Villanova University
College of Professional Studies
Non-Credit professional programs

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Villanova University
College of Professional Studies

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All programs, courses, instructor designations, locations, tuition and fees described
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History and Objectives

In May 2014, Villanova University created the College of Professional Studies (CPS)—the first new College at the University in 50 years. The degrees and non-credit certificate programs delivered by the College of Professional Studies are offered at Villanova University, an institution that is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104 (via phone: 267-284-5000). Please note that the Commission accreditation does not imply specialized accreditation of the programs offered.

The Dean of CPS reports to the University Provost, who in turn reports to the President. For a list of the Executive Council, Officers of the University and Deans, please visit the Office of the President's website: http://www1.villanova.edu/villanova/president/about_university/leadership.html. On this site, the University Trustees are listed: http://www1.villanova.edu/villanova/president/about_university/trustees.html.

CPS provides academically rigorous undergraduate degree and certificate programming, as well as non-credit education for the adult learner and working professional. These programs are offered online, on-campus, off-campus at various sites and at corporate, governmental and non-profit organizations.

CPS continues Villanova's century-old tradition of service to adult learners and complements Villanova's breadth of academic offerings by providing innovative programs with flexible delivery options. It houses and continues to advance the curricula of the University's professional studies programs. CPS is housed in Vasey Hall on Villanova University's campus in Villanova, Pennsylvania.

Non-Credit Professional Courses & Programs

CPS non-credit offerings include professional development courses and certificate programs that are offered to approximately seven thousand (7,000) students each year. The College offers various courses in multiple subject areas and modalities which are listed on the website and in the attachment of this supplement. Examples of certificate programs include: Human Resources Management, Payroll Administration, Applied Project Management, Lean Six Sigma, Business Process Management and Organizational Leadership.

The College of Professional Studies also offers a Paralegal Professional certificate. This certificate program is designed to train qualified individuals in the theory and philosophy of the law and the ethics of legal practice. Students gain the necessary practical skills to enable them to effectively assist lawyers and executives in providing a full range of legal services to corporations, governmental agencies, law firms, and businesses. Paralegals may not provide legal services directly to the public except as permitted by law. The CPS Paralegal Professional Certificate is approved by the American Bar Association (ABA®).

The attachment of this supplement contains information about these programs. For more information, students can also contact the College of Professional Studies at 610-519-4300 or visit the website at www.cps.villanova.edu.

Instructors

The College of Professional Studies employs a variety of instructors to teach its credit and non-credit courses. Instructors may teach a single course or across multiple programs and modalities, as well as in other colleges at the University. A current and complete list of CPS instructors is posted on the website at: http://www1.villanova.edu/villanova/professionalstudies/about/facultylisting.html.

Academic Calendars

<u>**CPS On-Campus Offerings and Calendar**</u>

Campus classes are offered in multiple durations ranging from one-day to full semester courses.

<u>**Table 1: Class Duration Schedule**</u>

Duration	Discipline	Courses
1 Day	Counseling	Drug & Alcohol Education Interviewing and Counseling Techniques Intake/Assessment/Record Keeping w/Substance Abusers Cultural Competency Relapse Prevention Countertransference & Boundary of Self Counseling & Peer Support Group Counseling with Substance Abusers Ethical Decision Making Substance Abuse Treatment for People with Co-Occurring Disorders Recovery Skills Planning Advocacy for Self and Others Communication Skills in Recovery
2 Days	Project Management	Introduction to Project Management
7 Weeks	English for Everyday Life	Popular Culture Government and Citizenship Technology and Science People and the Environment Sports and Outdoor Recreation Current Events
12 Weeks	Fundraising	Principles of Fundraising
13 Weeks	Supply Chain	Supply Chain Management
Varied	Facilities Management	Facilities Management Sustainability for Facilities Professionals
	Human Resources	SHRM Essentials of Human Resources SHRM-CP/SHRM-SCP Exam Preparation
	Leadership	Leadership Symposium

Duration	Discipline	Courses
	Paralegal	Civil Procedure & Litigation Business Organizations Contract Law Criminal Law Employment Law Estates & Trusts Ethics Family Law Intellectual Property Law Introduction to Paralegal Profession & Principles Legal Research Legal Writing Paralegal Office Coordination Real Estate Law Torts and Personal Injury Law
	Project Management	Essentials of Project Management PMP® Exam Preparation

All campus classes follow the CPS academic calendar which is modeled after the University academic calendar.

The CPS calendar is posted on the College website:
https://www1.villanova.edu/villanova/professionalstudies/admissions/calendar.html.

For a list of specific start and end dates, see the Professional Education Course Schedule:
https://www1.villanova.edu/villanova/professionalstudies/Course_Schedules/CPS_Upcoming_Courses.html

CPS Online Offerings and Calendar

Online non-credit programs are currently offered in five durations – 4, 8, 12 and 16 weeks. The tables below indicate which courses are offered in each timeframe.

Courses are offered monthly or every other month. Given the online nature of the courses, there is no formal scheduled time-off for holidays. Regularly scheduled live class sessions that fall on University holidays will be rescheduled to an alternate date by the instructor. Students who are unable to attend the alternate date are not penalized. Note, online PayTrain® and CMA® classes are exceptions to the above as they follow the CPS Professional Education Course Schedule https://www1.villanova.edu/villanova/professionalstudies/continuingstudies/ncppschedule1.html

Table 2: Class Duration Schedule

The below tables reflect the duration of courses that are offered online. Please note that select courses and programs are under revision. Many of those listed in Table 2A (previously approved through the CPS Supplement dated November 2017) will be sunset by April 30, 2020 (See Attachment B for more details). New courses and programs listed in Table 2B will start to become available beginning January 1, 2020.

During the transitional period from January 1, 2020 to April 30, 2020, students enrolled in a program scheduled to be for sunset (See list in Program Information section) will have the opportunity to register for the next course in the sunsetting program (Table 2A) or to move into the new version of that program continuing with the new version of the course (Table 2B).

2A. Class Duration Schedules: (These courses are to be sunset by April 30, 2020)

Duration	Discipline	Courses
8 Weeks	Project Management	Essentials of Project Management Mastering Project Management Advanced Strategic Project Management PMP Exam Prep Project Management Capstone
	Lean Six Sigma	Lean Six Sigma Six Sigma Green Belt Lean Innovation & Management
	Contract Management	Essentials of Commercial Contract Management Essential of Government Contract Management Effective Contracting Skills
	Business Process Management	Essentials of Business Process Management Mastering Process Methodology & Solutions
	Information Systems Security	Essentials of Cybersecurity (IS Security)
	Business Analysis	Essentials of Business Analysis
	Business Intelligence	Essentials of Business Intelligence Mastering Data Management & Technology
	Human Resources	Mastering Organizational Effectiveness Finance & Accounting for the Non-Financial Manager
	Agile Management	Essential Principles of Agile Management Mastering Agile Applications in Planning
	Leadership	Strategic Organizational Leadership Maximizing Team Effectiveness
10 Weeks	Financial Management	PayTrain® Level 1 – Fundamentals
12 Weeks	Financial Management	PayTrain® Level 2 – Mastery
	Contract Management	Advanced Contract Management
	Business Process Management	Advanced Process Strategy & Practices

Duration	Discipline	Courses
	Business Analysis	Mastering Business Analysis
	Business Intelligence	Advanced Data Architecture & Intelligence
	Financial Management	CMA® Exam Prep Part 1: Financial Reporting, Planning, Performance & Control CMA® Exam Prep Part 2: Financial Decision Making
	Information Systems Security	Mastering Cybersecurity/Security+ (IS Security+)
	Human Resources	Human Resource Management
	Agile Management	Advanced Agile Business Solutions
	Lean Six Sigma	Master Black Belt
16 Weeks	Lean Six Sigma	Lean Six Sigma Black Belt

2B. Class Duration Schedule:

Duration	Discipline	Courses
4 Weeks	Project Management	Essentials of Project Management
8 Weeks	Project Management	Mastering Project Management Advanced Strategic Project Management PMP Exam Preparation Project Management Capstone
	Lean Six Sigma	Lean Six Sigma Six Sigma Green Belt Lean Innovation & Management
	Contract Management	Essentials of Commercial Contract Management Essential of Government Contract Management Advanced Contract Management

Duration	Discipline	Courses
	Business Process Management	Essentials of Business Process Management Mastering Process Methodology & Solutions Advanced Process Strategy & Practices
	Information Systems Security	Essentials of Cybersecurity (IS Security) Mastering Cybersecurity/Security+ (IS Security +)
	Business Analysis	Essentials of Business Analysis Mastering Business Analysis Data Visualization
	Business Intelligence	Essentials of Business Intelligence Mastering Data Management & Technology Advanced Data Architecture & Intelligence
	Human Resources	Mastering Organizational Effectiveness
	Agile Management	Essential Principles of Agile Management Mastering Agile Applications in Planning Advanced Agile Business Solutions
	Leadership	Strategic Organizational Leadership Maximizing Team Effectiveness Finance & Accounting for the Non-Financial Manager
10 Weeks	Financial Management	PayTrain® Level 1 – Fundamentals PayTrain® Level 2 – Mastery
12 Weeks	Financial Management	CMA® Exam Prep Part 1: Financial Reporting, Planning, Performance & Control CMA® Exam Prep Part 2: Financial Decision Making
	Human Resources	Human Resource Management
	Information Systems Security	Advanced Concepts in Cybersecurity (Information Security)
	Lean Six Sigma	Lean Six Sigma Master Black Belt
16 Weeks	Lean Six Sigma	Lean Six Sigma Black Belt

New Student Orientation and Additional Support

The College of Professional Studies offers orientation sessions and individualized support to assist students in becoming acquainted with their programs. Information is available to students via the CPS website at www.cps.villanova.edu. Information is also available at CPS on campus in Vasey Hall, by phone at 610-519-4300, or via email cps.info@villanova.edu. Virtual, live orientation sessions for online students and in-person information sessions for on-campus students occur on a periodic basis. Video recordings of orientation sessions are available on the CPS website https://www1.villanova.edu/villanova/professionalstudies/students/orientation.html.

On campus, orientation occurs before the start of the academic semester for the Paralegal Professional, Alcohol and Drug Counselor and Recovery Specialist certificate program. Students are encouraged to take advantage of CPS events and support services to interact with the College staff and network with their classmates.

Admission, Enrollment & Registration

A student is permitted to be registered in only one program at a time.

On-campus courses may be held in any classroom building on campus based on availability, enrollment and technology needs. Courses may also be offered off-campus at third-party facilities in the local area or on-site at corporations/organizations. Online classes are offered through a learning management system for which a student is assigned a unique login and password.

The enrollment process varies based on the type of student:

Courses Offered On-Campus/Off-Campus/On-Site at Organizations
Prospective students interested in taking on-campus/off-campus/on-site non-credit professional programs may enroll online at www.cps.villanova.edu. Individuals must submit the appropriate and necessary documentation and upfront payment, if required, for the intended program. Once processed, students receive electronic confirmation of their enrollment and are billed any remaining tuition as appropriate.

Paralegal Students
For the American Bar Association (ABA®) approved Paralegal Professional certificate program, the prospective students may apply online at www.cps.villanova.edu. Application materials will be reviewed to determine qualifications for admission, and students will be admitted or denied accordingly. Paralegal students are admitted to a cohort and follow a predetermined schedule.

Alcohol & Drug Counselor and Recovery Specialist Students
Prospective students interested in a counseling certificate program may apply online at www.cps.villanova.edu. Application materials will be reviewed to determine qualifications for admission, and students will be admitted or denied accordingly. Alcohol & Drug Counselor and Recovery Specialist students are admitted to a cohort and follow a predetermined schedule.

Online Courses (except PayTrain® and CMA®)
Prospective students interested in online courses or programs should visit www.villanovau.com for enrollment options. They may enroll online or through an enrollment representative. Prospective students will then complete and submit an *Acknowledgement of Program Enrollment (AOPE)* and/or an *Intent to Enroll Form (ITE)* (course level) which will be followed by the billing process.

PayTrain® and CMA® Students
Prospective students interested in taking an online PayTrain® and/or CMA® course may enroll online at www.cps.villanova.edu. Individuals may be requested to submit an upfront payment at the time of enrollment. Once processed, students receive electronic confirmation of their enrollment and are billed any remaining tuition as appropriate.

All programs, except the Paralegal Professional, Alcohol and Drug Counselor and Recovery Specialist certificate programs follow an open, non-competitive admissions model where qualifying documentation is not required. However, for all other programs, prospective students must still complete the registration form by the noted deadline and meet all prerequisite requirements.

The Paralegal Professional, Alcohol and Drug Counselor and Recovery Specialist certificate programs have specific admission requirements. Please see the CPS website for details. Applications are reviewed by the Admissions & Enrollment team on a rolling basis, as they are received. Those submitted after the cohort is at capacity or after the posted deadline will be considered for the next session in which the program is offered. All admissions decisions are

sent electronically. Individuals accepted in a program are asked to confirm their intent to enroll. Upon doing so, a seat deposit may be required.

After confirming intent to enroll, students who wish to defer their start date to a later semester may apply for a deferment. Requests to defer admission are reviewed on a case by case basis and may be granted for reasons including illness, military service or other extenuating circumstances. Supporting documentation may be requested with the application for deferment. The deadline for the application of deferment is the same date as the drop deadline for a student's class for the current semester. Failure to meet these terms may result in the revocation of admission. In such a case, an applicant will need to reapply.

Two types of non-credit courses are offered – courses that are part of a program and courses that are not part of a program. Individuals may be restricted from enrolling in the latter if they are receiving tuition benefits from a third-party. Students are encouraged to check any benefit restrictions from corporations, agencies and/or organizations from which they are receiving tuition assistance.

Payment options and payment due dates vary between single courses and programs; the enrollment system and/or the Enrollment Representative will provide all requisite details. Until payment or payment arrangements are made, registration is not guaranteed, particularly for high-demand courses.

Registration opens approximately two months prior to course start. During this time, students are registered for courses by their online Enrollment Representative or on-campus Program Coordinator according to the requirements of their program. To ensure balanced class sizes across multiple sections of the same course, CPS reserves the right to re-assign students accordingly up until the start of the course. Due to unforeseen circumstances, CPS may also need to reassign an instructor prior to the start or during the class session.

Students who previously enrolled or applied to a certificate course or program and who would like to enroll or apply to another course or program are required to complete the requisite enrollment/application forms for the new certificate course or program.

For further information about admission, enrollment and registration, students should contact their Program Coordinator (on-campus/off-campus/on-site programs) or their online Enrollment Representative.

Acceptance of Prior Courses (Transferring Courses)

Requests for the approval of previously completed non-credit or credit courses toward the requirements of non-credit certificate programs must be submitted to the CPS Academic Programs team at cpsacademics@villanova.edu. Approval must be received prior to enrollment.

Students are required to provide evidence of a grade of C or better, a grade of Pass, or continuing education units (CEUs)/ professional development units (PDUs) earned for prior credit consideration. Prior course work must have been completed within the past three years. Transcripts, course descriptions, and syllabi from previous course work may be required, at the discretion of the College. Transferred courses are evaluated against the rigor and academic spirit of the desired program. The College of Professional Studies makes no guarantee regarding equivalence or acceptance of prior courses. For select programs, applicable, reputable industry certifications may be recognized in lieu of prior coursework at the discretion of the College. For programs with lengths of three or four courses, a maximum of one course per program may be accepted for transfer. Course transfers are not accepted for two course programs.

The combination of approved prior credit and the successful completion of required and elective courses (as applicable) for the particular certificate program constitutes successful completion of the program requirements.

Dropping a Course

Students who wish to drop a class must do so prior to 12am on the first day of class by contacting their Enrollment Representative or Program Coordinator. Those who drop will be removed from the course as if they never registered and provided a full refund by the University. Whether or not a refund is immediately paid out or the funds are applied towards future courses will depend upon the circumstances of the student. For example, in the case of a corporate subsidy, it will be up to the discretion and policies of the company. Students should consult with their online Enrollment Representative or CPS Program Coordinator regarding their unique situation. If funds are owed to the student, they will be refunded or available for refund within 40 days of the date the class was dropped.

After the first day of class, requests for removal from a course are considered withdrawals. Students remain financially responsible for the full tuition cost of the course unless and until they request and receive approval for a course withdrawal. Withdrawal refunds follow a tuition refund scale (see Withdrawal from a Course section of this document). Students receiving tuition benefits from a third-party agency or corporation are subject to the policies of that entity and are encouraged to check any restrictions/penalties they may incur prior to dropping a class.

Non-attendance does not constitute a drop from a course and does not nullify financial responsibility. See Course Progress and Attendance section of this document for more information.

Course Cancellations

The College of Professional Studies reserves the right to cancel courses. Course cancellations can occur no later than four business days before the start of a course. Registered students will be notified by their on-campus Program Coordinator or their online Enrollment Representative. Students will have the choice of adding an alternative course prior to the start of the course or receive a 100% refund (see the Dropping a Course section of this document for additional details).

Withdrawal from a Course

After a course begins, students may petition the College to withdraw from a course if there are extenuating circumstances (i.e., military activation, deployment, extreme medical emergencies, natural disasters, etc.) by completing the withdrawal form posted on the CPS website: https://www1.villanova.edu/villanova/professionalstudies/students/forms.html and providing supporting documentation. Requests to withdraw from a course will not be considered without the required withdrawal form and supporting documentation. All requests will be reviewed by the Academic Programs Team. Withdrawals must be requested while the course is still in progress. Requests for a withdrawal after a course ends will not be approved, unless prior approval was precluded by military necessity (See Veteran and Military Students section).

If a withdrawal is granted, a student's last date of attendance will be recorded and reported to any agencies, organizations, etc. from which the student is receiving benefits (if applicable).

If a withdrawal is not granted and the student fails to meet the course requirements, s/he may receive a failing grade at the discretion of the instructor. For general course requirements, see Course Progress and Attendance section of this document. Also, see the Refunds section for information relating to return of funds.

Please note that non-attendance does not constitute a withdrawal from a course and does not nullify financial responsibility.

Tuition and Fees

Tuition rates for specific courses can be found on www.cps.villanova.edu (on-campus, CMA® and PayTrain® programs) and www.villanovau.com (all other online programs) on the specific program page. This information is also available in Attachment B of this supplement. Tuition and fees are subject to change; for the most up to date information please reference the above noted websites.

A shipping fee will be assessed to online students if the course in which they are enrolled has corresponding hard copy materials, and the student requests shipment of the course materials to their home address. Course materials for the online CMA® Exam Prep and PayTrain® courses will ship free of charge. Students taking on-campus classes will be charged a parking fee. Students taking classes off-campus may also be charged a parking fee depending on the location of the class. Paralegal Professional students are responsible for purchasing course materials. These are estimated at $1200. There are no additional tuition, material charges or fees.

Online programs may be offered at a select discount to specific corporate populations. Online students (except PayTrain® and CMA®) who are active duty personnel, Veterans, their spouses and dependents will receive a 15% tuition reduction on each course upon verification of military and discharge status, if applicable.

Courses and programs delivered on-site at corporations and organizations are individually priced based on content delivered, duration of the class and the number of employees enrolling. Interested individuals should submit the inquiry page on the CPS website for more information.

Students enrolled in non-credit professional courses and programs are not eligible for Title IV funding.

Veteran and Military Students

Military Tuition Benefit Verification

GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). For more information about VA educational benefits, please visit the official Veteran Affairs website at www.benefits.va.gov/gibill. The VA determines student eligibility to receive educational benefits. Students should apply for their VA educational benefit electronically by utilizing the Vets.gov (https://www.vets.gov/) or eBenefits (https://www.ebenefits.va.gov/ebenefits/homepage) websites. Students will fall into one of two categories: "Initiating VA benefits for the First Time" or "Resuming VA Benefits".

Certification depends upon a student's VA determined eligibility, enrollment status and program of approved study. To verify that a non-college degree (NCD) is approved for VA benefits, students can visit WEAMS https://inquiry.vba.va.gov/weamspub/buildSearchCountryCriteria.do. This website has a search filter from which students can look up Villanova University to see a list of approved Non-College Degree (NCD) Programs.

At Villanova, Veteran certifications are processed within the Office of the Registrar by a School Certifying Official (SCO). SCO contact information is provided at http://www1.villanova.edu/villanova/enroll/registrar/veterans.html. Students should notify their CPS Program Coordinator or online Enrollment Representative of any enrollment changes.

If a student would like to check on the status of their application, remaining entitlement, or any other general questions, they should contact the Department of Veteran Affairs educational hotline: 1-888-GI-BILL-1 (1-888-442-4551) or submit a question electronically through Ask a Question. Villanova personnel cannot provide advisement or counseling related to Veteran benefits.

Military members who are eligible for Military Tuition Assistance (TA) can use TA for approved NCD courses. TA can lessen a student's financial concerns considerably, since it now pays up to 100 percent of tuition expenses for semester

hours costing $250 or less. For more information go to https://www.militaryonesource.mil/education-employment/for-service-members/preparing-for-higher-education/how-to-use-the-military-tuition-assistance-program.

In addition, the Department of Veterans Affairs (VA) Education and Career Counseling program (Title 38 U.S.C. Chapter 36) offers a great opportunity for transitioning service members and Veterans to get personalized counseling and support to guide their career paths and ensure most effective use of their VA benefits, and achieve their goals.

To determine eligibility and connect with a VA counselor where they will receive this personalized assistance, students should apply here: http://www.vba.va.gov/pubs/forms/VBA-28-8832-ARE.pdf. After the VA receives their application, the VA advises students to schedule a time to meet with counselors. For additional questions or help, students can contact the VA at: 1-800-827-1000 (hearing impaired: 1-800-829-4833).

Deployment, Activation and Re-Assignment
The College maintains a policy and appropriate procedures to assist students who must withdraw from programs and courses due to military deployment or reassignment. This policy applies to a reserve and active military member, his/her spouse or children pursuant to 51 Pa.C. S .A Section 7313.

Any student who is a member of the Pennsylvania National Guard or another reserve/national guard or active duty component of the United States Armed Forces and who is called/ordered to full-time service or deployed under Federal Title 10 activation orders or State Active Duty activation orders under Title 32 (USC 502, 901, or 902 orders only) can initiate the official withdrawal process.

The College will provide the following options for students who have been deployed or reassigned for military service to appropriately maintain the student's academic and financial records and program progress:

- The affected student should notify the course instructor(s) of the deployment. A withdrawal form should be submitted to the College of Professional Studies as a request for military withdrawal, along with copies of all applicable deployment orders. See the Withdrawal from a Course section of this document for detailed instructions. As noted in this section, all attempts should be made to submit the appropriate Withdrawal forms and supporting documentation prior to the end of the course, but exceptions will be made if prior notice is not possible due to military necessity such as classified operations.

- The student or student's spouse shall receive a grade of "W" for online programs and "WX" for on-campus/off-campus/on-site programs on their Student Course Completion Summary for all courses they are unable to complete due to the official withdrawal. Also, upon release from military duty, the student or student's spouse will be restored to the enrollment status enjoyed before the duty period, without penalty. The University will refund 100% of the tuition upon completion, submission and approval of the official withdrawal form.

- Without deployment orders, the student or student's spouse must follow standard College official withdrawal procedures. An official withdrawal may only be approved if deployment orders are submitted. The student may retroactively appeal the grade and tuition charge to the College upon return with the submission of the appropriate deployment orders.

This policy does not apply to Active Duty for Training (ADT).

Refunds

If students follow the drop policy noted in the Dropping a Course section of this document, they are eligible for a 100% refund of tuition, provided they do not register in another class in the current or next session*. The term "refund" includes voiding invoices for unpaid balances. Refunds may require up to 40 days to process.

Withdrawals are approved on a case-by-case basis. If approved, and all tuition dollars were paid by the student to Villanova, a refund will be granted according to the below refund schedule*, see Withdrawal from a Course section in this document for additional details.

College of Professional Studies' Refund Schedule

Courses that run up to 8 weeks in length:

Week	Refund
1st Week	100%
2nd through 3rd Week	75%
After 3rd Week	No refund

Courses that run for longer than 8 weeks:

Week	Refund
1st Week	100%
2nd through 4th Week	75%
After 4th Week	No refund

*For students receiving tuition benefits from a third-party organization such as the military or a corporation, etc., refunds may be subject to the specific policies of that entity. Prior to withdrawing, it is recommended that students determine any benefit restrictions that may apply.

Course Progress and Attendance

Course instructors are responsible for monitoring student progress and attendance. The CPS Program Coordinator reviews student progress. Students who are not maintaining satisfactory progress will be notified by the College. Satisfactory progress is defined as attending class, completing projects and/or passing exams as defined by the instructor. Failure to do so is grounds for academic probation possibly followed by dismissal. Students should review the course requirements carefully. See sections on Academic Progress and Dismissal for additional information.

Online students must log into the learning management system and engage in academic activity and/or attend and participate in a live session within the first two weeks of a class or they will be removed, assigned a "T" grade (or OT grade for PayTrain® and CMA®), which is equivalent to an "F" and are not eligible for a refund. Regarding attendance at live, instructor-led sessions, online students must attend and participate in 50% of the live class sessions and view the course recordings for any classes missed. Students are responsible for all material covered in all sessions regardless of attendance. Attendance records are maintained by the faculty and an attendance grade is provided at the end of the class. It is incumbent on the student to ensure that instructors are informed of their presence at the live class sessions; students should follow the guidance of their instructor for logging into the synchronous application and recording their attendance.

On-campus/off-campus/on-site students are expected to attend and participate in all classes. Students who do not attend and participate within the first two weeks of a class are removed, assigned an "OT" grade (equivalent to an "F") and are not eligible for a refund. Attendance and participation in each class will be taken by the faculty member.

Students must communicate with faculty when there are mitigating circumstances. Any organizations, agencies, etc. providing tuition benefits are informed when a student is removed from a course for non-attendance. Appropriate benefits may be terminated, and other penalties may exist depending on the rules/regulations of the agencies.

Students who are approved for an official withdrawal from courses will not receive academic penalty (see Withdrawal from a Course section for additional information).

Change of Program

It is expected that students complete a program before enrolling in additional programs.
On an exception-only basis, students may petition the College to change programs under the following conditions:

- When changing an educational, professional, and/or vocational goal

- Upon termination of a program due to unsatisfactory attendance, progress, or conduct

- They are receiving VA education benefits as a veteran and now wish to receive benefits while on active military duty

At a minimum, program change requests must be made 30 days in advance of the desired new program start date. Students must complete courses in which they are currently registered before they will be permitted to change programs. To request a program change, students should complete the appropriate form on the CPS website: https://www1.villanova.edu/villanova/professionalstudies/students/forms.html.

Grading

To pass a course, students must:

1. Meet Attendance Requirements: See Course Progress and Attendance section in this document for more information.

2. Complete Assignments & Course Work

Students must achieve an average grade of 70% or better on all assignments and coursework. This average is calculated by totaling the best score from each exam, assignment, etc.

In online courses that allow for students to take exams multiple times, students are limited to a maximum of three attempts. The highest score will be factored into the average final grade. All exams are available via the learning management system.

Grading scale:

A   90-100%
B   80-89%
C   70-79%

**Any grade below 70% or termination from a course is deemed an F

W   Official, approved withdrawal using the online form (online course, except PayTrain® and CMA®)

WX   Official, approved withdrawal using the online form (on-campus/off-campus/on-site course, PayTrain® and CMA® courses)

I   Incomplete for on-campus/off-campus/on-site and online courses

T   Official termination before course end (online course, except PayTrain® and CMA®) – equivalent to F

OT   Official termination before course end (on-campus/off-campus/on-site course, PayTrain® and CMA® courses) – equivalent to F

Make-up Work and Extensions

Students who miss a class obligation (exam, presentation, etc.) due to an excused absence will not be penalized - the instructor may offer a make-up test, arrange an alternative time for a presentation, exempt a student from the assignment, or provide another arrangement at his/her discretion. All make-up work for missed assignments must be completed before the end of the course.

Under exceptional circumstances, students may request a course extension from their course instructor. Final approval will be granted by the Director, Academic Programs. The Director will provide a deadline for work submission; extensions will not be granted for longer than two weeks following the end of a course. All extension requests must be made before the final course meeting (on-campus/off-campus/on-site) or end of the class (online). In such cases, students will not be permitted to begin a course for which the uncompleted course is a prerequisite until the uncompleted course has been completed. Missing the end date of a final assignment does not constitute an approvable reason for an extension. Students are expected to know and adhere to all course dates and assignment deadlines.

If an extension is granted, an incomplete ("I") grade may be temporarily awarded. An "I" grade must be replaced with a permanent grade (A, B…, F, etc.). If student work is not submitted/completed by the deadline issued, the "I" grade will revert to the grade earned based on the work that the student did complete. Instructors do have the discretion to then impose a grade penalty for late/incomplete work. If the student did not pass the class, it may need to be retaken, at the full tuition rate, to complete a program or certification.

Program Completion

Non-credit professional programs are deemed completed when the curriculum prescribed by the University has been satisfied. Detailed program and course information can be found in the attachments to this supplement or at www.cps.villanova.edu or www.villanovau.com. Villanova University reserves the right to change programs, program/course details, and program/course requirements. Discontinued programs and courses in a program will be evaluated for substitution of equivalent programs and courses without penalty. In addition, where feasible, students will be grandfathered in the program into which they originally enrolled. Villanova administration works with each student to create an appropriate teach-out plan.

All courses must be completed through Villanova University's College of Professional Studies except any prior course credit approved and transferred in before enrollment. (See Acceptance of Prior Courses section in this document.) Students must complete all courses in a program within 36 months of the start date of the first course of the program. Courses that are older than 36 months will need to be retaken at the student's expense to be counted toward the completion of the program.

Upon successful completion of a course and a program, students are issued an official electronic certificate of completion by the College of Professional Studies. Students registered in the Paralegal Professional, Alcohol & Drug Counselor and Recovery Specialist programs will receive an official certificate only upon successful completion of the respective program. For a summary of completed courses, students may reference their Student Course Completion Summary (SCCS). Final grades will be listed for all courses for which there is not an outstanding balance.

All tuition and fees must be paid before students will receive a certificate.

The College offers an associated optional certification exam post the completion of select online courses. Certification is awarded upon passing the exam. Certification exams must be completed within twelve months of completing the associated course. Students who do not pass the exam are permitted to retake it two times (maximum of three failures) within this twelve month window at the retake fee if applicable. If a student fails the exam three times, they will be required to retake the requisite course at the full tuition rate prior to retaking the exam. Students who do not attempt the certification exam within one year of completing the course, or do not retake a failed exam attempt with the twelve-month time frame, will be required to retake the requisite course at the full tuition rate prior to sitting for the exam again. Certifications require recertification within a 3-year period to maintain the credential. To

recertify, students must earn the required number of continuing education units (CEUs) of the respective program noted on the website www.villanovau.com. A 6-month grace period from the date of credential expiration is granted to earn the CEUs. Once the recertification period and grace period have elapsed, students are required to retake and pass the certification exam, at the indicated rate if applicable, in addition to earning the required CEUs for recertification.

Counting Courses towards Multiple Programs

If approved by the Academic Programs Team, an individual course may fulfill a requirement for two separate programs. Students are limited to double counting one course across all non-credit certificate programs throughout their entire time in the non-credit certificate programs at Villanova University.

Continuing Education Units (CEU)

The Continuing Education Unit or CEU is a nationally recognized unit of measure standardizing participation in non-degree continuing education courses. Per the U.S. Department of Education, a CEU is defined as ten (10) contact hours in an organized program under responsible sponsorship, capable direction, and qualified instruction. Students seeking to use CEUs for tuition reimbursement or other purposes are advised to check with their organization to see if CEU's from Villanova University are accepted.

Academic Progress

The CPS Academic Programs Team evaluates student academic performance and the ability for students to complete courses and programs and return to satisfactory progress, if applicable. Students earning a grade of T, OT or F are handled in the same manner.

If a student fails a required course, they are permitted one additional course attempt. During the second attempt, the student is not eligible to enroll in other programs or other courses for which the failed course is a prerequisite. If the student does not successfully complete the failed course within eight months from the date of course failure (or one year if the course is only offered annually), s/he will be academically dismissed from the program in which s/he is enrolled.

If a student fails an elective course or a course taken outside of a program, permission is granted for one additional course attempt for either the failed elective or another appropriate elective offered for the program in which the student is enrolled. The eight-month (or one year for courses offered annually) time limit applies to students enrolled in a certificate program.

If a certificate student fails a course twice, the Director of Academic Programs assesses the unique situation and decides among the following: 1) determines that a student's performance disqualifies him/her from enrolling in professional education courses in the College; 2) allows for further repetition of the required course, elective course or alternate elective course, or 3) develops an alternate plan of course substitutions.

A student who fails a course is permitted to change programs provided they meet the criteria outlined in the Change of Program section in this document and the failed course is not a requirement of the new program in which the student enrolls.

Paralegal students who fail one of the first two program courses are required to meet with the Director of Academic Programs to discuss the failed grade. The student will be given an opportunity to have his/her work re-evaluated by the Faculty Coordinator and the instructor. A determination will then be made regarding the student's ability to remain in the program. Failure of a course other than the first two in the program will require a re-take of the failed course at the full tuition rate.

In the case of academic dismissal, students should consult the Dismissal section of this document.

In assessing continuing progress as it relates to funding or other tuition benefits, the student should contact the corporation, organization or agency from which they are receiving benefits, if applicable.

Students requiring assistance should contact the CPS Program Coordinator.

Retaking a Course

According to the educational plan as instituted by their Program Coordinator, students are permitted to retake a course one time to regain satisfactory academic standing unless an exception has been made by the Director of Academic Programs – see Academic Progress section of this document for more information.

Students should check with any agencies, corporations or organizations which may be providing tuition benefits regarding eligibility prior to retaking a course.

Student Conduct

"Villanova University is a Catholic Augustinian community of higher education, committed to excellence and distinction in the discovery, dissemination and application of knowledge". The institution presumes that all who voluntarily join its scholarly community do so for this primary purpose. Accordingly, rules and regulation governing conduct among community members are designed with the specific intention of enhancing the academic mission of the University.

Since Villanova University is a particularly unique but voluntary community, it depends on its membership to sacrifice, in some instances, individual preferences for the good of the greater whole. Moreover, it depends on its membership to commit itself to a degree of loyalty, a standard of behavior that not only maintains public order but adheres to the principle that "mutual love and respect should animate every aspect of University life." Accordingly, Villanova confidently expects that all students will comport themselves in a manner that promotes the continuance and enhancement of the University's high purpose and its moral and religious traditions.

In an effort to motivate good behavior and define those actions which violate presumptions of this membership, the University created the Code of Student Conduct. The Code covers guidelines on a variety of topics, including disciplinary sanctions. Full text of the Code can be accessed on our website: https://studenthandbook.villanova.edu/sites/default/files/pdf/toc_page/code-of-student-conduct.pdf?1566489736%20.

In addition, the following is the University's policy concerning language used in both written and oral communications:

All written and oral communications of administrators, faculty, staff, and students should be consistent with the University's belief that all persons are sacred. Language used on campus should respect the dignity and inherent worth of every individual regardless of age, ethnic or racial identification, gender, mental or physical ability, religious persuasion, sexual orientation, and social class. To be encouraged is language which does not perpetuate stereotypes or unfairly characterize any individuals on the basis of group identification.

If the University has reason to believe that students may have conducted themselves inappropriately, the Dean (or designee) will follow the respective University and/or College policy.

Academic Integrity

Academic integrity, n.: the process of maintaining honesty about ideas and their sources, and avoiding behaviors such as cheating on tests, plagiarizing papers, falsifying data.

Academic integrity is a primary value for any institution of higher education. Cheating on tests, plagiarism, and other forms of academic dishonesty and misconduct are completely unacceptable, especially at Villanova which prides itself on its commitment to the Augustinian values of truth, unity, and love.

Villanova University maintains an Academic Integrity Gateway to provide students with an understanding of the code of academic integrity, procedures and the penalties associated with academic integrity violations. The Academic Integrity Gateway is found on the Falvey Memorial Library's website: https://library.villanova.edu/research/subject-guides/academicintegrity.
Villanova University's Code of Academic Integrity and detailed procedures for appeals are found on the University's website: https://www1.villanova.edu/villanova/provost/resources/student/policies/integrity/code.html.

Title IX Statement

Title IX of the Education Amendments of 1972 ("Title IX") prohibits discrimination on the basis of sex in any federally funded education program or activity. Sexual harassment, which includes sexual assault and other sexual misconduct, is a form of sex discrimination. Under the University Sexual Assault, Sexual Harassment and Sexual Misconduct Policy, the University prohibits sexual harassment, sexual assault, sexual exploitation, stalking and retaliation. Title IX and the University's Policy also applies to acts of domestic or dating violence, also known as intimate partner violence. As a recipient of federal funds, Villanova University complies with Title IX and has appointed Ryan Rost as the Title IX Coordinator with overall responsibility for Title IX compliance. Ryan can be reached at 204 Tolentine Hall, (610) 519-8805, ryan.rost@villanova.edu.

Any student, employee or applicant for employment or admission to the University who believes that he or she has been discriminated against on the basis of sex, in violation of Title IX, or has been a victim of sexual assault, sexual harassment or other sexual misconduct, may file a complaint with the Title IX Coordinator or Deputy Coordinator designated below. The Title IX Coordinator or Deputy Coordinator will assist the complainant in identifying the appropriate University policy (with its grievance procedure) to resolve the complaint in a prompt and equitable manner. The Title IX Coordinator or Deputy Coordinator may consult with other Villanova administrators, as needed, to resolve the complaint in the most effective manner.

The Title IX Coordinator is supported by several Deputy Title IX Coordinators, all of whom are knowledgeable and trained in state and federal laws that apply to matters of sexual assault, sexual harassment or other sexual misconduct, as well as University policy and procedure. For the full policy, please see: Villanova's Sexual Assault, Sexual Harassment and Other Sexual Misconduct Policy.

Ryan Rost│Title IX Coordinator
Title IX Coordinator
204 Tolentine Hall│(610) 519-8805 │ ryan.rost@villanova.edu

Kim Carter | Deputy Title IX Coordinator
Title IX Investigator, Public Safety
Garey Hall | (484) 343-6926│kim.carter@villanova.edu

Kathleen Byrnes│Deputy Title IX Coordinator
Associate Vice President for Student Life and Sexual Harassment Officer
Room 202 Dougherty Hall │ (610) 519-4550 │ kathleen.byrnes@villanova.edu

Albert Baladez│Deputy Title IX Coordinator
Director, Employee Relations & Compliance
789 Lancaster Avenue │ (610) 519-4238│ albert.baladez@villanova.edu

Lynn Tighe│ Deputy Title IX Coordinator for Athletics
Senior Associate Athletic Director for Administration
Field House, Second Floor │ (610) 519-4121│ lynn.tighe@villanova.edu

This statement can be found on the University website at: https://www1.villanova.edu/villanova/president/uco/titleix.html.

Students with Disabilities

Villanova University strives to provide an environment for personal and intellectual growth of all its students and complies with the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973. In order to meet these commitments, Villanova offers educational opportunities and reasonable academic accommodations for the needs of qualified students with disabilities. The standards for academic credit should not be modified for students with disabilities. Students with disabilities have fulfilled the same entrance requirements, have the same range of backgrounds and experiences as other students at Villanova, and should be fully capable of meeting Villanova's standards. The University's goal is to provide access and reasonable accommodations in helping the students achieve those expectations.

Students with Physical Disabilities

Services for students with physical disabilities are coordinated through the Office of Disability Services. https://www1.villanova.edu/villanova/studentlife/be_empowered/disability_services.html.

Students with questions about access issues are encouraged to contact: stephen.mcwilliams@villanova.edu / 610-519-4095 or gregory.hannah@villanova.edu / 610-519-3209.

Students with Learning Disabilities, Neurologically Based Disorders, and Chronic Illnesses

Services for students with learning disabilities, other neurologically based disorders, and those disabled by chronic illnesses that impact learning are provided by Learning Support Services (LSS)

Students who choose to self-identify and ask for academic accommodations must complete a registration process with LSS. Please refer to the LSS policies and procedures regarding accessing accommodations. Students with questions about academic accommodations are encouraged to contact learning.support.services@villanova.edu or call 610-519-5176.

Grade and Faculty Performance Complaints & other Concerns

Complaints about grades, faculty and/or other concerns should be sent to cpsstudentsupportsvs@villanova.edu within a timely manner (within two weeks of the end of the course if course related). These complaints will be reviewed by the Academic Programs Team within one month and a written response will be sent to the student via email.

Grade & Other Appeals

Students may appeal, in writing, a decision regarding their grade and/or other issues within one week of receiving the decision from the College only if there is/was:

1. A material procedural defect in the way in which the decision was made, or
2. New material evidence to present that was not reasonably available at the time of the initial review

Appeals should be addressed to the Dean of the College and sent in writing to cpsstudentsupportsvs@villanova.edu. These appeals/complaints will be reviewed within one month and a written response will be issued to the student and the instructor (if applicable) via email. The decision of the Dean shall be final.

DISMISSAL

A student who has not met the academic or conduct standards as determined by the College of Professional Studies may be dismissed from the Villanova non-credit professional programs. The student will be informed of the dismissal via electronic communication immediately following the decision. Typically, the student will be allowed to appeal the dismissal in writing to the Dean of the College. There is no additional process of appeal beyond the Dean of the College. In some cases (e.g., when the student has had previous warnings or has been on probation), the student may, at the determination of the College, be dismissed without right of appeal.

PROGRAM INFORMATION

ONLINE PROGRAMS
(FOR SPECIFIC PROGRAM AND COURSE DETAILS SEE ATTACHMENTS A AND B)

CERTIFICATES

Discipline: Agile Management
Program Title: Agile Management Certificate *(Students will complete program or be migrated to new program by April 30, 2020.)* *Requirements: 3 required courses* *Clock Hours: 361.2* This program introduces scrum, sprint, Kanban and all core agile concepts, demonstrates how they fit together to improve projects and processes, and builds relevant skills professionals may immediately apply within their organization.
Program Title: Professional Certificate in Agile Management *Requirements: 3 required courses* *Clock Hours: 240.0* Introduction of scrum, sprint, Kanban and all core agile concepts, demonstrates how they fit together to improve projects and processes, and builds relevant skills professionals may immediately apply within their organization.

Discipline: Business Analysis
Program Title: Business Analysis Certificate *(Students will complete program or be migrated to new program by April 30, 2020.)* *Requirements: 2 required; 1 elective course* *Clock Hours: 355.2-377.6* This program enables professionals to recognize business requirements that drive IT-related projects. Ideal for professionals involved in analyzing and problem solving, this business analysis certificate helps them identify, analyze and design processes to improve the overall flow of information within their company.
Program Title: Professional Certificate in Business Analysis *Requirements: 2 required; 1 elective course* *Clock-Hours: 240.0*

This program enables professionals to recognize business requirements that drive IT-related projects. Ideal for professionals involved in analyzing and problem solving, this business analysis certificate helps them identify, analyze and design processes to improve the overall flow of information within their company.

Discipline: Business Intelligence

Program Title: *Business Intelligence Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements: *3 required courses*
Clock Hours: *383.6*

This program provides comprehensive training in key concepts used by business professionals in IT, marketing and other leadership roles to maximize efficiencies, identify opportunities and make informed strategic decisions that can transform an organization's future. This certificate will help to validate the professional's business intelligence knowledge validating them as competent to avert disaster, achieve success and advance the goals of any organization.

Program Title: *Professional Certificate in Business Intelligence*
Requirements: *3 required courses*
Clock Hours: *240.0*
This program provides comprehensive training in key concepts used by business professionals in IT, marketing and other leadership roles to maximize efficiencies, identify opportunities and make informed strategic decisions that can transform an organization's future. This certificate will help to validate the professional's business intelligence knowledge as competent to, achieve success and advance the goals of any organization.

Discipline: Business Process Management

Program Title: *Business Process Management Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements: *3 required courses*
Clock Hours: *383.6*
This program develops expertise with business process management (BPM) strategies and techniques to reduce cost and increase an organization's response time to demand. It is designed for professionals who are implementing process improvements or planning to lead their enterprise's way of doing business. This comprehensive BPM certificate program prepares participants to work with proven process methodologies to align their company's processes and leverage critical technology to simulate and model solutions to drive business improvement efforts quickly.

Program Title: *Professional Certificate in Business Process Management*
Requirements: *3 required courses*
Clock Hours: *240.0*
This program develops expertise with business process management (BPM) strategies and techniques to reduce cost and increase an organization's response time to demand. It is designed for professionals who are implementing process improvements or planning to lead their enterprise's way of doing business. This comprehensive BPM certificate program prepares participants to work with proven process methodologies to align their company's processes and leverage critical technology to simulate and model solutions to drive business improvement efforts quickly.

Discipline: Contract Management

Program Title: *Agile Contract Management Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements*: 4 required courses*
Clock Hours*: 485.6*
This program provides information for both buyers and sellers who must manage customer and supplier expectations and relationships, control risk and cost, and contribute to organizational profitability and success. The certificate provides specialized training to develop an understanding of contract management in both commercial and government arenas.

Program Title: *Professional Certificate in Agile Contract Management*
Requirements: *3 required courses*
Clock Hours: *240.0*
This program provides information for both buyers and sellers who must manage customer and supplier expectations and relationships, control risk and cost, and contribute to organizational profitability and success. The certificate provides specialized training to develop an understanding of contract management in both commercial and government arenas.

Discipline: Financial Management

Program Title: *Payroll Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements: *2 required courses*
Clock Hours: *66.0*
In cooperation with the American Payroll Association, Villanova offers the PayTrain® College & University program for payroll professionals which is comprised of two professional development courses: PayTrain® Level 1 - Fundamentals and PayTrain® Level 2 - Mastery. This program is designed for all levels of payroll administration. Enrollees in the course receive an online assessment of current knowledge, live instruction, textbooks and access to interactive online games and application to reinforce topics learned.

Program Title: *Professional Certificate in Payroll Administration*
Requirements: *2 required courses*
Clock Hours: *60.0*
In cooperation with the American Payroll Association, Villanova offers the PayTrain® College & University program for payroll professionals which is comprised of two professional development courses: PayTrain® Level 1 - Fundamentals and PayTrain® Level 2 - Mastery. This program is designed for all levels of payroll administration to help increase overall payroll knowledge. It can also be helpful for professionals preparing for the Fundamental Payroll Certification (FPC) exam and/or the Certified Payroll Professional (CPP) exam.

Discipline: Human Resources

Program Title: *HR Management Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements: *2 required; 1 elective course*
Clock Hours: *338.4 – 360.8*

Managing employees is critical to every organization's success. Effective HR professionals need to understand complex concepts such as business management and strategy, workforce planning and employment, and human resource development, and also to develop practical skills to implement these concepts. Participants will learn the essentials of on the job application.

Program Title: *Professional Certificate in Human Resource Management*
Requirements: *2 required; 1 elective course*
Clock Hours: *280.0*

Managing employees is critical to every organization's success. To be an effective HR leader, participants must understand not only complex concepts such as business management and strategy, workforce planning and employment, and human resource development, but also develop practical skills to implement these concepts. This program is designed to develop the knowledge and skills required to serve as a competent HR leader.

Discipline: Information Systems Security

Program Title: *Information Security Management Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements: *2 required; 1 elective course*
Clock Hours: *355.2-377.6*

This program provides key concepts and skills to lead in the cyberwar against everything from outright threats to the most complex cryptographic attacks. Participants also expand their expertise in both the theoretical and the applied aspects of IS and IT security.

Program Title: *Professional Certificate in Information Security Management*
Requirements: *2 required; 1 elective course*
Clock Hours: *202.0-280.0*

This program provides key concepts and skills to lead in the cyberwar against everything from outright threats to the most complex cryptographic attacks. Participants also expand their expertise in both the theoretical and the applied aspects of IS and IT security.

Discipline: Lean Six Sigma

Program Title: *Lean Six Sigma Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements: *2 required; 1 elective course*
Clock Hours: *338.4 – 451.2*

This program enables professionals to build a strategic enterprise toolkit and become fluent in the language of organizational efficiency. It equips them with enhanced expertise in targeted areas and develops valuable skills they can use to analyze, adjust and elevate their organization's performance. Participants will learn a data-driven approach and methodology for eliminating defects, improving processes and enhancing results that can be applied immediately on the job. The program is the perfect fit for business professionals who want to reduce waste and save money.

Program Title: *Professional Certificate in Lean Six Sigma*
Requirements: *2 required; 1 elective course*
Clock Hours: *202.0-320.0*

This program enables professionals to build a strategic enterprise toolkit and become fluent in the language of organizational efficiency. It equips them with enhanced expertise in targeted areas and develops valuable skills they can use to analyze, adjust and elevate their organization's performance. Participants will learn a data-driven approach and methodology for eliminating defects, improving processes and enhancing results that can be applied immediately on the job. The program is the perfect fit for business professionals who want to reduce waste and save money.

Discipline: Leadership

Program Title: *Organizational Leadership Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements: *2 required; 1 elective course*
Clock Hours: *338.4.-360.8*
This program provides tactical management and organizational skills. It promotes personal confidence, professional integrity and management techniques used by the country's top business leaders. Participants will learn strategies commonly used daily in the corporate environment including fiscal planning, philosophy and ethics, employee communication and individual development.

Program Title: *Professional Certificate in Organizational Leadership*
Requirements: *2 required; 1 elective course*
Clock Hours: *202.0-240.0*
This program provides tactical management and organizational skills. It promotes personal confidence, professional integrity and management techniques used by the country's top business leaders. Participants will learn strategies commonly used daily in the corporate environment including fiscal planning, philosophy and ethics, employee communication and individual development.

Discipline: Project Management

Program Title: *Applied Project Management Certificate*
(Students will complete program or be migrated to new program by April 30, 2020.)

Requirements: *2 required; 1 elective course*
Clock Hours: *300.0-356.0*
This program teaches participants to lead improvement initiatives that can result in measurable growth in return on investment, sales, customer satisfaction and retention, market share, speed-to-market, employee satisfaction and employee motivation. This comprehensive program is designed for project managers. It is also for those who wish to become project managers, as well as IT professionals, Six Sigma and other quality control managers, business leaders, mid-level and senior managers, and those who wish to obtain critical knowledge and skills to earn a PMP® or CAPM® certification.

Program Title: *Professional Certificate in Applied Project Management*
Requirements: *2 required; 1 elective course*
Clock Hours: *182.0-202.0*
This comprehensive program is designed for project managers. It is also for those who wish to become project managers, as well as IT professionals, Six Sigma and other quality control managers, business leaders and team leaders, and those who wish to obtain critical knowledge and skills to earn a PMP® or CAPM® certification. This program teaches participants to lead improvement initiatives that can result in measurable growth in important

metrics like return on investment and sales and increasing levels of customer satisfaction, employee satisfaction and motivation.

ON-CAMPUS/OFF-CAMPUS AND ON-SITE PROGRAMS
FOR SPECIFIC PROGRAM AND COURSE DETAILS SEE ATTACHMENTS A AND B)

CERTIFICATES

Discipline: Counseling

Program Title: *Alcohol and Drug Counselor Certificate*
Requirements: 13 required
Clock Hours: 104.0
This program prepares students with the appropriate knowledge and skills to become addiction counselors. Students will learn how to work one-on-one with clients in therapeutic settings, determine the causes and triggers of addiction, interview and assess a client's addiction and mental health issues, and work with the client to determine the best course of treatment. All Villanova counseling courses are approved education hours by the Pennsylvania Certification Board (PCB). Students can apply course hours needed to various PCB certifications.

Discipline: Counseling

Program Title: *Recovery Specialist Certificate*
Requirements: 7 required
Clock Hours: 56.0
This program is offered to provide students with a comprehensive approach to achieving the education hours needed to become a Recovery Specialist in Pennsylvania. All Villanova counseling courses are approved education hours by the Pennsylvania Certification Board (PCB). Students can apply course hours to the PCB Recovery Specialist certification.

Discipline: Paralegal

Program Title: Paralegal Professional Certificate
Requirements: 15 required
Clock Hours: 270.0
This program educates qualified individuals in the theory and philosophy of the law and the ethics of legal practice. Participants learn the necessary practical skills to enable them to effectively assist lawyers in both the private and public sectors, by the general principles of ethics as defined by the American Bar Association (ABA®), to extend the competent and effective delivery of legal services in our society. This program is offered in a full-time day program (one semester) or a part-time evening setting (9 months).

Attachment A - Required and Elective Options for Non-Credit Professional Programs

Online Program and Course Information

DISCIP-LINE	PROGRAM	REQUIRED COURSES	ELECTIVE COURSE OPTIONS	CREDENTIAL
PROJECT MANAGEMENT	**Professional Certificate in Applied Project Management** **3 courses:** **2 required, 1 elective**	Essentials of Project Management Mastering Project Management	Advanced Strategic Project Management PMP Exam Preparation Project Management Capstone Maximizing Team Effectiveness Essentials of Business Process Management Essential Principles of Agile Management Finance & Accounting for the Non-Financial Manager	PROFESSIONAL CERTIFICATE
	Applied Project Management **3 courses:** **2 required, 1 elective**	Essentials of Project Management Mastering Project Management	Advanced Strategic Project Management PMP Exam Prep Project Management Capstone Maximizing Team Effectiveness Essentials of Business Process Management Essential Principles of Agile Management Finance & Accounting for the Non-Financial Manager	CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
LEAN SIX SIGMA	**Professional Certificate in Lean Six Sigma** **3 courses:** **2 required, 1 elective**	Lean Six Sigma Six Sigma Green Belt	Essentials of Project Management Lean Innovation & Management Lean Six Sigma Black Belt Essentials of Business Process Management Finance & Accounting for the Non-Financial Manager Maximizing Team Effectiveness	PROFESSIONAL CERTIFICATE

DISCIP-LINE	PROGRAM	REQUIRED COURSES	ELECTIVE COURSE OPTIONS	CREDENTIAL
	Lean Six Sigma **3 courses:** **2 required, 1 elective**	Lean Six Sigma Six Sigma Green Belt	Essentials of Project Management Lean Innovation & Management Lean Six Sigma Black Belt Essentials of Business Process Management Finance & Accounting for the Non-Financial Manager Maximizing Team Effectiveness	CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
CONTRACT MANAGEMENT	**Professional Certificate in Agile Contract Management** **3 required courses**	Essentials of Commercial Contract Management Essentials of Government Contract Management Advanced Contract Management		PROFESSIONAL CERTIFICATE
CONTRACT MANAGEMENT	**Agile Contract Management** **4 required courses**	Essentials of Commercial Contract Management Essentials of Government Contract Management Advanced Contract Management Effective Contracting Skills		CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
BUSINESS PROCESS MANAGEMENT	**Professional Certificate in Business Process Management** **3 required courses**	Essentials of Business Process Management Mastering Process Methodology & Solutions Advanced Process Strategy & Practices		PROFESSIONAL CERTIFICATE
BUSINESS PROCESS MANAGEMENT	**Business Process Management** **3 required courses**	Essentials of Business Process Management Mastering Process Methodology & Solutions Advanced Process Strategy & Practices		CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
INFORMATION SYSTEMS SECURITY	**Professional Certificate in Information Security Management** **3 courses:** **2 required, 1 elective**	Essentials of Cybersecurity (IS Security) Mastering Cybersecurity/Security+ (IS Security+)	Essentials of Project Management Essentials of Business Process Management Advanced Concepts in Cybersecurity (IS Security) Essentials of Business Analysis	PROFESSIONAL CERTIFICATE

DISCIP-LINE	PROGRAM	REQUIRED COURSES	ELECTIVE COURSE OPTIONS	CREDENTIAL
			Essentials of Business Intelligence Lean Innovation & Management	
	Information Security Management **3 courses:** **2 required, 1 elective**	Essentials of Information Systems Security Mastering Information Systems Security+	Essentials of Business Process Management Essentials of Business Analysis Essentials of Business Intelligence Lean Innovation & Management	CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
BUSINESS ANALYSIS	**Professional Certificate in Business Analysis** **3 courses:** **2 required, 1 elective**	Essentials of Business Analysis Mastering Business Analysis	Lean Innovation & Management Essentials of Business Process Management Essentials of Business Intelligence Data Visualization	PROFESSIONAL CERTIFICATE
BUSINESS ANALYSIS	**Business Analysis** **3 courses:** **2 required, 1 elective**	Essentials of Business Analysis Mastering Business Analysis	Lean Innovation & Management Essentials of Business Process Management Essentials of Business Intelligence	CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
BUSINESS INTELLIGENCE	**Professional Certificate in Business Intelligence** **3 required courses**	Essentials of Business Intelligence Mastering Data Management. & Technology Advanced Data Architecture and Intelligence		PROFESSIONAL CERTIFICATE
BUSINESS INTELLIGENCE	**Business Intelligence** **3 required courses**	Essentials of Business Intelligence Mastering Data Management. & Technology Advanced Data Architecture and Intelligence		CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*

DISCIP-LINE	PROGRAM	REQUIRED COURSES	ELECTIVE COURSE OPTIONS	CREDENTIAL
HR MANAGEMEN	**Professional Certificate in Human Resource Management** **3 courses:** **2 required, 1 elective**	Human Resource Management Mastering Organizational Effectiveness	Lean Innovation & Management Essentials of Business Analysis Finance & Accounting for the Non-Financial Manager Essential Principles of Agile Management Strategic Organizational Leadership Maximizing Team Effectiveness	PROFESSIONAL CERTIFICATE
	HR Management **3 courses:** **2 required, 1 elective**	Human Resource Management Mastering Organizational Effectiveness	Lean Innovation & Management Essentials of Business Analysis Finance & Accounting for the Non-Financial Manager Essential Principles of Agile Management Strategic Organizational Leadership Maximizing Team Effectiveness	CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
AGILE MANAGEMENT	**Professional Certificate in Agile Management** **3 required courses**	Essential Principles of Agile Management Mastering Agile Applications in Planning Advanced Agile Business Solutions		PROFESSIONAL CERTIFICATE
	Agile Management **3 required courses**	Essential Principles of Agile Management Mastering Agile Applications in Planning Advanced Agile Business Solutions		CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
LEADERSHIP	**Professional Certificate in Organizational Leadership** **3 courses:** **2 required, 1 elective**	Strategic Organizational Leadership Maximizing Team Effectiveness	Essentials of Project Management Lean Innovation & Management Essentials of Business Analysis Finance & Accounting for the Non-Financial Manager Essential Principles of Agile Management Mastering Organizational Effectiveness	PROFESSIONAL CERTIFICATE

DISCIP-LINE	PROGRAM	REQUIRED COURSES	ELECTIVE COURSE OPTIONS	CREDENTIAL
	Organizational Leadership **3 courses:** **2 required, 1 elective**	Strategic Organizational Leadership Maximizing Team Effectiveness	Essentials of Project Management Lean Innovation & Management Essentials of Business Analysis Finance & Accounting for the Non-Financial Manager Essential Principles of Agile Management	CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
FINANCIAL MANAGEMENT	**Professional Certificate in Payroll Administration** **2 required courses**	PayTrain® Level 1 - Fundamentals PayTrain® Level 2 – Mastery		PROFESSIONAL CERTIFICATE
	Payroll Administration **2 required courses**	PayTrain® Level 1 - Fundamentals PayTrain® Level 2 – Mastery		CERTIFICATE *(Students will complete program or be migrated to new program by April 30, 2020)*
COURSES NOT IN A PROGRAM (CNIP)			CMA® Exam Prep Part 1 - Financial Reporting, Planning, Performance and Control CMA® Exam Prep Part 2 - Financial Decision Making Lean Six Sigma Master Black Belt	N/A

For Reference only – see official titles, prerequisites and descriptions in attachment B

On-Campus / Off-Campus & On-Site Program and Course Information

DISCIP-LINE	PROGRAM	REQUIRED COURSES	ELECTIVE COURSE OPTIONS	CREDEN-TIAL
COUNSELING	**Alcohol & Drug Counselor** **13 required courses**	Drug & Alcohol Education Interviewing and Counseling Techniques Intake/Assessment/Record-Keeping with Substance Abusers Cultural Competency Relapse Prevention Countertransference & Boundary of Self Counseling & Peer Support Group Counseling with Substance Abusers Ethical Decision Making Substance Abuse Treatment for People with Co-Occurring Disorders Recovery Skills Planning Advocacy for Self and Others Communications Skills in Recovery		CERTIFICATE
	Recovery Specialist **7 required courses**	Counseling & Peer Support Group Counseling with Substance Abusers Ethical Decision Making Substance Abuse Treatment for People with Co-Occurring Disorders Recovery Skills Planning Advocacy for Self and Others Communications Skills in Recovery		CERTIFICATE

DISCIP-LINE	PROGRAM	REQUIRED COURSES	ELECTIVE COURSE OPTIONS	CREDEN-TIAL
PARALEGAL	**Paralegal Professional** **15 required courses**	Civil Procedure & Litigation Business Organizations Contract Law Criminal Law Employment Law Estates & Trusts Ethics Family Law Intellectual Property Law Introduction to Paralegal Profession & Principles Legal Research Legal Writing Paralegal Office Coordination Real Estate Law Torts and Personal Injury Law		CERTIFICATE

DISCIP-LINE	PROGRAM	REQUIRED COURSES	ELECTIVE COURSE OPTIONS	CREDEN-TIAL
COURSES NOT IN A PROGRAM (CNIP)			English for Everyday Life: Government and Citizenship	N/A
			English for Everyday Life: Popular Culture	
			English for Everyday Life: Technology and Science	
			English for Everyday Life: People and the Environment	
			English for Everyday Life: Current Events	
			English for Everyday Life: Sports and Outdoor Recreation	
			Essentials of Project Management	
			Introduction to Project Management	
			PMP® Exam Preparation	
			Leadership Symposium	
			Principles of Fundraising	
			SHRM Essentials of Human Resources	
			SHRM-CP/SHRM-SCP Exam Preparation	
			Supply Chain Management	
			Facilities Management	
			Sustainability for Facilities Professionals	

For Reference only — see Official titles, prerequisites and descriptions in attachment B

Attachment B - Specific Course Information

Online Course Information

DISCIPLINE	COURSE INFORMATION
PROJECT MANAGEMENT	**VIL 37 Essentials of Project Management**[1] (Course to be sunset by April 30, 2020.) Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 This eight-week course is geared toward the working professional. *Essentials of Project Management* supports the new PMBOK® Guide-Sixth Edition. This comprehensive online project management course offers a critical introduction to the practice of project management, blending theory with practical examples and case studies. This course serves as a stepping-stone to industry-recognized, tested professional certification as a Project Management Professional (PMP®) or Certified Associate in Project Management (CAPM®). Specific topics include: • Understanding the five processes of the PM lifecycle • Knowledge of how to excel in a project manager role
	PMP 110 Essentials of Project Management Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 42.0 Clock Hours per Week: 10.5 Project Management Essentials is geared toward the working professional who is interested in entering the project management field, is part of a project team, or will be overseeing a project. This course gives students the knowledge and tools to successfully execute fundamental project management tasks, provides experience in practical application, and satisfies the 23 hour Project Management Training requirement for PMI's Certified Associate in Project Management (CAPM)® credential.
	VIL 41 Mastering Project Management[1] *Prerequisite: Essentials of Project Management* (Course to be sunset by April 30, 2020.) Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 130.4 Clock Hours per Week: 16.3 For the more experienced student, this eight-week course builds upon the fundamentals explored in *Essentials of Project Management*. It focuses on strengthening skills previously developed and expanding skills to explore more advanced topics like: leadership, project performance management and the core competencies of project management.

DISCIPLINE	COURSE INFORMATION
	The advanced study includes plan development and performance management to aid in project planning, scheduling and measuring results. Interpersonal abilities or soft skills are emphasized throughout to ensure project-management success. Specific topics include: • Understanding of PM measurement techniques using Earned-Value Management. • Ability to deal with difficult people, handle stress, and resolve conflict.
	PMP 120 Mastering Project Management *Prerequisite: Essentials of Project Management* Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 For the more experienced student, this course builds upon the fundamentals explored in *Essentials of Project Management*. It focuses on strengthening skills previously developed and expanding skills to explore more advanced topics like leadership, project performance management and the core competencies of project management. Interpersonal abilities and soft skills are emphasized throughout to ensure project-management success.
	VIL 48 Advanced Strategic Project Management[1] *Prerequisite: Mastering Project Management* (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.25 Clock Hours: 112.8 Clock Hours per Week: 14.1 This eight-week course is for PMP® certified professionals or those who want advanced training in project management advanced tools and techniques. *Advanced Strategic Project Management* teaches the latest high-level techniques to lead and manage people as well as projects with critical strategies. This course includes topics such as: strategically aligning the project management function, project management maturity models, and enterprise project management, advanced risk management techniques, advanced cost management, and cultural considerations in project management.
	PMP 130 Advanced Strategic Project Management *Prerequisite: Mastering Project Management* Price: $2,095.00 Military Price[2]: $1,780.25 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course is for PMP® certified professionals or those who want advanced training in project management tools and techniques. It teaches high-level techniques and strategies to lead and manage people and projects. Topics covered include strategically aligning the project management function, project management maturity models, enterprise project management, advanced risk management techniques, advanced cost management and cultural considerations in project management.

DISCIPLINE	COURSE INFORMATION
	VIL 39 PMP® Exam Prep[1] (Course to be sunset by April 30, 2020.) Price: $1,895.00 Military Price[2, 3]: $1,610.75 Clock Hours: 56.8 Clock Hours per Week: 7.1 Project Management Professional (PMP)® Exam Prep thoroughly prepares students for the CAPM® or PMP® certification exam offered by the Project Management Institute (PMI)®. Before enrolling in this training course, students should have at least a foundational knowledge in project management.
	PMP 140 PMP ® Exam Preparation Price: $2,295.00 Military Price[2, 3]: $1,950.75 Clock Hours: 60.0 Clock Hours per Week: 7.5 This course is designed for experienced project managers to enhance their knowledge of and skills in the field. Students will gain insight into the structure, grading system, and study strategies required for the Project Management Professional (PMP)® Certification Exam. Through this program, students will explore the five process groups and 10 knowledge areas addressed in the latest edition of the Project Management Body of Knowledge (*PMBOK*® Guide).
	VIL 42 Project Management Capstone[1] (Course to be sunset by April 30, 2020.) Price: $1,895.00 Military Price[2]: $1,610.75 Clock Hours: 56.8 Clock Hours per Week: 7.1 Prior to enrolling in this eight-week course, students should have at least a foundational knowledge in project management. You'll learn from real-world examples and case studies to build on and develop the skills acquired in previous Villanova online project management courses. This key preparatory course is designed to help students pass the exam.
	PMP 150 Project Management Capstone Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 Students in this course will continue learning from real-world examples and case studies to build on and develop their project management knowledge and skills. They will explore the five process groups and ten knowledge areas addressed in the latest edition of the Project Management Body of Knowledge (PMBOK® Guide).

DISCIPLINE	COURSE INFORMATION
LEAN SIX SIGMA	**VIL 60 Lean Six Sigma**[1] (Course to be sunset by April 30, 2020.) Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 In the world of lean thinking, your primary goal is to operate more efficiently by eliminating not only defects in products and services but other forms of waste: inventory, processing, waiting, motion, transportation and overproduction. This eight-week course teaches Lean Six Sigma techniques to help professionals in both service and manufacturing industries. Specific topics covered include: • Insight to create shorter cycle time for production • Critical skills to improve customer satisfaction
	SSG 110 Lean Six Sigma Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 In the world of lean thinking, the primary goal is to operate more efficiently by eliminating not only defects in products and services but other forms of waste: inventory, processing, waiting, motion, transportation and overproduction. This course teaches Lean Six Sigma techniques to help professionals in both service and manufacturing industries. Specific topics covered include gaining insight to create shorter cycle time for production and critical skills to improve customer satisfaction.
	VIL 73 Six Sigma Green Belt[1] (Course to be sunset by April 30, 2020.) Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 Designed for professionals with little or no prior experience with Six Sigma methodologies, this eight-week course helps develop critical skills required for successful project management. The Six Sigma Green Belt certificate helps strengthen organizations by understanding, interpreting and using the core concepts of Six Sigma. Specific topics covered include: • Critical skills necessary to successfully lead project teams. • Knowledge of how to effectively collect and analyze data.

DISCIPLINE	COURSE INFORMATION
	SSG 120 Six Sigma Green Belt Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 Designed for professionals with little or no prior experience with Six Sigma methodologies, this course helps students develop critical skills required for successful project management. In turn, these students can then aid organizations in understanding, interpreting and using the core concepts of Six Sigma. Specific topics covered include critical skills necessary to successfully lead project teams and how to effectively collect and analyze data.
	VIL 61 Lean Six Sigma Black Belt[1] *Prerequisites: Lean Six Sigma and Six Sigma Green Belt* (Course to be sunset by April 30, 2020.) Price: $4,095.00 Military Price[2]: $3,480.75 Clock Hours: 225.6 Clock Hours per Week: 14.1 In this sixteen-week course, students learn about one of the most sought-after credentials in business today. The Lean Six Sigma Black Belt certificate helps you ask the right questions and get the right answers to help organizations save money by improving productivity, reducing waste, variation and defects. As a Lean Six Sigma Black Belt, your mastery of Six Sigma techniques and strategies will help you lead top-quality projects and mentor Green Belts in your organization.
	SSG 130 Lean Six Sigma Black Belt *Prerequisites: Lean Six Sigma and Six Sigma Green Belt* Price: $4,095.00 Military Price[2]: $3,480.75 Clock Hours: 160.0 Clock Hours per Week: 10.0 In this course, students learn about one of the most sought-after credentials in business today. The Lean Six Sigma Black Belt course teaches students to ask the right questions and get the right answers to help organizations save money by improving productivity, reducing waste, variation and defects. As a Lean Six Sigma Black Belt, mastery of Six Sigma techniques and strategies will help students lead top-quality projects and mentor Green Belts in their organization.

DISCIPLINE	COURSE INFORMATION
	VIL 195 Lean Innovation & Management[1] (Course to be sunset by April 30, 2020.) Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 135.2 Clock Hours per Week: 16.9 An advanced eight-week Six Sigma course, Lean Innovation & Management addresses the impact lean can have in driving innovation to the next level. The simplicity and quick wins of lean can be a limitation as much as an advantage if it is not led properly. This course is designed for Six Sigma users who want to incorporate lean principles into their innovation strategy.
	SSG 140 Lean Innovation & Management Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 An advanced Six Sigma course, Lean Innovation & Management addresses the impact lean can have in driving innovation to the next level. The simplicity and quick wins of lean can be a limitation as much as an advantage if it is not led properly. This course is designed for Six Sigma users who want to incorporate lean principles into their innovation strategy.
CONTRACT MANAGEMENT	**VIL 49 Essentials of Commercial Contract Management**[1] (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 Now more than ever, contract management plays a critical role in keeping any organization competitive, fast-paced and globally focused. As technology impacts the exchange of products and services in the marketplace, companies are continuously challenged by these changes in the associated contracts and contracting practices. This eight-week course will prepare you to accommodate these technological changes by guiding you through the entire commercial contract management process, from both the buyers' and sellers' perspectives. Specific topics covered include: - Knowledge to test for CCCM certification for contract managers - Capability to keep current with technology and associated contracts

DISCIPLINE	COURSE INFORMATION
	CTM 110 Essentials of Commercial Contract Management Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 Contract management plays a critical role in keeping any organization competitive, fast-paced and globally focused. As technology impacts the exchange of products and services in the marketplace, companies are continuously challenged by these changes in the associated contracts and contracting practices. This course will prepare students to accommodate technological changes by guiding them through the entire commercial contract management process, from both the buyers' and sellers' perspectives. This course will also be helpful for those interested in testing for the Certified Commercial Contract Manager (CCCM) certification.
	VIL 50 Essentials of Government Contract Management[1] (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 The role of today's contract manager is constantly expanding to accommodate technological advances impacting the exchange of products and services in the marketplace. This eight-week course is for the practicing governmental professional or those aspiring to work in the government sector. This course will give you a solid foundation in the procurement process, including everything from requisitioning to enforcement of a contract to copyrights and patents. Specific topics include: • Knowledge to test for the CFCM certification for contract managers • Mastery of FAR and government contracting best practices
	CTM 120 Essentials of Government Contract Management Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 The role of today's contract manager is constantly expanding to accommodate technological advances impacting the exchange of products and services in the marketplace. This course is for the practicing governmental professionals or those aspiring to work in the government sector. It will give students a solid foundation in the procurement process, including everything from requisitioning to enforcement of a contract to copyrights and patents. Specific topics include knowledge to test for the Certified Federal Contract Manager (CFCM) certification and mastery of federal acquisition regulation (FAR) and government contracting best practices.

DISCIPLINE	COURSE INFORMATION
	VIL 52 Advanced Contract Management[1] *Prerequisites: Essentials of Commercial Contract Management and Essentials of Government Contract Management* (Course to be sunset by April 30, 2020.) Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 129.6 Clock Hours per Week: 10.8 In this twelve-week course, you will gain the knowledge and skills necessary to acquire new business and learn how to write benefit-driven proposals that will get attention and win contracts. You'll also gain an understanding of the legal issues that may arise during the contracting process and learn to protect both yourself and your company. Specific topics include: • An understanding of how to navigate modern contract laws – both federal and commercial • Real-world knowledge and decision-making tools
	CTM 130 Advanced Contract Management *Prerequisites: Essentials of Commercial Contract Management and Essentials of Government Contract Management* Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 In this course, students will gain the knowledge and skills necessary to acquire new business and learn how to write benefit-driven proposals that will get attention and win contracts. Students will also gain an understanding of the legal issues that may arise during the contracting process and learn to protect both themselves and their companies. Specific topics include how to navigate modern contract laws – both federal and commercial and decision-making tools in applied, real-world scenarios.
	VIL 72 Effective Contracting Skills[1] *Prerequisite: Advanced Contract Management* (Course to be sunset by April 30, 2020.) Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 130.4 Clock Hours per Week: 16.3 This eight-week course includes important topics such as addressing disputes and appeals, critical components seen in contract management, the use of agile within this industry, and legislation that requires it, as well as budgeting, accounting, and economic principles. Students will not only learn about integral business skills, but other business components that are critical to the contract process, such as communication, conflict management and contract interpretation.

DISCIPLINE	COURSE INFORMATION
BUSINESS PROCESS MANAGEMENT	**VIL 102 Essentials of Business Process Management[1]** (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 This eight-week course focuses on the overall benefits of BPM within an enterprise, and the key business and technology drivers needed for overall alignment with essential business objectives. You'll learn critical BPM practices and change management skills to become a process leader within your organization. Specific topics include understanding of the linkage between BPM, Project Management, and Lean Six Sigma.
	BPM 110 Essentials of Business Process Management Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course focuses on the overall benefits of BPM within an enterprise, and the key business and technology drivers needed for overall alignment with essential business objectives. Students will learn critical BPM practices and change management skills to become a process leader within their organization. The course will also cover the linkage between BPM, project management, and Lean Six Sigma.
	VIL 103 Mastering Process Methodology & Solutions[1] *Prerequisite: Essentials of Business Process Management* (Course to be sunset by April 30, 2020.) Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 135.2 Clock Hours per Week: 16.9 The second course in the Business Process Management 3-course track, *Mastering Process Methodology & Solutions*, focuses on the six phases of BPM methodology: assessment, design, modeling, implementation, monitoring and modification. This eight-week course teaches critical Lean Six Sigma techniques for effective data analysis and essential project planning concepts for streamlined BPM project management. Specific topics include: • Skills to effectively manage process improvement initiatives.

DISCIPLINE	COURSE INFORMATION
	BPM 120 Mastering Process Methodology & Solutions *Prerequisite: Essentials of Business Process Management* Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course focuses on the six phases of BPM methodology: assessment, design, modeling, implementation, monitoring and modification. This course teaches critical Lean Six Sigma techniques for effective data analysis and essential project planning concepts for streamlined BPM project management. In addition, it equips individuals with the skills to effectively manage process improvement initiatives.
	VIL 104 Advanced Process Strategy & Practices[1] *Prerequisite: Mastering Process Methodology & Solutions* (Course to be sunset by April 30, 2020.) Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 135.6 Clock Hours per Week: 11.3 Empower yourself with the best practices, strategies, knowledge and credentials by completing the twelve-week capstone course in Business Process Management (BPM). By completing the BPM track, which includes a project and final exam, you'll be in a position to apply your skills to real-world process management situations. Specific topics include: • Change management lessons learned.
	BPM 130 Advanced Process Strategy & Practices *Prerequisite: Mastering Process Methodology & Solutions* Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This capstone course empowers students with the best practices, strategies, knowledge and change management lessons learned. By completing the BPM track, students will be able to apply skills to real-world process management situations.
IS SECURITY	**VIL 25 Essentials of Information Systems Security[1]** (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 As an IS/IT professional, you know that hackers and cyber-terrorists have now pushed corporations to new levels of alertness, creating the need for heightened security to protect both infrastructure and

DISCIPLINE	COURSE INFORMATION
	data. This eight-week course will provide you with the tools to implement and maintain security within your organization. Specific topics include: • Tools to implement and maintain security within your organization. • Skills to assess and manage risk, plus evaluate crypto tools.

ISS 110 Essentials of Cybersecurity (IS Security)

Price: $2,095.00
Military Price[2]: $1,780.75
Clock Hours: 80.0
Clock Hours per Week: 10.0

IS/IT professionals know that hackers and cyber-terrorists have now pushed corporations to new levels of alertness, creating the need for heightened security to protect both infrastructure and data. This course provides students with the tools to implement and maintain security within their organization. Specific topics include tools to implement and maintain security within an organization and skills to assess and manage risk as well as evaluate crypto tools.

VIL 54 Mastering Information Systems Security+[1]
Prerequisite: Essentials of Information Systems Security
(Course to be sunset by April 30, 2020.)

Price: $2,495.00
Military Price[2]: $2,120.75
Clock Hours: 129.6
Clock Hours per Week: 10.8

This in-depth twelve-week course builds on *Essentials of Information Systems Security* to expand your knowledge in the IS and IT security field. Topics include communication security, infrastructure security, cloud computing, cryptography, access control, authentication, external attacks, operational and organization security. This course fully supports the latest CompTIA Security+™ body of knowledge and includes hundreds of test-prep questions aimed at making you ready for the latest security certification exam. Specific topics include:
• Understanding of internet communication issues facing today's security professionals.
• Mastery of critical security concepts impacting today's businesses.

ISS 120 Mastering Cybersecurity/Security+ (IS Security+)
Prerequisite: Essentials of Information Systems Security

Price: $2,495.00
Military Price[2]: $2,120.75
Clock Hours: 80.0
Clock Hours per Week: 10.0

This course expands students' knowledge in the IS and IT security field, including the critical security concepts impacting today's businesses. Specific topics include communication security, infrastructure security, cloud computing, cryptography, access control, authentication, external attacks, and operational and organization security.

DISCIPLINE	COURSE INFORMATION
	ISS 130 Advanced Concepts in Cybersecurity (IS Security) *Prerequisite: Mastering Information Systems Security+* Price: $3,095.00 Military Price[2]: $2,630.75 Clock Hours: 120.0 Clock Hours per Week: 10.0 This course is comprised of a broad spectrum of information security topics to ensure relevancy across all disciplines in the field. It covers the following eight domains: Security and Risk Management; Asset Security; Security Architecture and Engineering; Communication and Network Security; Identity and Access Management; Security Assessment and Testing; Security Operations and Software and Development Security. The course provides individuals with technical and managerial knowledge to experience and effectively design, engineer, and manage the overall security posture of an organization and will help prepare students to take the CISSP exam.
BUSINESS ANALYSIS	**VIL 28 Essentials of Business Analysis[1]** (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 This eight-week course leverages interactive learning tools that introduce managers and professionals to the business requirements that drive IT-related projects, as well as how to establish the corporate provisions to assist technical developers, and ensure an information system is in place that will help deliver products in a cost-effective, timely manner. Specific topics include: • Ability to implement effective data-gathering techniques. • Capability to identify, analyze, and design processes to enhance information flow.
	BSA 110 Essentials of Business Analysis Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course leverages interactive learning tools that introduce managers and professionals to the business requirements that drive IT-related projects. It also discusses how to establish the corporate provisions to assist technical developers and ensure an information system is in place that will help deliver products in a cost-effective, timely manner. Specific topics covered include how to effectively implement data-gathering techniques as well as develop the capabilities to identify, analyze, and design processes to enhance information flow.

DISCIPLINE	COURSE INFORMATION
	VIL 29 Mastering Business Analysis[1] *Prerequisite: Essentials of Business Analysis* (Course to be sunset by April 30, 2020.) Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 129.6 Clock Hours per Week: 10.8 This twelve-week course builds on the critical concepts and skills in *Essentials of Business Analysis*, exploring advanced strategies for gathering, documenting and reviewing requirements for more effective business requirement analysis and implementation. Supporting the BABOK® 3rd edition, this course includes hundreds of added test-prep questions to prepare you for CBAP® or the CCBA® certification. You'll explore advanced topics in quality management, testing, verification and validation. Specific topics include: • Advanced techniques for creative problem solving. • Mastery of advanced quality management techniques to ensure projects success.
	BSA 120 Mastering Business Analysis *Prerequisite: Essentials of Business Analysis* Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course explores advanced strategies for gathering, documenting and reviewing requirements for more effective business analysis and implementation. Supporting the latest BABOK® edition, this course includes added test-prep questions to help interested students prepare for the CBAP® or the CCBA® certification. Students explore advanced topics in quality management, testing, verification and validation. Other topics covered include advanced techniques for creative problem solving and advanced quality management to ensure project success.
	BSA 130 Data Visualization Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course is designed for students who want to increase their ability for storytelling with data. The course combines the theory regarding the principles of perception and hands-on experience with state-of-the-art data visualization software. Students will develop the necessary skills to design effective dashboards and KPIs to measure crucial processes in ever-changing industries. In addition, the class will compare and contrast various software capabilities.

DISCIPLINE	COURSE INFORMATION
BUSINESS INTELLIGENCE	**VIL 84 Essentials of Business Intelligence[1]** (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 This eight-week course introduces you to the value and structure of the key concepts in enterprise business intelligence. Understanding the core skills of data management, warehousing, BI requirements and data quality is the first step to making effective and efficient business decisions. Specific topics include: - Tools to select and evaluate data warehouse technology and platforms. **BSI 110 Essentials of Business Intelligence** Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course introduces students to the value and structure of the key concepts in enterprise business intelligence. Understanding the core skills of data management, warehousing, BI requirements and data quality is the first step to making effective and efficient business decisions. The course specifically discusses the tools needed to select and evaluate data warehouse technology and platforms. **VIL 85 Mastering Data Management and Technology[1]** *Prerequisite: Essentials of Business Intelligence* (Course to be sunset by April 30, 2020.) Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 135.2 Clock Hours per Week: 16.9 Building upon the foundation concepts gained in *Essentials of Business Intelligence*, you'll explore more advanced topics including data modeling, MDM, industry data standards, securing BI content, and reporting and performance management. With case studies and exercises, you'll gain real-world insight into all facets of business intelligence. Specific topics include: - Skills to create a business case for improving data quality, cost benefit analysis, impact and root causes.

DISCIPLINE	COURSE INFORMATION
	BSI 120 Mastering Data Management and Technology *Prerequisite: Essentials of Business Intelligence* Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 Building upon the foundational concepts gained in *Essentials of Business Intelligence*, students will explore more advanced topics including data modeling, MDM, industry data standards, securing BI content, and reporting and performance management. With case studies and exercises, students gain real-world insight into all facets of business intelligence. Throughout the course, students gain the skills needed to create a business case for improving data quality, cost benefit analysis, impact and root causes.
	VIL 86 Advanced Data Architecture and Intelligence[1] *Prerequisite: Mastering Data Management and Technology* (Course to be sunset by April 30, 2020.) Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 135.6 Clock Hours per Week: 11.3 This course will help you master the skills you need to lead and manage business intelligence initiatives. In this twelve-week course, you can gain advanced data analytics and modeling skills, along with the best ETL and MDX practices to make sophisticated and effective business decisions. You'll also complete a comprehensive project to apply your knowledge to real-world situations. Specific topics include: • Ability to model and analyze data for strategic and effective decision making.
	BSI 130 Advanced Data Architecture and Intelligence *Prerequisite: Mastering Data Management and Technology* Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course will help students master the skills needed to lead and manage business intelligence initiatives. In this course, students gain advanced data analytics and modeling skills, along with the best ETL and MDX practices to make sophisticated and effective business decisions. Specific topics include the ability to model and analyze data for strategic and effective decision making.

DISCIPLINE	COURSE INFORMATION
HUMAN RESOURCES	**VIL 46 Human Resource Management[1]** (Course to be sunset by April 30, 2020.) Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 112.8 Clock Hours per Week: 9.4 This twelve-week course will give you a broad overview of the human resource function. It covers real-life HR issues and critical topics including strategic planning, recruiting, compensation, benefits and employee relations. It also includes 12 months of access to the HR learning management system. You'll learn practical techniques that you can put to work immediately to effectively handle HR challenges while you prepare for the latest SHRM-CP/SHRM SCP certification exams. Specific topics include: • Knowledge to use and apply the most current industry literature, terminology, and landmark court cases. • Mastery of best practices in aligning human resource development with the organization's strategic goals.
	HRS 110 Human Resource Management Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 120.0 Clock Hours per Week: 10.0 This course gives students a broad overview of the human resource function. It covers real-life HR issues and critical topics including strategic planning, recruiting, compensation, benefits and employee relations. Students learn practical techniques that can be put to work immediately to effectively handle HR challenges. They also learn how to use and apply the most current industry literature, terminology, and landmark court cases and best practices in aligning human resource development with the organization's strategic goals. The course can help students prepare for the latest SHRM-CP/SHRM SCP exams if they are interested in pursuing certification.
	VIL 27 Mastering Organizational Effectiveness[1] (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 In this comprehensive course, you'll learn to balance operational and functional duties with the strategic goals of your employer. *Mastering Organizational Effectiveness* helps professionals leverage the connection between employees and business goals. This eight-week course begins with the mechanics of organizational change, then focuses on the competencies required to manage both people and processes. Specific topics include: • Understanding of how to define team missions, roles, and goals. • Ability to implement three critical ways to handle conflict

DISCIPLINE	COURSE INFORMATION
	HRS 120 Mastering Organizational Effectiveness Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 In this course, students learn to balance operational and functional duties with the strategic goals of their employer. The course helps professionals leverage the connection between employees and business goals. It begins with the mechanics of organizational change, then focuses on the competencies required to manage both people and processes. Specific topics include how to define team missions, roles, and goals as well as conflict resolution.
AGILE MANAGEMENT	**VIL 182 Essential Principles of Agile Management[1]** (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 Allows the student to begin learning the tools used in agile methodology, and how to begin implementing them to offer a better-quality product to their client/end-user while fostering team collaboration and relationships. This eight-week course focuses the initial learning topics of agile methodology, including specific team roles, such as product owner, while also addressing the framework behind one of the most popular components of agile, which is scrum. The course also discusses the importance of scrum teams and how they should be formed as well as what their roles are. This course is the first in a set of three courses to master many of the topics that are covered by several of the agile certifying bodies including Project Management Institute (PMI) and Scrum.org.
	AGL 110 Essential Principles of Agile Management Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course allows students to begin learning the tools used in agile methodology, and how to begin implementing them to offer a better-quality product to their client/end-user while fostering team collaboration and relationships. It focuses on the initial learning topics of agile methodology, including specific team roles, such as product owner, while also addressing the framework behind one of the most popular components of agile, which is scrum. The course also discusses the importance of scrum teams, how they should be formed and their roles. This course is the first in a set of three courses designed to help students learn many of the topics covered by several of the agile certifying bodies including Project Management Institute (PMI) and Scrum.org.

DISCIPLINE	COURSE INFORMATION
	VIL 184 Mastering Agile Applications in Planning[1] *Prerequisite: Essential Principles of Agile Management* (Course to be sunset by April 30, 2020.) Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 This eight-week course allows the student to continue on their agile learning path while utilizing knowledge and tools to engage in team planning for achieving the client deliverable. This course focuses on steps and tools to aid in your planning strategies with agile. Utilization of concepts such as Lean and Kanban are discussed as well as addressing the pitfalls in planning you will want to avoid. While discussing various tactics involved, the collaboration aspect of agile insists on transparency throughout the project, so as to allow all team members, including stakeholders, to buy into the direction as the team moves forward. This course is the second in a set of three courses to master many of the topics that are covered by several of the agile certifying bodies including Project Management Institute (PMI) and Scrum.org.
	AGL 120 Mastering Agile Applications in Planning *Prerequisite: Essential Principles of Agile Management* Price: $2,295.00 Military Price[2]: $1,950.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course allows the student to continue their agile learning path while utilizing knowledge and tools to engage in team planning for achieving the client deliverable. This course focuses on steps and tools to aid in planning strategies with agile. Utilization of concepts such as Lean and Kanban are discussed as well as addressing the pitfalls to avoid in planning. This is the second in a set of three courses designed to help students learn many of the topics that are covered by several of the agile certifying bodies including Project Management Institute (PMI) and Scrum.org.
	VIL 186 Advanced Agile Business Solutions[1] *Prerequisite: Mastering Agile Applications in Planning* (Course to be sunset by April 30, 2020.) Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 135.6 Clock Hours per Week: 11.3 This course allows students to complete the critical knowledge behind this growing methodology so that they can implement learning to aid in the project planning in any industry. This twelve-week course addresses the last steps in the incorporation of agile methodology by discussing team scaling and team coaching while re-addressing team roles and how the team is to adapt to change throughout the execution process, as uncovering new learnings and client input require teams to address to changing needs. Additionally, to help in the students' credential goals, practice questions are also provided for those who are also looking to prepare for industry certification.

DISCIPLINE	COURSE INFORMATION
	This course is the last in a set of three courses to master many of the topics that are covered by several of the agile certifying bodies including Project Management Institute (PMI) and Scrum.org.
	AGL 130 Advanced Agile Business Solutions *Prerequisite: Mastering Agile Applications in Planning* Price: $2,495.00 Military Price[2]: $2,120.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course allows students to complete the critical knowledge behind this growing methodology so that they can implement learning to aid in the project planning in any industry. This course addresses the last steps in the incorporation of agile methodology by discussing team scaling and team coaching while re-addressing team roles and how the team is to adapt to change throughout the execution process. Additionally, to help in the students' credential goals, practice questions are provided for those who are also looking to prepare for industry certification. This is the last in a set of three courses designed to help students learn many of the topics that are covered by several of the agile certifying bodies including Project Management Institute (PMI) and Scrum.org.
LEADERSHIP	**VIL 47 Strategic Organizational Leadership[1]** (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 Great leaders can persuade and help employees stay engaged, as well as be more responsive and proactive, given the right set of tools and techniques. This eight-week interactive course is designed to help professionals develop a toolkit they can apply as a leader at work, today, to become a highly productive and inspiring leader of tomorrow. Specific topics include: Tools to create an organization that values learning and welcomes change.
	LDR 110 Strategic Organizational Leadership Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 Great leaders can persuade and help employees stay engaged, as well as be more responsive and proactive, given the right set of tools and techniques. This course is designed to help professionals develop a toolkit they can apply as a leader at work, today, to become a highly productive and inspiring leader of tomorrow. It will discuss the tools needed to create an organization that values learning, promotes diversity, equity, inclusion, innovation, and welcomes change.

DISCIPLINE	COURSE INFORMATION
	VIL 30 Maximizing Team Effectiveness[1] (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 Experienced project managers consistently report that interpersonal abilities or soft skills are essential when managing projects and people. Traditionally, more emphasis is placed on the skills associated with the business or technical side of project management, but it's often more difficult to master the people skills. This eight-week course teaches you how to assess and manage yourself first. In subsequent modules, you'll learn about managing others in one-on-one settings, managing your team, and managing your stakeholders. You'll also learn to use practical and flexible tools and techniques that will improve your people skills and make you a more effective project manager or team member.
	LDR 120 Maximizing Team Effectiveness Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 Managers consistently report that interpersonal abilities or soft skills are essential when managing projects and people. Traditionally, more emphasis is placed on the core knowledge and skills needed to fulfill a specific role or job responsibility, but it's often more difficult to master the people skills. This course focuses on managing others in one-on-one settings, managing a team, and managing stakeholders. Students will learn to use practical and flexible tools and techniques that will improve people skills and increase effectiveness as a team leader and a team member.
	VIL 53 Finance & Accounting for the Non-Financial Manager[1] (Course to be sunset by April 30, 2020.) Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 112.8 Clock Hours per Week: 14.1 This eight-week course will help you understand the accounting process and methodologies, enhancing your ability to forecast financial performance, spot trends and study your competition with a keener eye. Participants who successfully complete this course learn to develop the financial skills necessary to evaluate proposed business projects, analyze company performance, and apply finance and accounting principles with confidence. Specific topics include: • Understanding how to forecast financial performance. • Insight into landmark financial strategies by analyzing case studies.

DISCIPLINE	COURSE INFORMATION
	LDR 130 Finance & Accounting for the Non-Financial Manager Price: $2,095.00 Military Price[2]: $1,780.75 Clock Hours: 80.0 Clock Hours per Week: 10.0 This course helps students understand the accounting process and methodologies, enhancing their ability to forecast financial performance, spot trends and study their competition with a keener eye. Participants who successfully complete this course learn to develop the financial skills necessary to evaluate proposed business projects, analyze company performance, and apply finance and accounting principles with confidence. Specific topics include forecasting financial performance and analyzing financial strategies through case studies.
FINANCIAL MANAGMENT	**CSPA 2501 PayTrain® Level 1 – Fundamentals** Price: $1,200.00 Price APA Members: $1,100.00 Clock Hours: 30.0 Clock Hours per Week: 3.0 This course teaches the fundamental payroll calculations and applications necessary for individuals who are new to the payroll industry, those who support the payroll industry, and those who are preparing for the FPC or CPP certification examinations. This course will provide students with the basic knowledge and skills required to maintain payroll compliance and prevent costly penalties.
	CSPA 2502 PayTrain® Level 2 – Mastery[1] *Prerequisite: PayTrain® Level 1 – Fundamentals* (Course to be sunset by December 31, 2019.) Price: $1,299.00 Price APA Member: $1,099.00 Clock Hours: 36.0 Clock Hours per Week: 3.0 A continuation of PayTrain® Level 1 – Fundamentals, this course provides students with a solid understanding of advanced payroll topics necessary for payroll managers and supervisors. It is ideal for experienced payroll professionals seeking compliance training, professional development, or CPP certification preparation.
	CSPA 2502 PayTrain® Level 2 – Mastery *Prerequisite: PayTrain® Level 1 – Fundamentals* Price: $1,200.00 Price APA Member: $1,100.00 Clock Hours: 30.0 Clock Hours per Week: 3.0 A continuation of PayTrain® Level 1 – Fundamentals, this course provides students with a solid understanding of advanced payroll topics necessary for payroll managers and supervisors. It is ideal for experienced payroll professionals seeking compliance training, professional development, or CPP certification preparation.

DISCIPLINE	COURSE INFORMATION
COURSES NOT IN A PROGRAM	**IMA 2301 CMA® Exam Prep Part 1 - Financial Reporting, Planning, Performance and Control** Price[3]: $1,400.00 Clock Hours: 69.6 Clock Hours per Week: 5.8 This course helps to prepare students to take Part 1 of the CMA® exam. It covers financial planning, performance, budgeting, forecasting performance, cost management, measurement, internal controls and professional ethics.
	IMA 2302 CMA® Exam Prep Part 2 - Financial Decision Making Price[3]: $1,400.00 Clock Hours: 69.6 Clock Hours per Week: 5.8 This course helps to prepare students to take Part 2 of the CMA® exam. It covers financial statement analysis, corporate finance, decision analysis and risk management, investment decisions and professional ethics.
	SSG 150 Lean Six Sigma Master Black Belt *Prerequisite: Lean Six Sigma Black Belt* Price: $3,495.00 Military Price[3]: $2,970.75 Clock Hours: 120.0 Clock Hours per Week: 10.0 In this course, students learn to master the skills needed to mentor Black Belt leaders through the advanced study of topics such as leadership, design of experiments, training, coaching, failure modes and effects analysis (FMEA), strategic quality planning, analytical and statistical tools, cost of quality and process capability.

[1] *Select programs and their corresponding courses are under revision. Courses with corresponding clock hours approved under the College of Professional Studies' Supplement dated November 2017 will be sunset by April 30, 2020.*

[2] *Online students who are active duty personnel, veterans, spouses and dependents will receive a 15% tuition reduction on each course upon verification of military and discharge status, if applicable.*

[3] *Course not eligible for VA military tuition assistance benefits.*

On-Campus/Off-Campus and On-Site Course Descriptions

DISCIPLINE	COURSE INFORMATION
	CADC 0002 Drug & Alcohol Education Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 This course provides an introduction to the physiological mechanism underlying the effects of alcohol and other drugs on the brain, the individual and society. Topics covered include basic pharmacology, placebo and an overview of the nervous system.
	CADC 0005 Interviewing & Counseling Techniques Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 This seminar will walk the counselor from the initial meeting with the client to their involvement in an ongoing counseling relationship. The essential ingredients for counselor skill-building will be explored as well as practiced in this core seminar.
COUNSELING	**CADC 0006 Intake/Assessment/Record-Keeping with Substance Abusers** Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 Documentation skills are a critical component in the field of substance abuse counseling. This seminar reviews the essential elements of record-keeping as it relates to effective treatment and further defines the standards by which agencies are reviewed for compliance in this regard.
	CADC 0027 Cultural Competency Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 This seminar investigates treatment considerations in diverse populations based upon ethnic, cultural and racial differences. The importance of these differences will be explored in terms of substance abuse and substance abuse treatment.
	CADC 0032 Relapse Prevention Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 This class will focus on methods that counselors can use to assist clients in the final stages of treatment and to make post-treatment plans to maintain sobriety. Participants will also learn to recognize the early signs of relapse and address these issues with intervention techniques.

DISCIPLINE	COURSE INFORMATION
	CADC 0062 Countertransference & Boundary of Self Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 The therapeutic relationship is not an ordinary social exchange. Instead, the key differentials are ultimately aligned around issues of power and control. This workshop explores the use of clinical self while establishing and maintaining appropriate boundaries thus assuring that the client benefits maximally in the therapeutic exchange while the counselor maintains a healthy psychic distance as a means of assuring objectivity and avoiding burn out.
	CADC 0001 Counseling & Peer Support Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 This seminar explores the skills and abilities necessary for those seeking the credential of Certified Addiction Counselor (CAC) in the state of Pennsylvania. Counseling methodologies will be reviewed as well as agency settings in which substance abuse counseling takes place.
	CADC 0011 Group Counseling with Substance Abusers Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 Being able to work with groups in counseling is a critical skill. Topics covered in this class include observational methods in groups, supportive vs. self-awareness group therapy, an overview of group therapy approaches and how to lead a therapy group. Through this core class, students are able to develop their overall skills in group counseling.
	CADC 0021 Ethical Decision Making Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 This course will provide an operational model for identifying, problem solving, and resolving relevant ethical issues confronting the substance abuse treatment staff member.
	CADC 0066 Substance Abuse Treatment for People with Co-Occurring Disorders Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 This course is designed to introduce the most common mental health disorders. This includes a review of the relevant signs, symptoms and diagnostic criteria. Students will see how substance related problems as well as barriers to maintaining sobriety interplay with the mental health diagnosis. Participants will practice various techniques that apply to both mental health and substance related disorders, seeing how to best address client's complex needs. Responding to suicidality will also be emphasized.

DISCIPLINE	COURSE INFORMATION
	CRS 0001 Recovery Skills Planning Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 In this course, students will develop and improve their communication skills, learn new approaches, and be involved in experiential exercises using these skills. Students will also learn how to assist clients in transferring these skills and their role from the client to the "educator and helper" as they move back into their communities and new world of recovery educating and working with others to understand their needs and their world.
	CRS 0002 Advocacy for Self and Others Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 This course will cover the differences between therapy and recovery and how students' clients will need to transfer skills, abilities, fears, and accomplishments into the real world. Students will also learn the potential "pitfalls" they will need to help their clients avoid and/or issues with which they will need to plan to deal.
	CRS 0003 Communication Skills in Recovery Price: $200.00 Clock Hours: 8.0 Clock Hours per Week: 8.0 Students will gain an understanding of counseling skills to be used in working with clients as they move into and through recovery. The course will focus on specific communication skills essential to effective work with those clients and those in their "connective worlds".
PARALEGAL	**PRLG 4034 Civil Procedure and Litigation** Price: $520.00 Clock Hours: 21.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) The course provides an overview of the litigation process as shaped by federal court procedural rules. Students will learn the way civil litigation progresses through the judicial system from case inception to finish. Students will also learn how paralegals assist lawyers in case management from beginning to end. The course includes the basics of client interviewing, fact gathering, pleadings, discovery, settlements, arbitration, trial preparation and management, appeals, and alternative dispute resolutions.
	PLRG 4035 Business Organizations Price: $520.00 Clock Hours: 18.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) This course provides an overview of the most common structures of business entities (corporations, partnerships, LLPs, LLCs, etc.) and the related legal privileges and obligations attached to each. It also introduces basic business financial principles and skills that can help a paralegal contribute to a corporate law practice.

DISCIPLINE	COURSE INFORMATION
	PRLG 4039 Contract Law Price: $520.00 Clock Hours: 18.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) This course provides an overview of the law governing legally enforceable contracts, including both common law principles and the Uniform Commercial Code. Additional topics covered include contract drafting, review, rules of interpretation, and ethics.
	PRLG 4041 Criminal Law Price: $520.00 Clock Hours: 18.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) This course provides an overview of the formal criminal processes from arrest to sentencing. Students will learn the basic principles of criminal law, including the limitations on law enforcement authorities in their investigative duties.
	PRLG 4015 Employment Law Price: $520.00 Clock Hours: 18.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) This course provides an overview of the basic concepts of employment law and legal issues arising in the modern workplace. It uses a hands-on approach in which students apply principles, theory, research and methods to various exercises and projects meant to simulate the work that a paralegal working on employment or labor law matters might expect.
	PRLG 4016 Estates & Trusts Price: $520.00 Clock Hours: 18.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) This course provides a practical understanding of key laws and considerations of estate planning, administration and elder law. Topics covered include: various estate planning techniques; trusts; wills; powers of attorney; planning for incapacity; and estate administration.
	PRLG 4007 Ethics Price: $520.00 Clock Hours: 9.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) This course provides students with a fundamental understanding of the rules/codes of professional conduct and ethics. Emphasis will be placed on students determining appropriate responses to ethical problems.
	PRLG 4017 Family Law Price: $520.00 Clock Hours: 18.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time)

DISCIPLINE	COURSE INFORMATION
	This course will discuss laws covering family relationships and responsibilities. Topics will include procedures covering issues of divorce, annulment, child custody, protection from abuse, child and spousal support, and adoption. Students will learn to prepare the required documents for divorce, custody, support guidelines and abuse.

PRLG 4031 Intellectual Property Law

Price: $520.00
Clock Hours: 18.0
Clock Hours per Week: Varies by Program (Full-Time or Part-Time)

This course offers an overview of legal technologies used in today's law firms. It will discuss both cloud and server-based case management/law office management software and tools to assist with keeping and billing time, managing firm contacts, calendaring events and other related tasks.

PRLG 4055 Introduction to Paralegal Profession and Principles

Price: $520.00
Clock Hours: 21.0
Clock Hours per Week: Varies by Program (Full-Time or Part-Time)

This course provides an introduction to the paralegal's role within the legal profession. Topics include paralegals and the American Legal System, the American Court System, substance of the law, an introduction to basic legal analysis and research concepts, and paralegals and the work world, structure and operation of federal and state governmental systems (including the judicial system), sources of law (common law, statutory, constitutional, etc.), the concept of precedent, the adversarial system, professional ethical standards and interviewing techniques.

PRLG 4049 Legal Research

Price: $520.00
Clock Hours: 21.0
Clock Hours per Week: Varies by Program (Full-Time or Part-Time)

The course provides an introduction to legal and fact research conducted by paralegals. Basic searching and navigation in electronic databases will be explored, including Boolean and Natural Language searching. This course will also teach how to assess and effectively use freely available government, business, and education-sites to retrieve documents and conduct law-related research. Ethical issues related to legal research will also be covered.

PRLG 4003 Legal Writing

Price: $520.00
Clock Hours: 18.0
Clock Hours per Week: Varies by Program (Full-Time or Part-Time)

This course provides the fundamentals of legal writing. Students will work with state and federal legal materials including cases and statutes as well as different templates to become familiar with and practice developing legal analyses and communicating such analyses in memoranda, letters, contracts and discovery documents. Additional topics include a review of the federal and state court systems and an introduction to basic legal writing techniques.

PRLG 4056 Paralegal Office Coordination

Price: $520.00
Clock Hours: 18.0
Clock Hours per Week: Varies by Program (Full-Time or Part-Time)

DISCIPLINE	COURSE INFORMATION
	The course offers an introduction to the basic computer applications used in the law office with a focus on information systems. It explores law office software such as time and billing, calendaring, and case management tools.
	PRLG 4019 Real Estate Law Price: $520.00 Clock Hours: 18.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) This course provides an introduction to the principles of real property ownership, possession, disposition, and control. Topics covered include the different types of ownership and methods of transfer of interests in property, leasing, agreements, financing, title insurance, and document preparation. Students will learn the concepts and terminology necessary to assist lawyers in a typical real estate practice.
	PRLG 4030 Torts and Personal Injury Law Price: $520.00 Clock Hours: 18.0 Clock Hours per Week: Varies by Program (Full-Time or Part-Time) This course provides students with a practical understanding of the central principles of tort law, including intentional torts, negligence, negligence-based personal injury claims, vicarious liability, strict liability, products liability, malpractice and common defenses. Additional topics include the role of the attorney, paralegal and investigator within such lawsuits.
COURSES NOT IN A PROGRAM	**CESL 1000 English for Everyday Life: Popular Culture** Price[1]: $375.00 Clock Hours: 17.5 Clock Hours per Week: 2.5 In this course, students will explore topics related to North American culture, including food, music, traditions and more. Using a variety of authentic texts, including video excerpts and written texts, this course focuses on broadening students' vocabulary, improving their listening comprehension, and building their conversational fluency.
	CESL 1100 English for Everyday Life: Government and Citizenship Price[1]: $375.00 Clock Hours: 17.5 Clock Hours per Week: 2.5 In this course, students will explore topics related to politics, including the different forms of governance, the US government system, and citizens' rights. Using a variety of authentic texts, including video excerpts and written texts, this course focuses on broadening students' vocabulary, improving their listening comprehension, and building their conversational fluency.

DISCIPLINE	COURSE INFORMATION
	CESL 1200 English for Everyday Life: Technology and Science Price[1]: $375.00 Clock Hours: 17.5 Clock Hours per Week: 2.5 In this course, students will explore topics related to technology, including the evolution of people's relationship with technology, and the future of technology. Using a variety of authentic materials, including video excerpts and written texts, this course focuses on broadening students' vocabulary, improving their listening comprehension, and building their conversational fluency.
	CESL 1300 English for Everyday Life: People and the Environment Price[1]: $375.00 Clock Hours: 17.5 Clock Hours per Week: 2.5 In this course, students will explore topics related to the environment, including climate change, pollution, and the role that humans have played in impacting the environment. Using a variety of authentic texts, including video excerpts and written texts, this course focuses on broadening students' vocabulary, improving their listening comprehension, and building their conversational fluency.
	CESL 1400 English for Everyday Life: Current Events Price[1]: $375.00 Clock Hours: 17.5 Clock Hours per Week: 2.5 In this course, students will explore important local and global issues in the news today. Using a variety of authentic texts, including video excerpts and written texts, this course focuses on broadening students' vocabulary, improving their listening comprehension, and building their conversational fluency.
	CESL 1500 English for Everyday Life: Sports and Outdoor Recreation Price[1]: $375.00 Clock Hours: 17.5 Clock Hours per Week: 2.5 In this course, students will explore topics related to North American sports and general outdoor recreational activities. Topics will include famous sports figures, popular sports teams, and growing trends in activities, such as hiking, biking, and skiing. Using a variety of authentic texts, including video excerpts and written texts, this course focuses on broadening students' vocabulary, improving their listening comprehension, and building their conversational fluency.
	PMP 1000 Essentials of Project Management Price[1]: $1,800.00 Price PMI Members[1]: $1,700.00 Clock Hours: 42.0 Clock Hours per Week: Varies by Program Type Project Management Essentials is geared toward the working professional who is interested in entering the project management field, is part of a project team, or will be overseeing a project. This course gives students the knowledge and tools to successfully execute fundamental project management tasks, provides experience in practical application, and satisfies the 23 hour Project Management Training requirement for PMI's Certified Associate in Project Management (CAPM)® credential.

DISCIPLINE	COURSE INFORMATION
	PMP 1006 Introduction to Project Management Price[1]: $995.00 Price PMI Members[1]: $895.00 Clock Hours: 15.0 Clock Hours per Week: 15.0 This course provides an overview of the basics of project management, including key terminology and skills. It is ideally suited for professionals who are new to project management, and who are interested in more efficiently and effectively planning, overseeing, and executing projects in the workplace.
	PMP 1005 PMP Exam Preparation Price[1]: $2,295.00 weekly / $1,195.00 bootcamp Price PMI Members[1]: $2,195.00 weekly / $1,095.00 bootcamp Clock Hours: 36.0 Clock Hours per Week: Varies by Program Type This course is designed for experienced project managers to enhance their knowledge of and skills in the field. Students will gain insight into the structure, grading system, and study strategies required for the Project Management Professional (PMP)® Certification Exam. Through this program, students will explore the five process groups and 10 knowledge areas addressed in the latest edition of the Project Management Body of Knowledge (*PMBOK*® Guide).
	HRM 1000 SHRM Essentials of Human Resources Price[1]: $700.00 Price SHRM Members[1]: $600.00 Clock Hours: 15.0 Clock Hours per Week: Varies by Program Type Developed by the Society for Human Resource Management (SHRM), this introductory-level HR course incorporates components of the SHRM Body of Competency and Knowledge™ (SHRM BoCK™) and provides insight into the standards for knowledge, strategies and competencies required of effective HR professionals around the world. The course increases students' understanding of human resource issues facing organizations today, expands their awareness of HR behavioral competencies and helps them gain practical expertise to increase job skills.
	HRM 1001 SHRM-CP/SHRM-SCP Exam Preparation Price[1]: Varies by Program Type – see website Price SHRM Members[1]: Varies by Program Type – see website Clock Hours: 42.0 Clock Hours per Week: Varies by Program Type This course is designed for experienced human resource management professionals seeking to enhance their knowledge of the HR field. Experienced practitioners will provide the tools, techniques and practices required for those preparing to sit for an advanced certification exam.
	FR 8201 Principles of Fundraising Price[1]: $800.00 Price AFP Members[1]: $750.00 Clock Hours: 30.0 Clock Hours per Week: 2.5

DISCIPLINE	COURSE INFORMATION
	This course provides an overview of the techniques needed to succeed. Through this course, you will develop an inventory of skills for meeting the challenges of the fundraising profession. This course is co-sponsored by the Greater Philadelphia Chapter of AFP.

HFT 8810 Supply Chain Management

Price[1]: $2,100.00
Price APICS Members[1]: $2,000.00
Clock Hours: 39.0
Clock Hours per Week: 3.0

This is a comprehensive professional development and exam preparation course. It consists of three modules that reflect the entire APICS CSCP Exam Content Manual (ECM) and provides a broad view of global end-to-end supply chain management. Each module further empowers students with an understanding of best practices, techniques and technologies necessary to maximize their organization's efficiency and impact the bottom line.

IFMA 1000 Facilities Management

Price[1]: $2,500.00
Price IFMA Members[1]: $2,400.00
Clock Hours: 60.0
Clock Hours per Week: Varies by Program Type

This professional development course is designed for facility management practitioners looking to increase their depth-of-knowledge in the foundational facilities management topics deemed critical by employers. Not only will they enhance their FM knowledge and skills, and qualify for the FMP credential, the materials will serve as an ongoing reference of facility management practices.

CSFP 1020 Sustainability for Facilities Professionals

Price[1]: $2,500.00
Price IFMA Members[1]: $2,400.00
Clock Hours: 45.0
Clock Hours per Week: Varies by Program Type

This professional development course is made up of three focus areas designed to equip professionals to integrate sustainability efforts with the organization's values and strategies, present a business case for a sustainability initiative, evaluate initiatives from a financial point of view, and track and report accomplishments. These three focus areas include: IFMA's Sustainability Facility Professional® (SFP), the leading credential for the development of sustainable FM strategies. This globally-recognized credential delivers innovative ideas and training to help you advance your career.

LDR 5940 Leadership Symposium

Price[1]: Varies by Topic/Format of Annual Offering
Clock Hours: Varies by Topic/Format of Annual Offering
Clock Hours per Week: Varies by Topic/Format of Annual Offering

Students will learn from highly successful, inspiring practitioners and academic leaders and gain insights for their own professional development. Readings and structured activities will offer students the opportunity to reflect on their current approach to leadership and explore how they might adapt that strategy in light of the lessons learned.

[1] *Course not eligible for VA military tuition assistance benefits.*