



Ashford
UNIVERSITY®

Catalog Supplement 2017-2018

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Course Descriptions

(new or revised only)

Please see the [Course Descriptions](#) section in the Online Catalog for course descriptions not listed below.

ABS 415 Leadership & Ethics in a Changing World (3 credits)

This course examines leadership and ethics from a broad perspective, and includes an overview of key leadership theories. Students explore leadership characteristics and values as applied to ethical decision-making, and challenges, as well as in regard to their own lives. Also included is an exploration of future leadership trends in a dynamic evolving world.

ANT 462 Anthropological Research Methods (3 credits)

The course introduces students to qualitative research methods. Students will learn techniques such as participant observation, informal and formal interviewing, archival research, and explore the connection between theory and methodology. The perspective guiding the course is qualitative research as an empirical, rigorous approach that analyzes and interprets social and cultural aspects of human life. Prerequisite: All 300 level courses required for major and GEN 499. Recommended Prerequisite: Senior Level Status

~~The course introduces students to the research methods of cultural anthropology. Students will learn such techniques as participant observation, informal and formal interviewing, ecological mapping, genealogy and oral history, social network analysis, use of archival documents, and photographic and audio documentation. The perspective guiding the course is ethnography as an empirical, scientific approach that describes social and cultural aspects of human life.~~

ANT 499 Ethnographic Study Capstone (3 credits)

This course will provide an opportunity for students to engage in a qualitative research project to practice the skills and concepts acquired throughout their programs. Particularly attentive to the problems of conducting ethnographic research in a changing world characterized by transnational ties, the course is meant to form the capstone experience for anthropology and social science majors. Prerequisite: ANT 462, no more than 12 additional credits required before graduation, and Successful completion of the General Education Capstone course.

~~This course will provide an overview of the ways in which anthropologists have studied and written about distinct cultural systems in numerous world regions. Using ethnographic case studies, the course explores how diverse cultural groups confront such issues as gender roles, political organization, economic strategies, and colonial systems. Particularly attentive to the problems of conducting~~

~~ethnographic research in a changing world characterized by transnational ties, the course is meant to form the capstone experience for anthropology majors.~~

BUS 687 MBA Capstone (3 credits)

This course provides a personalized, directed, and experiential learning process that involves practical application of knowledge and skills developed and acquired during the MBA degree program. In this course, students will examine practical application of finance, marketing, human resources management, and information technology. Students are required to conduct research, analysis, and implementation of strategic plans related to business establishment, growth, and longevity. The course provides experience with ethical conduct associated within a socially-responsible business.

BUS 689 Market Structure & Firm Strategy (3 credits)

This course focuses on the study of markets, laws, and government regulations used to smooth significant market imperfections, especially the problems caused by market structure and market power. The course further examines how firms formulate business strategies and activities to position themselves for profit advantage. This course is cumulative in nature, integrating knowledge and information attained while completing the entire MBA/Business Economics curriculum. In addition, the course ~~capstone~~ project requires the generation and presentation of an industry economic analysis.

BUS 690 Business Strategy (3 credits)

This ~~capstone~~ course explores the formulation, implementation, and evaluation/control of organizational strategic management. In the context of a globally competitive market, students will explore methods of directing an entire organization through applied case analysis. Topics include analysis of competitive position, value creation, development of system-wide goals and objectives, and creation of a strategic plan. This course is cumulative in nature, integrating knowledge and information attained while completing the entire MBA curriculum. Additionally, the ~~capstone~~ course project requires the generation and presentation of an industry analysis.

BUS 694 Finance ~~Capstone~~ Seminar (3 credits)

This course will cover advanced financial topics including: International financial management, corporate risk management, merger and acquisitions, portfolio management theory and real options.

BUS 695 Marketing Seminar (3 credits)

This course builds on the leadership, business, and management concepts contained in the MBA program while introducing the principles and tools for managers to apply in the development, implementation, and review of marketing strategy for organizations. Topics include internal and external environmental analysis; value, competition, and strategic choice; strategic positioning; and

implementation and control issues. In addition, the course capstone project requires the generation and presentation of strategic marketing plan.

BUS 696 Strategic Thinking for Entrepreneurs (3 credits)

This course focuses on application of key strategic and managerial approaches necessary for entrepreneurs to implement the strategy for a startup or business takeover enterprise. It examines and discusses how entrepreneurial firms develop and implement innovative business plans, create functional operations, and incorporate technology strategies. Emphasis is placed on the vision of the firm, the strategic planning process, and strategic management. The final component is the generation of a business plan. ~~as a capstone project.~~

BUS 699 Media Strategies and Applications (3 credits)

This course is ~~the capstone for the Media Management specialization~~ that is designed to integrate media management concepts in to a strategic plan. The course is focused on building and implementing the media strategies for an integrated and comprehensive plan that is consistent with an institution's vision and mission and follows standard strategic planning theory and practice.

CRJ 310 Applied Constitutional Law (3 credits)

This course will introduce students to constitutional rights and issues as they apply to the work of police departments and other law enforcement organizations at the federal, state, and local level. The course will focus on the Bill of Rights, particularly the First, Fourth, Fifth, Sixth, and Eighth Amendments to the Constitution of the United States, as well as the Fourteenth Amendment. The course examines the application of these rights in the enforcement, investigation, and adjudication of crime.

ECI 601 Introduction to Curriculum and Instruction: The Science of Learning and Teaching (3 credits)

This introductory course examines the science of learning and the impact that brain compatible instruction can have on learning. Students in the course analyze how learning theories, practices, and brain research-based strategies can support the development of effective curriculum & instruction and promote student success.

ECI 610 21st Century Curriculum, Standards, and Assessment (3 credits)

This course establishes the relationship between curriculum design and instructional strategies deemed best practices. Students design creative, student-centered, and standards-based learning opportunities incorporating 21st century skills. Participation in this course challenges students to commit to a shift away from educational approaches of the past and embrace proven effective methods to engage diverse learners in a variety of learning environments. Prerequisite: ECI 601

ECI 615 Intentional Approaches to Intervention (3 credits)

This course is designed to get students thinking about appropriate and

intentional interventions to address a variety of challenges faced by learners in the instructional setting. Students apply practical, yet innovative instructional strategies to realistic situations in which interventions are needed to advance learners to the next level of success. A variety of evidence-based curriculum adaptations and interventions are examined with the goal of improved outcomes for learners, schools, districts or organizations. Prerequisite: ECI 601

ECI 685 Transforming Curriculum and Instruction Through Empowering Leadership (3 credits)

When it comes to school or organizational improvement, leaders play a pivotal role in ensuring that a culture of achievement and growth is shared by all. In this course, students investigate a variety of principles including; growth mindset, transformational leadership, transparency, fostering a culture of continuous growth and achievement, principles of servant leadership, and the power of collaboration. The role professional development plays in laying a foundation for the curriculum design and implementation process is also examined. Leadership experience is not required to be successful in this course. Teachers, trainers, and educational leaders or administrators will learn practical, yet powerful ways to improve their professional practice. Prerequisites: ECI 601 and EDU 650.

EDU 499 College of Education Capstone (3 credits)

The capstone will tie together the themes and concepts students have learned throughout their degree program. With this information as the foundation, students will synthesize theories, knowledge, and professional standards related to their field of study. Students will assess multiple influences, such as social and cultural factors, contemporary issues, and trends have on their practice. Students will further demonstrate their knowledge of the field by applying evidence-based strategies, approaches, and technologies to their work. The students will explain environments that support optimal outcomes to the field of study. Finally, students will propose professional and ethical based practices that emphasize access, participation, and partnerships with children and families.

EDU 601 Promoting Student Success in the Online Learning (3 Credits)

This course covers the basic tools needed for student success in an online learning environment. Topics include communication, collaboration, and software skills required to succeed in online learning. Also covered are instructor and student responsibilities and expectations, as well as potential roadblocks to success. Tools and techniques for organizing, prioritizing, and completing course tasks are discussed. Finally, instructional methods for guiding students and evaluating student progress in online courses are also addressed. Prerequisite: EDU 600 ~~EDU 602~~.

HCA 340 Managing in Health & Human Services (3 credits)

An upper-level management course providing basic management

theory for the beginning manager. Management challenges, human service environments, management theories, organizational design, program planning and implementing supervisory relations, managing finances program evaluation, leadership theories and teams in organizations are explored. Prerequisite: *HPR 231*, HCA 205 or HCA 305.

INF 690 ISS Capstone Seminar (3 credits)

This course emphasizes the use of information technology to develop distinct competitive advantage in relations with competitors, customers, and suppliers, and with respect to products and services. Course participants examine strategies of actual companies and identify other strategies that can be deployed to gain competitive advantage in diverse settings. In addition, the course is cumulative in nature, integrating knowledge and information attained while completing the entire MBA curriculum. The ~~capstone~~ course project requires generation and presentation of an organizational information systems strategic plan.

MGT 302 Foundations of Production & Operations Management (3 credits)

This course addresses the basic concepts of production and operations management, including the use of quantitative methods and analytical tool for forecasting, resource allocation, operations budgeting, capacity planning, project management, supply chain management, and quality assurance. Prerequisites: Quantitative Reasoning, ACC 206 or ACC 202, BUS308, and MGT330.

PPA 699 Public Policy Development (3 credits)

This ~~capstone~~ course is an examination of influences affecting policy development and decision making in the urban political arena. It also covers policy management, policy execution, establishing and measuring criteria for policy success, and effective communication throughout the public policy process. This course is cumulative in nature, integrating knowledge and information attained while completing the entire MPA curriculum. In addition, this course requires the generation and presentation of an analysis of a community development project.

PSY 352 Cognitive Psychology (3 credits)

Cognitive psychology takes a scientific approach to understanding the fundamental mental processes involved in everyday cognition. This course covers the topics of perception, attention, memory, and language by examining both classic and contemporary cognitive psychology methods and experimental results. Prerequisite: PSY 101 and ~~PSY 326 (may be taken concurrently with PSY 326)~~.

Errata

The errata listed below apply to the 2017-2018 Ashford University Academic Catalog (effective date is July 1, 2017 unless otherwise noted). Entries below are provided to correct information presented in the original publication of the *Catalog*. Page numbers are provided to reference where the original entry may be found. To view all updates in context of the original publication, access the [Online Catalog](#). If you have questions related to changes listed, please contact your Student Advisor for assistance.

Page 2, and various

Revision, Published 10/27/2017

Provost, Senior Vice President for Academic Affairs,
Chief Academic Officer and Accreditation Liaison
Officer, Dr. Laura Palmer Noone.

Page 4

Addition, Effective 08/09/2017 [Washington]

Correction, Published 11/15/2017 [Kansas]

State Regulatory Information

Kansas: Kansas Board of Regents (approved)
1000 SW Jackson Street, Suite 520
Topeka, KS 66612-1368
~~(785) 296-3421~~ (785) 430-4240

Washington: Ashford University is authorized by the Washington Student Achievement Council and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes Ashford University to advertise, recruit and offer field placements for specific degree programs. The Council may be contacted for a list of currently authorized programs. Authorization by the Council does not carry with it an endorsement by the Council of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the Council at P.O. Box 43430, Olympia, WA 98504-3430.

Wisconsin Residents: In the event student complaints are not satisfactorily resolved with the school, students can

contact the State of Wisconsin Educational Approval Board at (608) 266- 1996.

The transferability of credits earned at Ashford University is at the discretion of the receiving college, university, or other educational institution. Students considering transferring to any institution should not assume that credits earned in any program of study at Ashford University will be accepted by the receiving institution. Similarly, the ability of a degree, certificate, diploma, or other academic credential earned at Ashford University to satisfy an admission requirement of another institution is at the discretion of the receiving institution. Accreditation does not guarantee credentials or credits earned at Ashford University will be accepted by or transferred to another institution. To minimize the risk of having to repeat coursework, students should contact the receiving institution in advance for evaluation and determination of transferability of credits and/or acceptability of degrees, diplomas, or certificates earned.

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Revision, Published 09/20/2017

California Student Tuition Recovery Fund

CA Residents Only

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition. You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535

Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

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

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of

the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

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

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

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

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

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

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

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

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

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Revision, Effective 08/09/2017

Bankruptcy

A student who has filed for bankruptcy ~~or had a loan discharged for disability~~ may need to provide additional documentation before receiving aid. A student interested in using any *payment option, with the exception of Cash and LDG-Direct Bill* ~~financial aid, Military TA, Military VA, or Tuition Reimbursement~~ as a primary payment option upon re-entry or upon reapplication to the University may be required to do so as a secondary payment option and deferment of tuition and fee payment will not apply. The student may be required to pay any tuition and/or fee balance in full on an as-incurred basis.

Page 52

Addition, Effective 09/18/2017

Military Veteran's Benefits Plan

Veteran Benefits for Ashford University students are managed by a team of Veteran Affairs Coordinators, who are also School Certifying Officials (SCOs). Ashford University's facility code effective September 18, 2017 is 21007103. Students utilizing Title 38 benefits may direct questions to this office at VACertification@ashford.edu.

Page 56

Addition, Effective 09/15/2017

Ashford Non-Profit Savings Program

Students enrolled in undergraduate or graduate programs may be eligible for the Ashford Non-Profit Savings program. Eligibility will be limited to paid employees of Participating Organizations. A Participating Organization will be pre-qualified and on record with the University. Grants are only applied to an eligible student's account upon receipt and approval of the Non-Profit Savings Eligibility Request Form with valid supporting documentation demonstrating employment with a Participating Organization. Ashford University reserves the right to request additional documentation to verify eligibility at any time.

Eligible employees who successfully apply to and attend Ashford University will receive a 20% tuition grant, Technology Fee waivers, and required course material fee waivers. Course material fee waivers will only be applicable for course materials purchased directly through Ashford University, Ashford University's bookstore, or alternate pre-approved vendors. A course material fee waiver will cover the cost of an electronic copy of all available items. If no electronic copy is available, the fee waiver will cover the cost of the hard copy materials plus standard shipping. When course materials are available in both electronic format and hard copy, students may opt to purchase a hard copy textbook, but will be responsible for all costs above the listed electronic materials price.

Students who exceed 30 days of consecutive non-attendance and are not on an approved Academic Leave will be removed from the Non-profit Savings program. Students who wish to return to the program will need to re-submit the eligibility form and documentation for approval.

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Addition, Effective 10/06/2017

Ashford Government Tuition Benefit Program

Students enrolled in undergraduate or graduate coursework may be eligible for the Ashford Government Tuition Benefit program. Eligibility will be limited to paid employees or immediate family members of paid employees of participating state and local governmental organizations. Governmental organizations will be defined as IRS Section 115 organization. An immediate family member is defined as: spouse (husband, wife, or domestic partner) and children (biological, step-children, adopted, and/or foster children). A

Participating Organization will be pre-qualified and on record with the University. Grants are only applied to an eligible student's account upon receipt and approval of the Government Tuition Benefit Request Form with valid supporting documentation demonstrating employment with a Participating Organization. Ashford University reserves the right to request additional documentation above and beyond what is requested to verify/confirm eligibility at any time.

Eligible students who attend Ashford University and successfully apply to the Government Tuition Benefit program will receive a 20% tuition grant, Technology Fee waivers, and required course material fee waivers. Course material fee waivers will only be applicable for course materials purchased directly through Ashford University, Ashford University's bookstore or alternate pre-approved vendors. A course material fee waivers will cover the cost of an electronic copy of all available items. If no electronic copy is available, the fee waiver will cover the cost of the hard copy materials plus standard shipping. When course materials are available in both electronic format and hard copy, students may opt to purchase a hard copy textbook, but will be responsible for all costs above the listed electronic materials price.

Students who exceed 30 days of consecutive non-attendance and are not on an approved Academic Leave will be removed from the Government Tuition Benefit program. Students who wish to return to the program will need to re-submit the request form and documentation for approval.

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Addition, Effective 08/09/2017

Total and Permanent Disability Discharge

If a student has had previous student loans discharged due to total and permanent disability they must be counseled by a Financial Services Advisor regarding obligations on borrowing new loans. Students may also be required to submit additional documentation to be eligible to receive financial aid funding. If a student is in the process of having previous student loans discharged and is applying for financial aid, their application for dismissal of loans could potentially be rejected by the loan servicer and loans may go into repayment.

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Correction, Published 11/06/2017

Return of Title IV Funds

The Financial Aid Office is required to perform a Return of Title IV Funds calculation when a Title IV recipient withdraws from his or her program. A student may withdraw from the University at any time either verbally or in writing. It is highly recommended that students speak with the Financial Services Department prior to withdrawing. The standard formula for Return of Title IV is calculated on a percentage basis by comparing the total number of days the student completed to the total number of days in the payment period. The calculation determines the amount of Title IV the student is eligible to keep and the amount of Title IV funds which are required to be returned. *Students who do not complete at least 60 percent of a payment period will have part or all of their financial aid disbursed for this period returned. This applies to students who have officially or unofficially withdrawn.* The Return of Title IV calculation may result in the student owing the University for unpaid tuition and fees and Department of Education for grants and Direct Loans.

For Return of Title IV calculation purposes, a payment period consists of one-half of the credit hours and weeks required for the academic year being attended at the time of withdrawal. For additional information on academic year and payment period, please refer to Definition of Academic Year in this section of this Catalog.

If a return of Title IV funds creates a balance on the student's account, the student will be responsible for full payment. A student will not be allowed to re-enter, register, or receive an official academic transcript until

the outstanding balance has been paid in full or is currently on an approved payment plan. If loan funds need to be returned by the student, the student may pay these funds back under the original terms of the loan. If grant funds need to be returned by the student, *the University will return the funds on behalf of the student.* ~~the student must pay these funds back to the Federal Grant program.~~

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Correction, Published 11/06/2017

University Refund Policies

The following policies govern refunds to students in case of course drop, withdrawal, or dismissal from the University. Students who do not have federal financial aid will have their charges and financial credits assessed in accordance with the refund policy. Any nonfederal aid will be prorated and refunded using the same percentages in the refund policy. ~~No refund will be made if the student's withdrawal date occurs after 60% of the enrollment period has passed. For exceptions to this policy, please see specific state refund policies detailed subsequently.~~ *Students utilizing financial aid who drop or are administratively dropped from the institution are at risk of losing part or all of their financial aid if they do not successfully complete sixty percent (60%) of the payment period.*

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Addition, Effective 08/30/2017

The Kansas State Refund Policy

The Kansas State Refund Policy applies to residents of Kansas who are taking courses in the online modality.

The following pro rata refund schedule applies when students drop or are administratively dropped from a course or the institution:

If Student Drops or Withdraws on	Refund Percentage for 5-week Courses*
Day 1-7	100%
Day 8	77%
Day 9-14	50%
Day 15+	0%

*Refund percentage applied based on last date of attendance (LDA).

If Student Drops or Withdraws on	Refund Percentage for 6-week Courses*
Day 1-7	100%
Day 8	81%
Day 9	79%
Day 10	76%
Day 11-14	50%
Day 15+	0%

*Refund percentage applied based on last date of attendance (LDA).

The institution shall refund any credit balance on the student's account within 45 days after the date of the student's completion of, or withdrawal from, the program in which the student was enrolled. If an institution transmits the balance of the material as the student requests, the institution shall remain obligated to provide other educational services it agreed to provide, such as responses to student inquiries, student and faculty interaction, and evaluation and comments on lessons submitted by the student, but shall not be obligated to pay any refund after all of the lessons and materials are transmitted.

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Revision, Effective 08/02/2017

Non-Degree Seeking Students

Students who wish to take a limited number of courses and do not wish to be enrolled in a degree program at Ashford University may enroll as non-degree seeking students (non-degree students or non-matriculated students) by completing an application for admission. Non-degree seeking students pay the standard tuition rate and are ineligible for financial aid or in-school Title IV loan deferment. Credit is granted when courses are successfully completed and all earned grades are recorded.

Applicants seeking to enroll in one or more courses as a non-degree seeking student are generally expected to meet the full admissions requirements for the degree program through which the course(s) are offered* and any prerequisite coursework required for an individual course. Non-degree seeking students are not eligible to take EXP 105 or Capstone coursework. Admission requirements for enrolling in coursework as a non-degree seeking student are outlined specifically in each degree-level section of this Catalog.

Registering as a non-degree seeking student in no way guarantees or implies admission to an Ashford University degree program. Non-degree seeking students planning to formally apply for admission to a degree program should have their intended course selections reviewed by their Academic Advisors to determine relevance and potential applicability to the intended program. Students who wish to apply non-degree seeking coursework to an undergraduate program at Ashford University may apply up to 30 credits. Students who wish to apply non-degree seeking coursework to a graduate-level degree program at Ashford University may apply up to 15 credits. Students who wish to attempt more than these credit maximums must seek approval from the Office of the Registrar, unless otherwise approved by the Executive Dean of the School or College.

Individuals who previously have been denied regular admission, or those who have been dismissed or disqualified from Ashford University must petition the Registrar's Office and receive permission to register as a non-degree seeking student. Graduates of Ashford University are generally permitted to register for continued coursework as non-degree seeking students.

The number of non-degree seeking students in any class may be limited. Ashford encourages students to select a degree program no later than one calendar year from the date of enrollment. Ashford University reserves the right to limit courses for which a non-degree seeking student may register, as well as to assess the suitability of a non-degree seeking student for any course.

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Correction, Published 10/11/2017

Honors College

Benefits and Opportunities

- A dedicated phone line to contact Honors advisors

- ~~Free access to Forbes Bootcamps and professional development training~~
- Access to members only Honors College social platform

Page 124

Revision, Effective 08/09/2017

Concurrent Course (Double Up) Registration Policy

- Concurrent course registration may occur when the student is fully admitted and has completed his or her first two courses.*
- Student must be meeting Satisfactory Academic Progress requirements.*
- Students in the BSHIM and BSN programs who wish to double up in major coursework must have completed at least one major course and have a minimum grade point average of 2.50 in all major coursework attempted at the University.
- Payment for concurrent courses can be paid in full prior to the course start date.
- Concurrent course registration cannot violate progression or prerequisite requirements.
- At no time may a student attend more than two Ashford University courses concurrently.
- If using Financial Aid, student should discuss financial implications of concurrent course registration with his/her Student Account Advisor. Students utilizing financial aid may be eligible to apply available funding towards their concurrent course.

*Non-degree seeking students are exempt from this requirement to register for concurrent courses.

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Revision, Effective 08/23/2017

Bachelor of Arts in Cultural Anthropology

Program Outcomes Cultural Anthropology major graduates will be able to:

1. Synthesize the topical scope and main concepts of anthropology;
2. Assess human biological, cultural, and linguistic diversity, past and present;

3. Evaluate the importance of anthropology for understanding contemporary cultures;
4. Evaluate the ethical principles and guidelines that are the foundation for all anthropological work;
5. Apply anthropological research skills in the collection and analysis of data and artifacts; and
6. Analyze the interplay between biological and cultural factors in the human condition.

- ~~1. Demonstrate an understanding of the topical scope and main concepts of cultural anthropology, including gender and conflict;~~
- ~~2. Explain how cultural systems construct reality differently for various human groups;~~
- ~~3. Evaluate the role of anthropology as essential to understanding contemporary cultures in the US and globally;~~
- ~~4. Evaluate the ethical principles and guidelines that are the framework for all anthropological work; and~~
- ~~5. Apply anthropological research skills in analysis, the collection of data and artifacts.~~

Page 131 & 206

Revision, Effective for students starting on or after 01/02/2018.

Bachelor of Arts in Business Administration

The Bachelor of Arts in Business Administration program prepares students for professional opportunities and advancement in dynamic, global business environments. The program is designed to focus on both current and emerging business issues while incorporating a foundation of business literature and theory appropriate for future success in managing the business function of the firm. Students also gain additional skills in critical thinking, problem solving, quantitative analysis, applied business research, and business writing in addition to fundamental knowledge of accounting, finance, production and distribution, management, marketing, business law, and strategy. The BA in Business Administration will provide students with the technical knowledge, critical thinking skills, and the ability to communicate ideas in a collaborative environment. Graduates will be equipped with a practical understanding of these and other

~~important business concepts and skills. Ashford University takes great pride in ensuring that students are challenged to open their minds to new ways of thinking and problem solving. The BA in Business Administration degree will assist students in meeting both personal and professional goals.~~

Program Outcomes

Business Administration major graduates will be able to:

1. Examine the role of competitive advantage in business environments using strategic and operational methods;
 2. Compare and contrast regional, national, and international business environments;
 3. Evaluate the legal, social, political, and economic environments of business;
 4. Analyze financial information and other business data to ensure effective managerial decision-making;
 5. Design effective solutions by diagnosing organizational problems; and
 6. Create a strategic business plan.
- ~~1. Collaborate to achieve team goals;~~
 - ~~2. Develop an awareness of their leadership style;~~
 - ~~3. Evaluate a situation and apply an effective leadership style;~~
 - ~~4. Use technology tools related to their area of emphasis;~~
 - ~~5. Manage change within a dynamic business environment; and~~
 - ~~6. Create a strategic business plan.~~

Program Requirements

Total number of credits required: 120 credits

General Education Requirements: *43 credits

Major Course Requirements: *45 credits

Electives: 35 credits

Students must earn a minimum of 30 upper-division credits.

*In this program, 3 credits from the major may also satisfy General Education requirements.

Major Course Requirements (45 credits)

- ~~● CGD 218 Visual Literacy in Business (3 credits)~~

- MGT 330 Management for Organizations (3 credits)
- BUS 303 Human Resource Management (3 credits)
- ~~MGT 415 Group Behavior in Organizations (3 credits)~~
- ~~MGT 435 Organizational Change (3 credits)~~
- ~~ACC 205 Principles of Accounting I (3 credits)~~
- ~~ACC 206 Principles of Accounting II (3 credits)~~
Prerequisite: ACC 205
- ECO 203 Principles of Macroeconomics (3 credits)
- ECO 204 Principles of Microeconomics (3 credits)
- *INF 220 IS Principles (3 credits)
- ACC 201 Principles of Financial Accounting (3 credits)
- ACC 202 Principles of Managerial Accounting (3 credits)
- BUS 330 Principles of Marketing (3 credits)
- BUS 340 Business Communications (3 credits)
- BUS 311 Business Law I (3 credits)
- ^BUS 308 Statistics for Managers (3 credits)
- ^MGT 302 Foundations of Productions & Operations Management (3 credits) Prerequisites: ACC 206 or ACC 202, BUS 308 and MGT 330.
- ~~*PHI 445 Personal & Organizational Ethics (3 credits)~~
- BUS 357 International Business (3 credits)
- ^BUS 401 Principles of Finance (3 credits)
Prerequisite: ACC 201 or ACC 205 or ACC 208 or ACC 281
- BUS 402 Strategic Management & Business Policy (3 credits) Prerequisites: BUS 201 or MGT 330; ACC 201 or ACC 205, ECO 203 or ECO 204; GEN 499

* Satisfies General Education requirements.

^ Quantitative Reasoning Core Competency requirement must be met before taking these courses.

Transfer Concentration Option

Transfer concentrations are intended for students who have experience and/or extensive transfer credit coursework in a field of study at the time of admission to the program. The following major courses are designated for substitution with concentration coursework, where

appropriate: ECO 203, INF 220, BUS 303, and BUS 340 MGT 415, MGT 435, and PHI 445. For additional details, see Transfer Concentration Guidelines in the General Academic Information and Policies section of the Catalog.

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Revision, Effective 09/26/2017

Bachelor of Arts in Entrepreneurship

Major Course Requirements (45 credits)

- MGT 330 Management for Organizations (3 credits)
- *PHI 445 Personal & Organizational Ethics (3 credits)
- BUS 303 Human Resource Management (3 credits)
- BUS 311 Business Law I (3 credits)
- BUS 330 Principles of Marketing (3 credits)
- ECO 204 Principles of Microeconomics (3 credits)
- ACC 205 Principles of Accounting I (3 credits)
- ~~ACC 206 Principles of Accounting II (3 credits)~~
Prerequisite: ACC 205
- BUS 362 Introduction to Entrepreneurship (3 credits)
- BUS 365 Creativity & Innovation (3 credits)
Prerequisite: BUS 362
- BUS 368 Venture Capital & Banking (3 credits)
Prerequisite: BUS 362
- ^BUS 401 Principles of Finance (3 credits)
Prerequisite: ACC 205 or ACC 208 or ACC 281
- BUS 433 New Business Strategy (3 credits)
Prerequisite: BUS 362
- BUS 455 Internet & Social Media Marketing (3 credits) Prerequisite: BUS 330
- BUS 435 Small Business Ventures (3 credits)
Prerequisite: BUS 362
- BUS 437 Business Plan Development (3 credits)
Prerequisites: BUS 362 and GEN 499

Page 149 & various

Correction, Published 10/26/2017

~~Georgia Students: An education degree offered through Ashford University's online modality does not lead to~~

teacher licensure in the state of Georgia. In Georgia, an alternative route to certification is not available.

Page 150

Addition, Effective 11/01/2017

Bachelor of Arts in Child Development

Iowa Residents: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Page 151

Addition, Effective 11/01/2017

Bachelor of Arts in Cognitive Studies

Iowa Residents: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Page 152

Revision, Effective 10/01/2017

Addition, Effective 11/01/2017 [Iowa Residents]

Bachelor of Arts in Early Childhood Education

Iowa Residents: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Major Course Requirements (42 credits)

- ~~ECE 315 Language Development in Young Children (3 credits)~~
- ECD 310 Exceptional Learning & Inclusion (3 credits)
- ~~ECE 430 Early Childhood Education Capstone (3 credits) Prerequisite: GEN 499~~
- EDU 499 College of Education Capstone (3 credits) Prerequisite: GEN 499

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Addition, Effective 11/01/2017

Bachelor of Arts in Early Childhood Education Administration

Iowa Residents: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Page 156

Addition, Effective 11/01/2017

Bachelor of Arts in Education Studies

Iowa Residents: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Page 158

Addition, Effective 11/01/2017

Bachelor of Arts in English Language Learner Studies

Iowa Residents: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Page 159

Addition, Effective 11/01/2017

Bachelor of Arts in Instructional Design

Iowa Residents: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Page 160

Addition, Effective 11/01/2017

Bachelor of Arts in Library Science and Media

Iowa Residents: The Bachelor of Arts in Library Science and Media does not lead to licensure in Iowa as a school librarian, also known as a school media specialist.

Page 180

Revision, Effective for students starting on or after 1/02/2018.

Bachelor of Arts in History

Program Requirements

Total number of credits required: 120 credits

General Education Requirements: *43 credits

Major Course Requirements: *36 ~~42~~ credits

Electives: 47 ~~44~~ credits

Students must earn a minimum of 30 upper-division credits.

*In this program, 6 credits from the major may also satisfy General Education requirements.

Major Course Requirements (36 ~~42~~ credits)

- *HIS 103 World Civilizations I (3 credits)

- *HIS 104 World Civilizations II (3 credits)
- HIS 205 United States History I (3 credits)
- HIS 206 United States History II (3 credits)
- POL 303 The American Constitution (3 credits)
- LIB 320 Global Socioeconomic Perspectives (3 credits)
- ~~HIS 306 Twentieth Century Europe (3 credits)~~
- HIS 378 Historiography & Historical Methodologies (3 credits) Prerequisites: ENG 122 and HIS 206
- HIS 340 Recent American History (3 credits) Prerequisites: ENG 122 and HIS 206
- HIS 311 Gender in History (3 credits) Prerequisites: ENG 122 and HIS 206
- ~~HIS 342 The Middle East (3 credits)~~
- HIS 355 Decolonization in Asia, Africa and the Americas (3 credits) Prerequisites: ENG 122, HIS 204 and HIS 206
- HIS 379 The Atlantic World (3 credits) Prerequisites: ENG 122, HIS 104 and HIS 206
- HIS 497 History Capstone: Advanced Research Project (3 credits) Prerequisite: GEN 499 and all major course requirements

* Satisfies General Education requirements.

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Revision, Effective 10/01/2017

Bachelor of Arts in Social and Criminal Justice

Major Course Requirements (36 credits)

- *SOC 120 Introduction to Ethics & Social Responsibility (3 credits)
- ~~POL 303 The American Constitution (3 credits)~~
- CRJ 310 Applied Constitutional Law (3 credits)
- CRJ 201 Introduction to Criminal Justice (3 credits)

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Revision, Effective 08/02/2017

Literature Minor (18 credits)

Please note: This minor is not available to students majoring in English.

Required Courses:

- ~~ENG 303 Survey of Shakespeare (3 credits)~~
Prerequisites: ENG 122 and junior standing.
- ENG 317 International Voices (3 credits)
Prerequisites: English Proficiency
- ENG 380 Literary Research (3 credits)
- ENG 497 English Capstone (3 credits)
Prerequisite: GEN 499

Choose three of the following courses:

- ENG 201 American Literature to 1865 (3 credits)
- ENG 202 American Literature After 1865 (3 credits)
- ENG 345 British Literature I (3 credits)
- ENG 346 British Literature II (3 credits)
- ENG 341 Studies in Literary Genres (3 credits)
- ENG 438 Literary Theory (3 credits)

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Revision, Effective 10/11/2017

Political Science and Government Minor (18 credits)

- POL 201 American National Government (3 credits)
- POL 111 Introduction to Political Science (3 credits)
- ~~POL 211 Introduction to Politics (3 credits)~~
- POL 303 The American Constitution (3 credits)
- POL 310 Environmental Policies (3 credits)
- POL 353 Comparative Politics (3 credits)
- POL 255 Introduction to International Relations (3 credits)

Page 194

Deletion, Effective for students 09/26/2017

Speech & Language Disorders Minor (12 credits)

As of September 27, 2017, students may no longer declare the Speech & Language Disorders Minor.

Page 196

Deletion, Effective for students 09/26/2017

History Specialization (12 credits)

As of September 26, 2017, students may no longer declare the History Specialization in any program.

Page 216 & 237

Revision, Effective for students starting on or after 1/02/2018

Master of Business Administration

Core Requirements (33 credits)

- BUS 600 Management Communications with Technology Tools (3 credits)
- BUS 610 Organizational Behavior (3 credits)
- BUS 620 Managerial Marketing (3 credits)
- BUS 670 Legal Environment (3 credits)
- *MAT 540 Statistical Concepts for Research (3 credits)
- *BUS 591 Financial Accounting & Analysis (3 credits)
- ~~BUS 642 Business Research Methods & Tools (3 credits)~~
- BUS 630 Managerial Accounting (3 credits)
- BUS 640 Managerial Economics (3 credits)
- BUS 650 Managerial Finance (3 credits)
- BUS 644 Operations Management (3 credits)
- *BUS 687 MBA Capstone (3 credits)*

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Revision, Effective for students starting on or after 10/17/2017

Addition, Effective 11/01/2017 [Iowa Residents]

Master of Arts in Education

Iowa: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Curriculum and Instruction Specialization (12 credits)

- *ECI 601 Introduction to Curriculum and Instruction: The Science of Learning and Teaching (3 credits)*
- *ECI 610 21st Century Curriculum, Standards, and Assessment (3 credits)*
- *ECI 615 Intentional Approaches to Intervention (3 credits)*
- *ECI 685 Transforming Curriculum and Instruction Through Empowering (3 credits)*

~~(15 credits)~~

- ~~EDU 674 Foundations & Trends in Curriculum & Instruction (3 credits)~~
- ~~EDU 615 Leading the Change Process in Curriculum & Instruction (3 credits)~~
- ~~EDU 676 Curriculum & Instruction Design for Increased Achievement (3 credits)~~
- ~~EDU 677 Monitoring & Evaluating Curriculum & Instruction through Systems Thinking (3 credits)~~
- ~~EDU 678 Seminar in Curriculum & Instruction for Diverse Needs (3 credits)~~

Graduation Requirements

To be eligible for the Master of Arts in Education degree, a student must successfully complete the following:

- The approved program consisting of 36 credits*; and
- A minimum cumulative grade point average of 3.00 in all coursework attempted at the University.

The degree will be noted on the transcript as a Master of Arts in Education.

~~*Students enrolled in the Curriculum and Instruction specialization are required to complete 39 total program credits.~~

Page 223

Deletion, Effective for students 10/17/2017

Exceptional Systems for Revolutionizing Education Specialization (12 credits)

As of October 17, 2017, students may no longer declare the Exceptional Systems for Revolutionizing Education Specialization in the Masters of Arts in Education.

Page 223

Deletion, Effective for students 10/17/2017

Reading Literacy Specialization (12 credits)

As of October 17, 2017, students may no longer declare the Reading Literacy Specialization in the Masters of Arts in Education.

Page 224

Addition, Effective 11/01/2017

Master of Arts in Special Education

Iowa: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.

Page 225

Addition, Effective 11/01/2017

Master of Arts in Teaching and Learning with Technology

Iowa: An education degree offered through Ashford University's online modality does not lead to teacher licensure in the state of Iowa.