worldwide. An update on the changes to Medicare coverage, including adding means testing on optional coverage for beneficiaries. A new discussion of the legislation the current administration would like to implement for universal healthcare coverage. A new focus on the quality-of-care debate and pay-for-performance incentives. New requirements for not-for-profit hospitals to report services provided to validate their tax status and an update on managed care and how universal coverage could change payment and delivery.
HCA523 Health Crisis Management	The successful management of emergencies and public health crises depends on adequate measures being implemented at all levels of the emergency chain of action, from policy makers to the general population. It starts with appropriate risk assessment, prevention, and mitigation and continues to prehospital and hospital care, recovery, and evaluation. All levels of action require well-thought-out emergency management plans and routines based on established command and control, identified safety issues, functional communication, well-documented triage and treatment policies, and available logistics. This course aims to discuss the commitment to all parts of emergency and public health crisis management from a multiagency perspective. It aims to discuss lessons learned and emerging risks, introduce new ideas about flexible surge capacity, and show the way it can practice multiagency collaboration.
HCA524 Entrepreneurship in Healthcare Management	Entrepreneurship in the Healthcare sector has received increased attention over the last two decades, both in terms of scholarly research and number of innovative enterprises. Entrepreneurial activities and innovations have emerged from and will continue to be driven by several actors along the healthcare value chain but especially from non-traditional healthcare players. In this course, is presented to the learners several critical issues in healthcare entrepreneurship and innovation, covering a comprehensive set of research topics, bringing together the latest academic research and management practice, with contributions by authors from entrepreneurship, medical sciences, and management, who provide in depth and practical insights into designing and managing entrepreneurship in healthcare.
HCA628	This course prepares students to be advanced beginners in QI: Methods for identifying and closing the quality gap and improving patient safety. Instruction on how find, evaluate, and apply scientific evidence for improving care.

Healthcare Quality Assessment and Improvement	
HCA630 Data Analysis and Health Informatics	The healthcare environment is constantly evolving and increasingly complex. Time for decision making is shrinking, while the global nature of decisions is expanding, requiring the development and use of computerized decision support systems. The focus of this course is the theoretical and conceptual foundations of decision support and the tools and techniques available. The fundamentals of the techniques and how such systems are built and used for this are presented.
HCA660 Monitoring, Auditing and Reporting in Healthcare Compliance	Control and planning in the health areas have been increasingly rigid, which makes the demand for audit professionals growing. With this in mind, this course proposes a reflection on the good use of information, the development of clinical protocols and the standardization of procedures that are tools to support the work of professionals in this area, who are dedicated to ensuring the quality of patient care. It also emphasizes the execution of processes that seek valuable information to promote quality health care, proposes ways and techniques for carrying out the audit and presents several fields that are still little explored in the area.
HCA670 Organizational Leadership and Governance	Transformational leadership, ethics, information, and governance in health provides the development of a multidimensional and expanded view of the leader in the health area, with the continuous exercise of multiple competencies necessary in such a competitive scenario, presenting concepts of governance and management, with approaches in different models. of leadership, in order to achieve the best performance of the multi-professional team. Among the topics covered are leadership, corporate governance, information management, ethics, and compliance in healthcare organizations.
HCA678 Healthcare Compliance Foundations	The course presents the topic of Compliance in a systematic way, covering all the important aspects of the analysis of Compliance applied to the healthcare market. The most fundamental aspects, such as the initial reflection on the importance of Compliance in all segments of the Sector, the fundamentals of Compliance in the health area and the central elements of the Health Compliance Management System are covered in the course.
HCA550 Healthcare Law Ethics	The purpose of this course is to work towards the importance of the field of awareness and awareness of leaders and efforts for health management, leaders of the initiative for health management and leaders of the importance of health management on the role of critical health. The role of social responsibility, ethics, and human values, as well as the concept of corporate governance in health are some of the fundamental points of responsibility in this course.
HCA640 Strategic Management of Healthcare Organizations	Explores the application of strategic management principles to healthcare organizations. Topics include analyzing the external and internal environments, responding to change, developing mission and goal statements, strategy formulation, evaluation of strategic alternatives, and implementation.

HCA532 Healthcare Management for Executives	This course provides comprehensive and practical coverage of all aspects of operations management specific to the HEALTHCARE industry. It covers everything from hospital finances to project management, patient flows, performance management, process improvement, and supply chain management.
HCA700 Healthcare Management Capstone	Development of a product (teaching project, implementation plan, program evaluation proposal) which is identified in the research course and summarized in a written abstract. Both the project and the abstract are submitted to the Capstone Faculty Committee, which specify their formats.
MAN730 International Business Capstone	Development of a product (teaching project, implementation plan, program evaluation proposal) which is identified in the research course and summarized in a written abstract. Both the project and the abstract are submitted to the Capstone Faculty Committee, which specify their formats.
HRP551 Human Rights and Privacy	In a digitally connected world, the question of how to respect, protect and fulfill human rights has become inevitable. Bringing together real-world academic and technical research, this course provides a fresh look at current debates on digital technologies, framing them in terms of human rights. We explore issues related to the management of key Internet resources, the governance of its architecture, the role of different stakeholders, the legitimacy of rulemaking and enforcement, and the exercise of international public authority over users. Highly interdisciplinary, this course draws on law, political science, and international relations, as well as computer science and technology studies, to engage them all with human rights aspects of the present digitally connected world. This course presents in-depth topics on human rights and security, internet access, surveillance, automation, trade, and freedom of expression.
MGT512 Organizational Behavior	This course deals with human behavior in a variety of organizations. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, and organizational design and development. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.
MKT510 Marketing for Executives	The primary objective of this course is to help students develop skills and gain experience in analyzing a business's situation and then formulating, implementing, and monitoring marketing strategies in a competitive environment. The course will focus specifically on issues such as selecting segments in which to compete, developing meaningful points of differentiation and positioning statements, allocating resources, designing products, setting, and managing prices, developing, and managing distribution strategies and developing and managing promotion strategies.
REI501	Lead authentically to inspire and motivate others. Support employee's needs and nurture development. Communicate with purpose, meaning, and vision.

Resilience and Emotional Intelligence	Foster ingenuity, imagination, and autonomous thinking. Commitment, collaboration, nurturing talent, developing skills, fostering relationships.
BMO502 Business Modeling	Determine if and when an organization needs a new business model. Identify powerful new opportunities to serve their existing customers in existing markets. Reach entirely new customers and create new markets through disruptive business models and products. Seize opportunities for growth opened up by tectonic shifts in market demand, government policy, and technologies. Make business model innovation a more predictable discipline inside an organization.
IST656 Investment Strategies	Understand How Compound Growth Works. How Investments Work in General. Investment strategies. Asset Classes. Stock Market Investing. Investing in Real Estate. Investing in Bonds. Investing in Business Partnerships. Investing in Private Corporations. Investing in Precious Metals. Investment Vehicles. Investing Plans. Investment Analysis & Strategy. Investment Portfolio Management.
LGE560 Leading Z Generation	Every aspect of the lives of the Generation Z, including a focus on their career aspirations, religious beliefs and practices, entertainment and hobbies, social concerns, relationships with friends and family, health and wellness, money management, civic engagement, communication styles, political ideologies, technology use, and educational preferences.
SCM570 Supply Chain Management	Manufacturing planning and control, Enterprise resource planning, Demand management, Forecasting, Advanced sales and operations planning, Master production scheduling, Material requirements planning, Advanced MRP, Capacity planning and management, Production activity control, Just-in-time, Distribution requirements planning, Management of supply chain logistics, Order point inventory control methods, Strategy and MPC system design.
ASM503 Advanced Success Mindset	An advanced look at case studies that provide emotional responses to fear, and stress induced by workplace events. In this course, the student is challenged to identify roadblocks created by previous failures or successes and map positive professional outcomes.
BTE680 Blockchain Technologies	The financial revolution with completely new currency and money mechanisms will have drastic effects on the entire society of the future—banking and finance are only partial areas. Therefore, the thread running through this course is far more a heavy, braided rope: namely, what these changes have for social, economic, and political consequences. What happens when suddenly everything, really everything, is organized in block-Introductory remarks – for example through "global, decentralized and self-determined management systems" and open applications? All this and the possible driving forces and actors of the coming financial revolution will be presented in this course, which an explicitly understand as a positive outlook.
CAP599	Development of a product (teaching project, implementation plan, program evaluation proposal) which is identified in the research course and summarized

Business Administration – Capstone	in a written abstract. Both the project and the abstract are submitted to the Capstone Faculty Committee, which specify their formats.
ACT510 Executive Managerial Accounting	Executive Managerial Accounting focuses on how accounting and financial information is created and used inside an organization to assist an enterprise in implementing its business strategies to achieve its mission. This course also focusses on annual reports, 10-K filings and similar other financial reports that are used primarily outside an enterprise by shareholders and the financial community when making decisions about investing in a company.
ACF611 Advanced Corporate Finance	The course presents to a wide community of Academics and Practitioners a selection of theoretical and applied contributions on topics related to commodities and financial markets. Within a structure based on the three parts, it presents recent state-of-the-art and original works related to the adoption of multi-criteria and dynamic optimization approaches in financial and insurance markets in presence of market stress and growing systemic risk; Decision paradigms, based on behavioral finance or factor-based, or more classical stochastic optimization techniques, applied to portfolio selection problems including new asset classes such as alternative investments; Risk measurement methodologies, including model risk assessment, recently applied to energy spot and future markets.
Dan652 Data Driven Analysis	Target and delight customers with unprecedented accuracy and success, Bring customers closer to the brand and inspire them to engage, purchase, and remain loyal, Capture, organize, and analyze data from every source and activate it across every channel, Create a data-powered marketing strategy that can be customized for any audience, Serve individual consumers with highly personalized interactions, Deliver better customer service for the best customer experience, Improve products and optimize operating systems, Use AI and IoT to predict the future direction of markets.
DST618 Digital Marketing Strategy	Ranging from social media, SEO, content marketing and user experience, to customer loyalty, automation and personalization, this course features cutting edge updates on marketing automation, messaging, and email, online and offline integration, the power of technologies such as AI, plus new data protection and privacy strategies.
CYT683 Technology and Cybersecurity	Understand legal, ethical, and privacy issues, Ensure operational, organizational, and physical security, use of cryptography and public key infrastructures (PKIs), Secure remote access, wireless networks, and virtual private networks (VPNs), Authenticate users and lock down mobile devices, Harden network devices, operating systems, and applications, Prevent network attacks, such as denial of service, spoofing, hijacking, and password guessing, Combat viruses, worms, Trojan horses, and rootkits, Manage e-mail, instant messaging, and web security.
FIN530 Financial Modeling	This course introduces students to theories, ways of measuring data and software to develop business financial modeling in today's world. The course is a practical guide to modeling, interpreting, and forecasting financial data.

INV640 Applied Innovation	This course introduces an innovative method to design products with the potential to become market and profitable leaders. During the course, students will learn how to design products and how to gain competitive advantages.
EMB550 Entrepreneur Mindset and Behavior	This course introduces students to the four fundamental practices of the world's greatest entrepreneurs: Sense of Mission, Customer / Product Vision, High-Speed Innovation and Self-Inspired Behavior. In addition, examples of the entrepreneur's mindset will be discussed and presented, showing real examples from the greatest entrepreneurs in the world.
BPL570 Business Planning	This course is a practical guide for students to learn how to launch or expand a business. The course presents in detail the phases of a business plan with examples, tips for winning investors, methods for winning the competition, among other matters relevant to the topic.
LCD680 Low Code Development	This course introduces students to digital Low Code platforms. With these content and other learning elements, students are expected to be autonomous for the creation of their business internet pages as well as for the creation of their companies' digital strategy.
BSI690 Business Development and Innovation Capstone	Writing for the Behavioral and Social Sciences, Manuscript Structure and Content, Writing Clearly and Concisely, the Mechanism of Style, Displaying Results, Crediting Sources, Reference Examples, The Publication Process.
BUS674 Consumer Behavior in a Digital World	The course addresses the changes in consumer behavior with technological innovation, developing fundamental concepts to understand these changes. It portrays issues about social relationships on the internet, millennium consumers and cyberculture. The course also discusses novelties in the purchasing process, the importance of green marketing and sustainability, as well as the most effective paths for marketing in the digital world, with the production of content for future trends.
MKT670 Customer Journey Analytics	This course provides the tools and techniques needed to understand customers, develop solutions, design experiences, rethink processes, and thrive. The course addresses the customer experience and their shopping journey in an integrated manner with business processes.
MKT680 Content Marketing	This course demonstrates the steps to building successful content. Topics are covered such as: direct response, persuasive headlines, how to prepare sales letters and winning models, sales videos.
BUS655 E-Commerce and Digital Business Models	This course presents the scheme or creating business models considering the value chain and understanding customer needs. The course examines different business models, each with its own functionalities.
MKT601	This course discusses the need and advantages of forecasting demand in any type of company, as well as presenting the main methods used for this purpose. Among the topics covered are qualitative methods of demand forecasting,

Market Demand and Sales Forecasting	statistical tools and causal methods used in this type of forecasting. The course also deals with the use of time series of sales data and the application of demand forecast to the service and commerce sectors.
BUS682 Business Intelligence and CRM	This course addresses the modern way of relating to customers, evaluating the database and a new thinking in marketing, making it possible to understand market needs and deliver, through targeted actions and technology, the added value necessary for the relationship become long-term.
MKT700 Digital Marketing Capstone	Writing for the Behavioral and Social Sciences, Manuscript Structure and Content, Writing Clearly and Concisely, the Mechanism of Style, Displaying Results, Crediting Sources, Reference Examples, The Publication Process.
HCA522 Hospital Management	This course provides a broad overview of what is needed to run hospitals and other health care facilities effectively and efficiently. All of the skills and tools required to achieve this aim are elucidated in this course, including business engineering and change management, strategic planning and the Balanced Scorecard, project management, integrative innovation management, social and ethical aspects of human resource management, communication and conflict management, staff development and leadership.
EDU500 Principles of Curriculum Design	This course introduces dynamic curriculum leadership and a curriculum development process that leads to highly successful school programs. It shows how administrators can develop curriculum to meet their school's changing needs, incorporate emerging technologies, and reflect new and creative ways of thinking about education.
EDU510 Teaching Methodology and Assessment	The new teaching methodologies value the effective participation of students in the construction of knowledge and in the development of competences, enabling them to learn at their own pace, time, and style, through different forms of experimentation and sharing, inside and outside the classroom., with the mediation of inspiring teachers and incorporation of all the possibilities of the digital world. This course presents pedagogical practices, in basic and higher education, that value the role of students and that are related to the theories that support them.
EDU681 Digital Media and Audiovisual in Online Teaching	This course aims to demonstrate how educators who engage with today's students appreciate the impact digital media has on the lives of our younger generations. Learners of today consume, create, and publish multimedia content continuously, using a variety of devices such as cell phones, tablets, and computers. Today's educators must learn to harness the enthusiasm students have for digital media (content that uses a combination of text, images, audio, animation, and video) into daily lessons to enhance student interest, engagement, motivation, and achievement in classroom environments. This course addresses these vital considerations, thereby empowering teachers, and students to benefit from the application of digital

	media in their classrooms, both as a compelling assessment tool and as an engaging teaching strategy.
EDU682 Theories and Practices of Active Learning	While Active Learning Classrooms, or ALCs, offer rich new environments for learning, they present many new challenges to faculty because, among other things, they eliminate the room's central focal point and disrupt the conventional seating plan to which faculty and students have become accustomed. This course addresses how can instructors mitigate the apparent lack of a central focal point in the space, what types of learning activities work well in the ALCs and take advantage of the affordances of the room, how can teachers address familiar classroom-management challenges in these unfamiliar spaces, how they balance group learning with the needs of the larger class and how can instructors evaluate the effectiveness of their teaching in these spaces.
LAW500 Legal Methods and Process	The objective of the course is to develop a study and research that understand how the establishment of contemporary society led to the emergence of new mechanisms of legal decision beyond the centrality of the State and how they are imposed and applied, specifically, as the focus of this process, the construction of doctrinal concepts and classifications.
LAW510 Legal Research and Writing	The course will allow students to learn and practice how to perform legal research, writing, and analysis by using legal resources and tools. Students will learn how to identify, locate, and analyze primary and secondary case law. Students will solve legal problems and how to structure and draft legal memoranda and briefs. This course presents the student with skills for efficient writing in the legal environment.
LAW520 Community Law and Organizations	The approach methods to be used will be historical-deductive, inductive, and dialectical, the latter mainly due to the multidisciplinary of research involving the most varied aspects of Internal Law and the transformations in international society of a political and sociological nature, in addition, the work has the challenge of working with different themes, but centered on the same systemic logic, which will require reflection. The legal methods to be applied mix dogmatic and empirical methodology, considering, as has been said, the interdisciplinary approach, in addition to the application of the systematic interpretive method due to the jurisprudential analysis applied to the reality of contemporary international society in legal decisions arising from international courts. Expected results: the set of objectives mentioned above will demand, for their achievement, dedication in research for the effective production of the results that are sought to be achieved and, therefore, it is expected: to define and solidify concepts that will be used by law operators based on the understanding of the mechanisms that make up contemporary international law; identify and classify concepts derived from the expansion of International Law; broaden the understanding of the use of new mechanisms in the doctrinal context of contemporary International Law; to understand how international decisions are produced in a systemic normative framework and their practical application.
LAW530	The development of International Environmental Law, although recent, is remarkable, as is the role of international organizations in this area. However,

Conflict Resolution	parallel to the emergence of dozens of agreements aimed at environmental protection - global, regional, and local - its objectives are often frustrated by political attitudes (governments) and administrative (authorities in charge of its execution), neglect and other threats that represent a challenge to its implementation and to obtain a healthier environment that guarantees an adequate quality of life. General objective: survey of agreements signed under the sponsorship of international organizations in areas subject to environmental protection.
LAW540 Business Law and Compliance	Compliance is an important strategy for the competitiveness and attractiveness of the business, as global society is increasingly becoming aware of sustainable and ethical consumption, demanding from the Organizations postures and behaviors that reflect these values. The course identifies and discusses the themes that make up the contemporary International Law and its normative systemic logic from the articulation of themes and concepts, specifically aiming to: establish open doctrinal concepts that resulted from the implementation of contemporary international society ; from the offer of postgraduate courses, to discuss in-depth and analytically alternative forms of dispute resolution, in international courts and in Internal Law, based on new mechanisms that are concretely operating in International Law; identify existing gaps due to the emergence of new paradigms resulting from the construction of contemporary international society; observe and interpret new trends in International Law from the emergence of new themes and their normative expansion; establish a taxonomic classification of the various themes of International Law in a systemic context; place the conceptual mechanisms and legal production in the framework of contemporary International Law; promote debates that allow the opening of discussion and the production of academic reflections on contemporary International Law; analyze the consolidation of concepts and those that demand readjustment of interpretation within the framework of contemporary International Law; examine the application of international rules in the context of the Brazilian legal system. Research methodology: methodologically, it is important to initially emphasize the use of abundant bibliographic material given the interdisciplinary nature of the research.
LAW650 International Treaties	Transitional Justice after exceptional regimes in South America and its relationship with International Human Rights Law and International Criminal Law. Analyze the implementation of Transitional Justice in the post-military dictatorships of the 60s/90s of the 20th century, from the perspective of International Law. To specifically analyze the incidence and influence of international regulations on trials relating to serious human rights violations and international crimes committed during exceptional regimes. Analysis of the doctrine regarding the concepts and methods of Transitional Justice and its relationship with International Law. Empirical research of the measures taken, and the jurisprudence related to the countries studied during the Transitional Justice processes, with the objective of verifying the incidence and impact of International Law. Comparative and contextualized study of Transitional Justice processes in the countries studied, with special emphasis on the analysis

	of the contribution of International Law in domestic criminal trials for human rights violations and international crimes.
LAW560 Diplomatic Relations and International Ethics	In the second half of the 20th century, the world witnessed the extraordinary proliferation of national and international mechanisms for the protection of Human Rights. Constitutions in each country and international treaties to protect human rights were signed. All this was only possible thanks to the inaugural event represented by the Universal Declaration of Human Rights of 1948. In 1966 the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights came to light. Conventions on the ban on genocide, on the prohibition of racial discrimination and discrimination against women, on torture, the Rights of the Children, and the protection of persons with disabilities were important milestones in this direction. Each treaty has specific mechanisms to protect human rights. In general, reports, interstate complaints and the creation of oversight bodies mark ways to safeguard human rights worldwide. In parallel, regional courts on the protection of Human Rights in Europe, Africa and on the European continent played and are playing an important role to guarantee Human Rights that are complementary with protection at the universal and regional level. They are still indivisible, interdependent, and universal as the 1993 Vienna Declaration pointed out.
LAW640 Data Protection and Legislation Contracts	To verify the implementation of such agreements and eventual results – positive or negative – already obtained in relation to - a) multilateral and regional agreements aimed at protecting the spheres that make up the planet; b) agreements by species or object. Methodology: use of the procedures and theoretical methods necessary to assess the status of the environmental assets that are the object of such agreements. Expected results: identification of effectiveness in the performance and implementation of international standards in relation to the state of those areas and goods whose regulation will be studied. Adherent production of 2021: presentation of lectures and works in the project's object field.
LAW580 International Criminal Law	Main characteristics of crimes against humanity, having as a fundamental distinction the dogmatic concept of crime, as studied in the areas of influence of German penal dogmatics, in which Brazilian Criminal Law is found.
LAW590 International Labor Law	Main foundations and objectives of the International Labor Organization. In this task, it elucidates the basic notions regarding the concept, object, performance, and purpose of International Labor Law, from its foundation to its application. In this sense, this article demonstrates that International Labor Law is committed to ensuring the promotion and expansion of social achievements already achieved by workers, through legal instruments that legitimize social human rights provided for in general and specific sources of International Labor Law. Work. Fact, we have recently started to value a legal interpretation that considers international labor standards and, from what can be observed, this practice tends to increase in the daily lives of legal practitioners. Therefore, the analyzes that are given to the public on the impact

	of international norms on Brazilian domestic law, notably on Labor Law, are all relevant. Complementary reading for the Labor Law, International Law, International Relations disciplines, and their respective specializations in the undergraduate and postgraduate courses in Law.
LAW700 International Law Capstone	Writing for International Law, Manuscript Structure and Content, Writing Clearly and Concisely, the Mechanism of Style, Displaying Results, Crediting Sources, Reference Examples, The Publication Process.
MGT512 Organizational Behavior	This course deals with human behavior in a variety of organizations. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, and organizational design and development. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.
PSY520 Work Competencies	This course addresses the model of skills and those specifically required for the world of work. Highlights among the skills: professional, cognitive, socioemotional, and digital. Promotes the categorization of skills required for work in transformation. The competency models. Skills required at work: professional, cognitive, socio-emotional, and digital. Need for skilled labor in jobs in today's world. Future of work and transformation of jobs.
PSY530 Behavioral Assessment in Work	The main objective of this course is to enable people to identify and evaluate key job attributes. Rating scales and questionnaires are covered. Validity and accuracy of assessment instruments are also discussed. Purpose and characteristics of measures in the selection and development of people. Identification and definition of attributes. Qualification and quantification of attributes. Rating scales. Validity and accuracy of assessment instruments.
PSY540 Achieving Well-Being in Work	The use of strategies that promote health and well-being of workers is key for companies in developing harmonious and safe environments. In this sense, this course is intended to prepare people that know and learn how to act on the main factors that can interfere with the health and well-being of an organization's employees. Furthermore, it focuses on productivity and factors such as aging and consequences of the evolution of work transformations. Physical and mental health at work. Main factors for safety and well-being at work. Stress and its impact on work and productivity. Aging, productivity, and work.
PSY550 The Changing Nature of Work	Work is an activity influenced by all dimensions of the human being. Its functioning in the work environment is multi-determined and the subject of multi-professional reflections. This course offers a contribution to the construction of responses to the challenges of the dynamic context of work and organizations. Efficient, ethical, and reflective professional performance can and should contribute to improving the quality of life in organizations. Innovation and Globalization in organizations. Organizational values and beliefs. Inclusive organizations. Organizational Performance. Work and opportunities in a changing world. Culture and organizational climate.

PSY560 Talent Retention and Workforce Management	The retention of talent in organizations constitutes one of the most important current challenges. Fundamental to the prosperity of any business, good professionals must be maintained and valued through the implementation of good policies. Actions that retain people beyond salary policies are directly linked to the degree of satisfaction in the work environment. Talent management in organizations. Professional mobility. Satisfaction and quality of life as retention factors.
PSY570 Leadership and Development for Organizational Success	This discipline focuses on leadership, its development and the new practices needed to face today's challenges. In addition, it focuses on processes that allow synchronizing people, resources, and competencies, to build successful teams. Behavioral negotiation and conflict resolution techniques for effective leadership are discussed. Behavioral traits of leadership. Organizational and strategic leadership. Leadership and team management. Leadership and motivation. Power, politics, and negotiation.
PSY580 Learning, Qualifying and Development	Short-term and long-term process approaches are seen as essential for lifelong learning. Developing skills is key in understanding how people can develop according to their individual styles. Empowering employees is a competitive and strategic edge for organizations. Learning in the workplace. Learning for a lifetime. Learning and performance.
PSY590 Engagement And Motivation	Engaging and motivating people at work is a great challenge for organizations. An organization's success is directly related to the way its employees feel in the exercise of their functions and in the relationship, they develop with the environment they operate. High levels of productivity are also the result of the employees' feeling of belonging and how motivated they are to achieve their goals. Emotions and motivation. Behavior, attitudes, and ethics at work. Satisfaction with life and work. Personality and types of intelligence. Engagement and alienation at work. The role of feedback. Incentive policies.
PSY600 Organizational Psychology Capstone	Writing for the Behavioral and Social Sciences, Manuscript Structure and Content, Writing Clearly and Concisely, the Mechanism of Style, Displaying Results, Crediting Sources, Reference Examples, The Publication Process.

FACULTY LISTING

Faculty	Degrees
Adriana Martinati	Ed.D., Education, Federal University of Sao Carlos; M.Ed., Education, Pontifical Catholic University of Minas Gerais; B.S., Physical Education, Methodist University of Piracicaba; B.Ed., Pedagogy, Anhanguera University
Alexandra Mastella	Ph.D., Business Administration, University of Sao Paulo; M.S., Production Engineering, Federal University of Santa Catarina; B.B.A., Business Administration, University of the State of Santa Catarina
Claudia Caravantes	Ph.D., Production Engineering, Federal University of Santa Catarina; M.B.A, Business Administration, Federal University of Rio Grande do Sul; B.A., Public Relations, Pontifical Catholic University of Rio Grande do Sul
Debora Ornellas	M.B.A., Business Administration/Organization and Business Management, Methodist University of Piracicaba; B.B.A., International Business, Pontifical Catholic University of Campinas
Edson dos Reis	Ph.D., Tourism Management, University of Vale do Itajai; M.S., Organizational Management, Regional University of Blumenau; B.S., Mechanical Engineering, Federal University of Santa Maria
Eliete Cardoso de Carvalho	Ed.D., Education Public Policy and Educational Administration, Julio de Mesquita Filho Paulista State University; M.Ed., Teaching in Brazilian Education System., Julio de Mesquita Filho Paulista State University
Fernanda de Almeida	M.D., Medical Sciences (Gynecology and Obstretics), Julio de Mesquita Filho Paulista State University; M.S., Pharmacology, ibid; B.S., Biological Sciences, ibid
Graciella Martignago	D.B.A., Management, Federal University of Santa Catarina; M.S., Quality Management, ibid; B.A., Economics, ibid
Manuel Christiansen	D.B.A., Business Administration, Walden University; M.B.A., Business Administration, Institute of Higher Administration Studies; B.S., Mechanical Engineering, Universidad Simon Bolivar
Maria Fidalgo	Ph.D., Sustainability Management, University of Amazonia; M.Ed., Educational Administration, ibid; B.Ed., Elementary Education, Civil Society Modern College Integrated Faculties
Maria Carbonari	B.S. in Teaching Portuguese and English as Second Language, Pontifical Catholic University of Campinas; Ph.D., Education, State University of Campinas
Maria Fontana	Ed.D., Education, Tuiuti University of Parana; M.Ed., Education, Pontifical Catholic University of Parana; B.Ed., Education, Federal University of Parana
Mariane Nardy	U.S. degree of Master of Science in Biology with concentration in Genetics earned at a regionally accredited institution of higher education in the United States
Monica Coimbra	M.Law, Law/Juridical Sciences, University of Vale do Itajai; B.B.A., International Business, ibid; B.Law, Labor Law, ibid

Regina Monteiro	EdD., Education- Teaching Methodology, State University of Campinas; M.Ed., Education- Teaching Methodology, ibid; B.Ed., Secondary Education, Pontifical Catholic University of Campinas
Renato Matthiensen	M.S., Computer Science, Methodist University of Piracicaba; B.S., Computer Science, Municipal Teaching Foundation of Piracicaba
Tatiana Santos	Ed.D., Education, University of Vale do Itajai; M.Ed., Regional University of Blumenau; B.Ed., Childhood Education, Santa Catarina State University
Thamara e Silva	Ph.D., Environmental Science, State University of Goias; M.S., Cellular and Molecular Biology, ibid; B.S., Pharmacy, ibid
Vadson do Carmo	Ph.D., Chemical Engineering, State University of Campinas; M.S., Manufacturing Engineering, Methodist University of Piracicaba; M.S., Management Information Systems, Pontifical Catholic University of Campinas; B.Ed., Education, UniBF
Viviane Gezu	M.A., Political Science, Cruzeiro University of Sul; B.B.A., Business Administration, ibid
Alexandra Caetano	Doctorate in Arts, University of Brasília, Master in Arts, University of Brasília, Bachelor in Arts from Fundação Mineira de Educação e Cultura.
Andre Felipe Costa Santos	Doctorate in Educational Psychology from Pontifícia Universidade Católica de São Paulo, Master in Educational Psychology from Pontifícia Universidade Católica de São Paulo, Bachelor in Education from Universidade de Brasília.
Andressa Julyany Pasqualini Prado	Post-Graduate Course in Medical & Hospital Law from Escola Paulista de Direito, Master Degree in Healthcare Management from Must University Bachelor Degree in Law from Centro Universitário de Brasília.
Andressa Schaurich dos Santos	Doctorate in Business Administration from Universidade Federal de Santa Maria, Master degree in Business Administration with concentration in Organizational Management from Universidade Federal de Santa Maria Bachelor degree in Business Administration from Universidade Federal de Santa Maria.
Angela Maria Moed Lopes	MD in Immunology from Universidade Federal do Triângulo Mineiro Master of Science in Pathology from Universidade Federal do Triângulo Mineiro, Bachelor degree in Biomedicine from Universidade de Uberaba.
Antonio Augusto dos Santos Soares	Doctorate degree in Business Administration from Universidade Federal de Santa Catarina, Master degree in International Business from Universidade Corporativa Banco do Brasil Technical degree in Production Management from Faculdades Integradas do Instituto Paulista de Ensino e Pesquisa
Arturo E. Enamorado-Caracciolli	Doctorate in Management Sciences from Universidad Integral del Caribe y America Latina, MS International Commerce from Intituto de Estudicos Bursatiles, BBA from Universidad Tecnologica Centroamericana
Bruno Stramandinoli Moreno	Doctorate degree in Kinesiology from Universidade Estadual Paulista Júlio de Mesquita Filho, Master degree in Education with concentration in Physical Education from Universidade Estadual Paulista Julio de Mesquita Filho, Bachelor degree in Psychology from Universidade Estadual de Londrina.
Carlos Afonso Goncalves da Silva	Doctorate degree in Public Law from Pontifícia Universidade Católica de São Paulo, Master degree in public law from Pontifícia Universidade

	Católica de São Paulo, Bachelor degree in Law from Faculdade de Direito de Bauru.
Claudia Dourado de Salces	Doctorate degree in Education from Universidade de São Paulo, Master degree in Linguistics from Universidade Estadual de Campinas Bachelor degree in Education from Universidade Cidade de São Paulo.
Claudia Mandaio	Doctorate in Education from Pontifícia Universidade Católica de São Paulo, Master degree in Education from Pontifícia Universidade Católica de São Paulo, Bachelor degree in Technology Information from Fundação Municipal de Ensino de Piracicaba.
Claudia Sebastiana Rosa da Silva	Doctorate in Education from Pontifícia Universidade Católica do Paraná, Master degree in Education from Pontifícia Universidade Católica do Paraná, Bacheor degree in Education from Associação Catarinense de Ensino (Faculdade de Educação de Joinville).
Cleide Maria dos Santos Muñoz	Doctorate in Education from Pontifícia Universidade Católica de São Paulo, Master degree in Education from Pontifícia Universidade Católica de São Paulo, Bachelor in Education from Faculdade de Filosofia, Ciências e Letras de São Bernardo do Campo.
Crislaine Fernandes Matozinhos Silva	Doctorate in Education from Universidade Estadual de Campinas, Master degree in Education from Universidade Estadual de Campinas, Bachelor in Education from Faculdade Anhanguera de Campinas.
Daniela Cristina Lopes de Abreu	Doctorate in Education from Universidade de São Paulo, Master in Education from Universidade Estadual Paulista Júlio de Mesquita Filho, Bachelor degree in Education from Universidade Estadual Paulista Júlio de Mesquita Filho.
Deborah Costa	Doctorate in Education, Universidade Cidade de São Paulo, Master degree in Applied Linguistics from Universidade Estadual de Campinas, Bachelor degree in Modern Language from Faculdade de Pinhais.
Dimitri Nascimento Sales	Doctorate in Law from Pontifical Catholic University of Sao Paulo; Master degree in Legal Studies from Pontifical Catholic University of Sao Paulo; Bachelor in Law from State University of Santa Cruz
Eliane Quinelato	Doctorate in Literature from Universidade Estadual Paulista Júlio de Mesquita Filho, Master degree in Literature from Universidade Estadual Paulista Júlio de Mesquita Filho, Bachelor in Portuguese and Greek Language from Faculdade de Pinhais.
Eloisa Helena Mello	Doctorate degree in Education from Universidade Tuiuti do Parana; Maser degree in Education from University Tuoiuti of Parana; Bachelor in Education from University of Santa Amelia

Ernandes Rodrigues do Nascimento	Doctor in Mathematical and Technological Education, Federal University of Pernambuco, Master in Administration at the Federal University of Pernambuco, Graduation in Administration, Faculdade de Ciências Humanas e Sociais de Igarassu.
Ernesto Gonzalez	PHD. In Business and Economics from University of Oviedo MBA from University of Oviedo BS in Industrial Engineering from Universidad Central de Las Villas.
Flavio Santiago	Ph.D. in Education from Universidade Estadual de Campinas, Master degree in Social Sciences in Education from Universidade Estadual de Campinas, Bachelor degree in Education from Universidade Federal de São Carlos.
Francis Roberta de Jesus	Doctorate in Education from State University of Campinas; Bachelor degree in Education from State University of Campinas
Francisca Cristina de Oliveira e Pires	Doctorate in Education from Universidade Federal de Juiz de Fora, Master degree in Education from Universidade Católica de Petrópolis, Bachelor degree in Education with specialty in History from Universidade Federal de Juiz de Fora.
Gilson Castadelli	Ph.D. in Education from Universidade Estadual Paulista Júlio de Mesquita Filho, Master of Science in Information Technology from Universidade Federal do Ceara, Associate degree in Information Management from Municipal Institute of Higher Education
Helena Rivelli de Oliveira	Doctorate in Education from Federal University of Juiz de Fora; Master degree in Education from Federal University from Federal University of Juiz de For a; Bachelor degree in Education from Federal University of Sao Joao del-Rei
Helenice Feijo de Carvalho	Doctorate in Social Psychology from State University of Rio de Janeiro, Master in Public Administration from Fundação Getúlio Vargas, Bachelor degree in Psychology from Universidade Estácio de Sá.
Igor Aparecido Dallaqua Pedrini	Doctorate in Education from Universidade Federal de Uberlândia, Master in Technology Information from Universidade Estadual Paulista Julio de Mesquita Filho, Bachelor degree in Communications from Faculdades Adamantinenses Integradas.
Jose Eduardo Gomes de Vasconcellos	M.D in Medicine from Faculdade de Ciências Médicas de Santos. Master of Science in Healthcare Management from MUST University, Master in Business Administration with specialty in Health Industry from undacao Getulio Vargas,
Juliana Cavalcante de Andrade Louzada	Doctorate in Education from Universidade Estadual Paulista Júlio de Mesquita Filho, Master degree in Education from Universidade Estadual Paulista Júlio de Mesquita Filho, Bachelor degree in Physical Education from Universidade Estadual Paulista Júlio de Mesquita Filho.

Juliana Zantut Nutti	Doctorate in Education from Universidade Federal de São Carlos, Master in Education from Universidade Federal de São Carlos, Bachelor degree in Psychology from Universidade Federal de Uberlândia.
Lana Paula Crivelaro Monteiro de Almeida	Doctorate in Education from Universidade Estadual de Campinas, Master in Education Universidade Estadual Paulista, Bachelor of Science in Speech-Language Pathology from Pontifícia Universidade Católica de Campinas.
Leticia Gomes dos Santos	Doctorate in Business Administration from Universidade Federal de Santa Maria, Master degree in Business Administration from Universidade Federal do Rio Grande do Sul, Bachelor degree in Business Admnistration from. Universidade Federal de Santa Maria.
Liliane De Queiroz Antonio	Doctorate in Education from Universidade Estadual de Campinas, Master degree in Education from Universidade Estadual e Campinas, Bachelor degree in Education from Universidade Federal de São Carlos.
Lincoln Zub Dutra	Juris Doctor Degree from Pontifícia Universidade Católica do Paraná, Master in Law from Centro Universitário Autônomo do Brasil
Lucas Visentini	Doctorate in Education from Universidade Federal de Santa Maria, Master in Education from Universidade Federal de Santa Maria, Bachelor degree in Education from Universidade Federal de Santa Maria.
Lucienne Mozzer	Doctorate in Education from Universidade Metodista de Piracicaba, Master degree in Education from Universidade Metodista de Piracicaba, Bachelor degree in Education from Centro Universitário FICO (Fundação Instituto de Ensino para Osasco)
Luiz Miguel Picelli Sanches	Doctorate degree in Nursing from Universidade Estadual de Campinas, Master degree in Nursing from Universidade Estadual de Campinas, Bachelor degre in Nursing from Universidade Estadual de Maringá.
Maria Eduarda de Lima Menezes	Doctorate in Education from Pontifícia Universidade Católica de São Paulo, Master in Education from Pontifícia Universidade Católica de São Paulo, Bachelor degree in Education from Centro Universitário Claretiano.
Maria Ines Crnkovic Octaviani	Doctorate in Education from Universidade Federal de São Carlos, Master degree in Education from Universidade Federal de São Carlos, Bachelor degree in Education from Universidade Federal de São Carlos.
Marilia Marques Mira	Doctorate in Education from Pontifícia Universidade Católica do Paraná, Master in Education from Pontifícia Universidade Católica do Paraná, Bachelor degree in Education from Universidade Federal do Paraná.
Marisa Garbellini Sensato	Doctorate in Education from Pontifícia Universidade Católica de São Paulo, Master in Education from Pontifícia Universidade Católica de São Paulo, Bachelor in Languages from Faculdade de Filosofia, Ciências e Letras das Faculdades Associadas do Ipiranga.
Miriane De Almeida Fernandes	Doctorate in Education from Universidade Metodista de Piracicaba, Master degree in Administration from Faculdade Campo Limpo Paulista. Possui, Bachelor degree in Accounting from Faculdade Anhanguera de Valinhos

Patricia Gallo de Franca	Doctorate in Education from Universidade Federal do Rio Grande do Norte, Master in Education from Universidade Federal do Rio Grande do Norte, Bachelor degree in Industrial Design from Faculdade de Belas Artes de São Paulo.
Priscila Costa Santos	Doctorate in Education with specialty in curriculum from Pontifícia Universidade Católica de São Paulo, Master degree in Educational Psychology from Universidade de Brasília, Bachelor degree in Education from Universidade de Brasília.
Rosemary Trabold Nicacio	Doctorate in Education from Universidade Estadual Paulista Júlio de Mesquita Filho, Master degree in Education from Pontifícia Universidade Católica de São Paulo, Bachelor degree in Education from University of Oeste Paulista.
Rouseane da Silva Paula Queiroz	Doctorate degree in Education from Federal University of Rio Grande do Norte; Master degree in Education from Federal University of Rio Grande do Norte; Bachelor degree in Education from Federal University of Rio Grande do Norte
Tassio Jose da Silva	Doctorate in Education from Universidade Estadual Paulista Júlio de Mesquita Filho, Master in Education from Universidade Federal de São Paulo, Bachelor degree in Education from Universidade Presbiteriana Mackenzie
Thais Costa de Souza	Doctorate in Science with specialty in Rehabilitation from Universidade Federal de São Paulo, Master degree in Rehabilitation from Federal University of Sao Paulo, Bachelor degree in Physical Therapy from Faculdades Integradas do Triângulo.
Vanessa Moreira Grecci	Ph.D in Education, State university of Campinas; Master degree in Education, State University of Campinas; Bachelor degree in Education, State University of Campinas
Valeria Aparecida de Souza Siqueira	Doctorate in Education from Universidade de São Paulo, Master in Education from Centro Universitário Moura Lacerda, Bachelor degree in Education from Centro Universitário Moura Lacerda.

ACADEMIC CALENDAR – 2023-2024

Fall 2023 Semester August 20, 2023 – December 2, 2023	
Fall 2023 Term A – 8/20/2023 – 9/23/2023	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	8/24/2023
Last day to Drop a Course with a W	9/9/2023
Last day to Drop a Course with a W/F	9/16/2023
Last Day of Class	9/23/2023
Fall 2023 Term B – 9/24/2023 to 10/28/2023	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	9/28/2023
Last day to Drop a Course with a W	10/14/2023
Last day to Drop a Course with a W/F	10/21/2023
Last Day of Class	10/28/2023
Fall 2023 Term C – 10/29/2023 to 12/2/2023	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	11/9/2023
Last day to Drop a Course with a W	11/18/2023
Last day to Drop a Course with a W/F	11/25/2023
Last Day of Class	12/2/2023
Fall Break - 12/3/2023 – 1/6/2024	
Holidays 2023	
M.L. King Jr Day	*January 16, 2023*
Memorial Day	May 29, 2023
Independence Day	July 4, 2023
Labor Day	September 4, 2023
Columbus Day	October 9, 2023
Veterans Day	November 11, 2023
Thanksgiving	November 23 – 24, 2023
End of year Break	December 3 – January 6, 2024

Spring 2024 Semester January 7, 2024 – April 20, 2024	
Spring 2024 Term A – 1/7/2024 – 2/10/2024	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	1/11/2024
Last day to Drop a Course with a W	1/27/2024
Last day to Drop a Course with a W/F	2/3/2024
Last Day of Class	2/10/2024
Spring 2024 Term B – 2/11/2024 to 3/16/2024	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	2/15/2024
Last day to Drop a Course with a W	3/2/2024
Last day to Drop a Course with a W/F	3/9/2024
Last Day of Class	3/16/2024
Spring 2024 Term C – 3/17/2024 to 4/20/2024	

Drop/Period Ends (*Last day to withdraw from a course without penalty*)	3/21/2024
Last day to Drop a Course with a W	4/6/2024
Last day to Drop a Course with a W/F	4/13/2024
Last Day of Class	4/20/2024
Spring Break - 4/21/2024 – 4/27/2024	
Summer 2024 – Semester **April 28, 2024 – August 10, 2024**	
Summer 2024 Term A - 4/28/2024 – 6/1/2024	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	5/2/2024
Last day to Drop a Course with a W	5/18/2024
Last day to Drop a Course with a W/F	5/25/2024
Last Day of Class	6/1/2024
Summer 2024 Term B – 6/2/2024 to 7/6/2024	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	6/6/2024
Last day to Drop a Course with a W	6/22/2024
Last day to Drop a Course with a W/F	6/29/2024
Last Day of Class	7/6/2024
Summer 2024 Term C – 7/7/2024 to 8/10/2024	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	7/11/2024
Last day to Drop a Course with a W	7/27/2024
Last day to Drop a Course with a W/F	8/3/2024
Last Day of Class	8/10/2024
Summer Break - 8/11/2024 – 8/24/2024	
Holidays 2024	
M.L. King Jr Day	*January 15, 2024*
Memorial Day	May 27, 2024
Independence Day	July 4, 2024
Labor Day	September 2, 2024
Columbus Day	October 14, 2024
Veterans Day	November 11, 2024
Thanksgiving	November 28 – 29, 2024
End of year Break	December 8 – January 4, 2025

ACADEMIC CALENDAR – 2024-2025

Fall 2024 – Semester **August 25, 2024 – December 7, 2024**	
Fall 2024 Term A - 8/25/2024 – 9/28/2024	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	8/29/2024
Last day to Drop a Course with a W	9/14/2024

Last day to Drop a Course with a W/F	9/21/2024
Last Day of Class	9/28/2024
Fall 2024 Term B – 9/29/2024 to 11/2/2024	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	10/3/2024
Last day to Drop a Course with a W	10/19/2024
Last day to Drop a Course with a W/F	10/26/2024
Last Day of Class	11/2/2024
Fall 2024 Term C – 11/3/2024 to 12/7/2024	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	11/7/2024
Last day to Drop a Course with a W	11/23/2024
Last day to Drop a Course with a W/F	11/30/2024
Last Day of Class	12/7/2024
Fall Break - 12/8/2024 – 1/4/2025	
Spring 2025 – Semester **January 5, 2025 – April 19, 2025**	
Spring 2025 Term A - 1/5/2025 – 2/8/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	1/9/2025
Last day to Drop a Course with a W	1/25/2025
Last day to Drop a Course with a W/F	2/1/2025
Last Day of Class	2/8/2025
Spring 2025 Term B – 2/9/2025 to 3/15/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	2/13/2025
Last day to Drop a Course with a W	3/1/2025
Last day to Drop a Course with a W/F	3/8/2025
Last Day of Class	3/15/2025
Spring 2025 Term C – 3/16/2025 to 4/19/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	3/20/2025
Last day to Drop a Course with a W	4/5/2025
Last day to Drop a Course with a W/F	4/12/2025
Last Day of Class	4/19/2025
Spring Break - 4/20/2025 – 4/26/2025	
Summer 2025 – Semester **April 27, 2025 – August 9, 2025**	
Summer 2025 Term A – 4/27/2025 to 5/31/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	5/1/2025
Last day to Drop a Course with a W	5/17/2025
Last day to Drop a Course with a W/F	5/24/2025
Last Day of Class	5/31/2025
Summer 2025 Term B - 6/1/2025 – 7/5/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	6/5/2025
Last day to Drop a Course with a W	6/21/2025
Last day to Drop a Course with a W/F	6/28/2025
Last Day of Class	7/5/2025

Summer 2025 Term C – 7/6/2025 to 8/9/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	7/11/2025
Last day to Drop a Course with a W	7/26/2025
Last day to Drop a Course with a W/F	8/2/2025
Last Day of Class	8/9/2025
Summer Break - 8/10/2025 – 8/23/2025	

ACADEMIC CALENDAR – 2025-2026

Fall 2025 – Semester August 24, 2025 – December 6, 2025	
Fall 2025 Term A – 8/24/2025 – 9/27/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	8/28/2025
Last day to Drop a Course with a W	9/13/2025
Last day to Drop a Course with a W/F	9/20/2025
Last Day of Class	9/27/2025
Fall 2025 Term B –9/28/2025 to 11/1/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	10/2/2025
Last day to Drop a Course with a W	10/18/2025
Last day to Drop a Course with a W/F	10/25/2025
Last Day of Class	11/1/2025
Fall 2025 Term C – 11/2/2025 to 12/6/2025	
Drop/Period Ends (*Last day to withdraw from a course without penalty*)	11/6/2025
Last day to Drop a Course with a W	11/22/2025
Last day to Drop a Course with a W/F	11/29/2025
Last Day of Class	12/6/2025
Fall Break - 12/7/2025 – 1/3/2026	
Holidays 2025	
M.L. King Jr Day	*January 20, 2025*
Memorial Day	May 26, 2025
Independence Day	July 4, 2025
Labor Day	September 1, 2025
Columbus Day	October 13, 2025
Veterans Day	November 11, 2025
Thanksgiving	November 27 – 28, 2025
End of year Break	December 7 – January 3, 2026

Metropolitan University of Science and Technology (MUST)

2024-2025 Catalog Issue 7, Volume 1- Addendum
Effective January 7, 2024

MUST continually reviews, updates, and improves its curricula, courses, and policies. It is the responsibility of the University to adapt these revisions in its publications. The following addendum represents additions and/or modifications to the 2024-2025 Institutional Catalog.

Addition to page 38 of the Institutional Catalog.

Scholarship and Grants
In accordance with MUST's mission statement regarding being committed to offer affordable distance education, MUST makes the following scholarships available to students who are actively enrolled in a program of study. Recipients must be actively enrolled in a degree program at MUST to qualify.

Carbonari Scholarship
The Carbonari Scholarship honors the unrelenting spirit of the Carbonari family legacy by providing scholarships to students located withing the geographical confines of the country of Brazil. The scholarship is designed to recognize the humble Brazilian beginnings of Antônio Carbonari Netto and his profound desire to help others in his native country by giving back to the community in the form of tuition assistance to residents of Brazil. The total scholarship amount of 20% will be applied towards the recipient's tuition and cannot be applied towards other non-tuition costs.

Qualifications
- Recipient must demonstrate residency via a valid Brazilian ID
- Recipient must meet all entrance requirements at MUST and be accepted into a program.
- Recipient must maintain the minimum programmatic cGPA to maintain scholarship.
- Recipient must remain active and in good standing in their program of study.

MUST Monetary Exchange Grant
Metropolitan University of Science and Technology recognizes the challenges individuals face when attaining an international education; therefore, MUST offers the Monetary Exchange Grant intended to be applied to the everchanging variances that exist in exchange rates for international students living outside US territories where the US dollar is not their official currency. The grant

will be applied to those students that demonstrate international residency, via a foreign valid ID, and that live outside US territories. The grant will cover the variance in the exchange rate that fluctuates during a students educational pursuit at MUST.

MUST Partners and Alliances Scholarship
Metropolitan University of Science and Technology honors the companies and organizations that have chosen MUST to be their educational institution of choice for their employees and stakeholders by providing those students with the Partners and Alliances Scholarship. The scholarship is intended to reinforce the bond that exists between the education industry and the workforce. To qualify, students must present evidence they are affiliated with an organization that has partnered with MUST and meet all entrance requirements as outlined in the admissions requirements of the institutional catalog. The total scholarship amount may not exceed 32% of tuition costs and may not be applied to non-tuition costs.

Qualifications
- Recipient must meet all entrance requirements at MUST and be accepted into a program.
- Recipient must maintain the minimum programmatic cGPA to maintain scholarship.
- Recipient must remain active and in good standing in their program of study.

MUST/UEES Scholarship
Metropolitan University of Science and Technology is proud to have executed a validation agreement in January of 2024 with Universidad de Especialidades Espíritu Santo (UEES) located in Ecuador, South America. The agreement intended to recognize courses which will be accepted between both institutions for the Master of Science in Business Administration program is intended to strengthen the working relationship between other educational institutions.

To commemorate the stated validation agreement, MUST is proud to offer students enrolled under aforementioned validation agreement the MUST/UEES Scholarship. The scholarship will cover 30% of a recipient's tuition cost during their educational journey at MUST and may not be applied to non-tuition costs.

Qualifications
- Recipient must meet all entrance requirements at MUST and be accepted into a program.
- Recipient must maintain the minimum programmatic cGPA to maintain scholarship.
- Recipient must remain active and in good standing in their program of study.

MUST Hispanic Scholarship
Metropolitan University of Science and Technology recognizes the challenges that Spanish speaking individuals face as they pursue a degree in their native language. Celebrating their unwavering entrepreneurial spirit, MUST presents to qualified individuals the Spanish Scholarship which covers 50% of a recipient's tuition cost during their educational journey at MUST. Said scholarship will not be applied towards non-tuition costs.

Qualifications
- Recipient must meet all entrance requirements at MUST and be accepted into a program.
- Recipient must maintain the minimum programmatic cGPA to maintain scholarship.
- Recipient must remain active and in good standing in their program of study.