



# *Catalog and Student Handbook*

*January 1, 2019 – December 31, 2019*

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Salem, VA 24153

## ***GOVERNING DOCUMENTS***

The *University of Fairfax Catalog and Student Handbook* (CSH) is the governing document for all academic requirements and program-related information for the University of Fairfax. It also specifies rights, responsibilities, and specific policies and procedures as they apply to University of Fairfax students. All University of Fairfax students are bound by the rules, policies and procedures contained in these documents. The official version of the CSH is posted on the University's website. The CSH posted most recently to the website supersedes previous web and printed versions of this document and may be downloaded from the University's website.

This Catalog and Student Handbook is valid from January 1, 2019 through December 31, 2019.

The University reserves the right to cancel or modify, for any reason, any course or program listed herein. If there is a conflict between the information stated in the catalog and student handbook with that contained in any other document, the information presented in the catalog and student handbook prevails. Policies, regulations, requirements and fees are subject to change without notice at any time at the discretion of the University of Fairfax.

## ***NOTICE OF NONDISCRIMINATION***

The University of Fairfax does not discriminate on the basis of gender, age, race, creed, national origin, sexual orientation or disability in admissions, employment or access to academic programs or student activities.

## ***ACCOMMODATION POLICY***

The University of Fairfax recognizes its responsibilities to provide equal educational opportunities in accordance with state and federal laws and regulations including the Americans with Disabilities Act (ADA) of 1991 and Section 504 of the Rehabilitation Act of 1973 by prohibiting discrimination on the basis of disability. To ensure equality of access the University provides reasonable accommodations to students who require them and inform the University by completing the "Student Disability Accommodation Request" form which will be provided by the Chief Academic Officer.

## ***ACCREDITATION AND CERTIFICATION***

The University of Fairfax is accredited by the Distance Education Accrediting Commission. The Distance Education Accrediting Commission is listed by the U.S. Department of Education as a recognized accrediting agency. The Distance Education Accrediting Commission is also recognized by the Council for Higher Education Accreditation (CHEA).



Distance Education Accrediting Commission  
1101 17<sup>th</sup> Street NW  
Suite 808  
Washington, DC 20036  
202.234.5100  
<http://www.deac.org>

The University of Fairfax is certified by the State Council of Higher Education for Virginia in accordance with the provisions of Title 23, Chapter 21.1 of the Code of Virginia. The University of Fairfax has been granted the “Certificate to Operate an Institution of Postsecondary Education” authorizing the University of Fairfax to offer degrees, courses for degree credit, or programs of study leading to a degree or certificate in the Commonwealth of Virginia.



State Council of  
Higher Education for Virginia

State Council of Higher Education for Virginia  
101 N. 14TH St., 10TH FL, James Monroe Bldg.  
Richmond, VA 23219  
Tel: (804) 225-2600 Fax: (804) 225-2604  
<http://www.schev.edu>

### **Student Exchange Visitor Program (SEVP)**

The University of Fairfax has applied for and received certification to enroll F nonimmigrant students per the Student Exchange Visitor Program (SEVP) under 8 CFR 214.3. The International Students Office has access to SEVIS and may issue Forms I-20, Certificate of Eligibility for Student Status, to prospective students. For more information see the International Students Office website. (Only in the following programs: Master of Science in Cybersecurity Management and Doctorate in Information Assurance).

### **State Authorization Reciprocity Agreements (SARA) Participant**

The University of Fairfax is an institutional participant in the State Authorization Reciprocity Agreement (SARA) initiative. SARA is an agreement among member states, districts and territories that establishes comparable national standards for interstate offering of postsecondary distance education courses and programs. It is intended to make it easier for students to take online courses offered by postsecondary institutions based in another state. SARA is overseen by a National Council and administered by four regional education compacts. For more information and a list of member states, please visit <http://nc-sara.org/>.

# TABLE OF CONTENTS

<b>GOVERNING DOCUMENTS</b> .....	<b>ii</b>
<b>NOTICE OF NONDISCRIMINATION</b> .....	<b>ii</b>
<b>ACCOMMODATION POLICY</b> .....	<b>ii</b>
<b>ACCREDITATION AND CERTIFICATION</b> .....	<b>iii</b>
<b>STATEMENT OF MISSION AND GOALS</b> .....	<b>1</b>
MISSION .....	1
VISION .....	1
INSTITUTIONAL GOALS .....	1
INSTITUTIONAL OBJECTIVES .....	2
MOTTO .....	2
ACCESSIBLE EDUCATION .....	2
VETERAN’S BENEFITS & TRANSITION ACT OF 2018 POLICY .....	3
HISTORICAL PERSPECTIVE .....	3
<b>ACADEMIC PROGRAMS</b> .....	<b>5</b>
DOCTORATE IN INFORMATION ASSURANCE (DIA) .....	6
Description .....	6
Program Objectives .....	6
Qualifying Exam .....	6
Credit Requirements .....	6
DOCTORATE OF BUSINESS ADMINISTRATION (DBA) .....	8
Description .....	8
Program Objectives .....	8
Qualifying Exam .....	8
Credit Requirement .....	8
DOCTORATE OF SOFTWARE DEVELOPMENT (DSD) .....	9
Description .....	9
Program Objectives .....	9
Credit Requirement .....	9
MASTER OF SCIENCE IN CYBERSECURITY MANAGEMENT (MSCSM) .....	10
Description .....	10
Program Objectives .....	10
Credit Requirements .....	10
MASTER OF BUSINESS ADMINISTRATION WITH SPECIALIZATIONS (MBA) .....	11
Description .....	11
Program Objectives .....	11
Credit Requirements .....	11
MASTER OF COMPUTER SCIENCE AND ENGINEERING (MCS) .....	12
Description .....	12
Program Objectives .....	12
Credit Requirements .....	12
GRADUATE CERTIFICATE PROGRAMS .....	13
Description .....	13
Program Objectives .....	13
Credit Requirements .....	13
MULTIPLE GRADUATE CERTIFICATES .....	14
GRADUATE CERTIFICATE OPTIONS .....	14
<u>Cybersecurity Best Practices (CBP)</u> .....	14
<u>Information Security Professional Practices (ISPP)</u> .....	14
<u>Enterprise Information Security (EIS)</u> .....	14
<u>Project Management and Quality Assurance (PMQA)</u> .....	15

<b>ADMISSIONS.....</b>	<b>16</b>
PROGRAM ADMISSION REQUIREMENTS .....	16
For a Masters level program: .....	16
For a Doctoral level program: .....	16
INTERNATIONAL CREDENTIALS .....	17
ENGLISH LANGUAGE PROFICIENCY .....	17
ADMISSION STATUS .....	18
<i>Formal Admission</i> .....	18
<i>Conditional Admission</i> .....	18
<i>Provisional Admission</i> .....	18
ADMISSION PROCEDURES .....	18
<u>All Programs</u> .....	18
<b>CURRICULA.....</b>	<b>19</b>
DOCTORATE IN INFORMATION ASSURANCE (DIA).....	19
DOCTORATE OF BUSINESS ADMINISTRATION (DBA) .....	20
DOCTORATE OF SOFTWARE DEVELOPMENT (DSD).....	21
MASTER OF SCIENCE IN CYBERSECURITY MANAGEMENT (MSCSM) .....	22
MASTER OF BUSINESS ADMINISTRATION WITH SPECIALIZATIONS (MBA) .....	23
MASTER OF COMPUTER SCIENCE AND ENGINEERING (MCS) .....	24
GRADUATE CERTIFICATES .....	25
<b>ACADEMIC POLICIES AND PROGRAM EXPECTATIONS.....</b>	<b>26</b>
ACADEMIC CALENDAR.....	26
ACADEMIC TERM .....	26
ACADEMIC YEAR .....	26
ACADEMIC CREDIT POLICY .....	26
CODE OF ACADEMIC INTEGRITY POLICY .....	27
PROFESSIONAL CONDUCT POLICY.....	27
ATTENDANCE.....	28
LEAVES OF ABSENCE .....	28
PARTICIPATION .....	28
STANDARD COURSE LOAD AND PROGRAM LENGTH.....	28
TECHNOLOGY REQUIREMENTS .....	28
PROCTORED EXAMINATIONS .....	28
CHANGE OF STATUS .....	29
NAME CHANGE REQUEST.....	29
STANDARDS OF ACADEMIC PROGRESS.....	29
Cumulative Grade Point Average.....	29
Maximum Coursework Allowed .....	29
Completion Rate.....	29
ACADEMIC STANDING .....	29
Academic Warning.....	30
Academic Probation .....	30
Academic Dismissal .....	30
Computing a Cumulative Grade Point Average (CGPA) .....	30
GRADING SCALE .....	30
Incompletes .....	31
Withdrawals.....	33
Audited Courses .....	33
Repeated Courses .....	33
PROGRAM MODIFICATIONS .....	33
Course Substitutions .....	33
Transfer of Course Credits .....	33
STUDENT IDENTITY VERIFICATION .....	34
CONTINUOUS ENROLLMENT/GOVERNING RULES .....	34
TIME LIMIT .....	34

GRADUATION REQUIREMENTS .....	35
All Graduates.....	35
Graduates of the Doctoral Program .....	35
TRANSCRIPT REQUESTS.....	35
<b>STUDENT RIGHTS AND RESPONSIBILITIES.....</b>	<b>36</b>
STUDENT RIGHTS .....	36
Academic Freedom.....	36
Academic Records Policy.....	36
Arbitration Agreement.....	36
Grievance Policy .....	36
Harassment Policy .....	38
Nondiscrimination Policy .....	38
STUDENT RESPONSIBILITIES .....	38
Academic Integrity Policy .....	38
Cheating.....	38
Plagiarism.....	39
Confidential Information Policy .....	39
Copyright Policy.....	39
Drug and Alcohol Policy .....	40
End-of-Course Evaluations.....	40
Professional Conduct Policy.....	40
Research Practices Policy.....	41
Netiquette .....	41
SyncSession™ Etiquette.....	41
<b>STUDENT SUPPORT SERVICES.....</b>	<b>43</b>
EXECUTIVE STAFF.....	43
ADMISSIONS .....	43
ACADEMICS.....	43
STUDENT SERVICES.....	43
STUDENT IDENTIFICATION CARDS.....	44
STUDENT EMAIL ACCOUNTS .....	44
Using Office 365 to Access Student Email .....	45
ADDITIONAL SUPPORT SERVICES .....	45
Student Information Center .....	45
Mobile Access .....	46
Textbooks .....	46
Help Desk .....	46
Electronic Library and Research Resources .....	46
Library Tutorials and Webinars.....	46
ADDITIONAL DOCTORAL STUDENT SUPPORT .....	47
Dissertation Bootcamp .....	47
Dissertation Handbook .....	47
Dissertation Project Plan .....	47
TIPS FOR YOUR SUCCESS .....	47
Be Prepared .....	47
Communicate.....	47
Network .....	47
Be Active in the Learning Process.....	47
<b>FINANCIAL INFORMATION.....</b>	<b>48</b>
TUITION, FEES AND CHARGES .....	48
TOTAL COST OF THE PROGRAM.....	48
MASTER'S PROGRAMS .....	48
DOCTORAL PROGRAMS .....	48
TOTAL COST OF THE PROGRAM.....	48
FEES .....	48

CALIFORNIA RESIDENTS.....	50
<b>FINANCIAL POLICIES .....</b>	<b>52</b>
ADD/DROP PERIOD.....	52
WITHDRAWALS .....	52
REFUNDS.....	52
<b>FINANCIAL ASSISTANCE .....</b>	<b>53</b>
PROGRAM AND LIFETIME MAXIMUMS.....	53
TYPES OF FINANCIAL ASSISTANCE.....	53
Governance Grant.....	53
Crisis Grant.....	53
Veterans Benefits.....	53
Blue Ribbon Grant.....	53
University Transfer Scholarship.....	54
Military Spouse Career Advancement Accounts (MyCAA) .....	55
Advance Payment Option.....	55
Tuition Payment Plan .....	55
Employer Tuition Reimbursement/ Direct Billing .....	55
FELLOWSHIPS .....	56
Information Security Certification Fellowship .....	56
FISMA Fellowship .....	56
Cyber Policy Fellowship .....	56
Cybersecurity Crisis Fellowship.....	56
EDUCATIONAL LOANS.....	56
Sallie Mae.....	56
Institutional Financing.....	56
<b>ATTENDING AN ONLINE OR HYBRID PROGRAM.....</b>	<b>57</b>
PROGRAMS OF STUDY .....	57
FACULTY AVAILABILITY.....	57
SUBMISSION OF COURSE WORK .....	57
COURSE DELIVERY.....	57
Asynchronous Discussion Threads.....	57
SyncSessions™ .....	58
Online Chat Rooms .....	58
Late Assignment Policy.....	58
GRADING OF DELIVERABLES.....	59
Discussion Threads.....	59
Written Assignments .....	60
CANVAS LEARNING MANAGEMENT PLATFORM .....	61
CANVAS ACCESS IDS .....	61
ENGAGING IN COURSES .....	62
CANVAS FEATURES .....	62
Course Shell .....	62
Course Content .....	63
Features Which Support Interaction .....	64
<b>COURSE DESCRIPTIONS .....</b>	<b>66</b>
CORE COURSES .....	66
SPECIALIZATION/ELECTIVE COURSES .....	71
COMPREHENSIVE EXAM COURSES .....	72
RESEARCH METHODS COURSES .....	72
DISSERTATION DEVELOPMENT COURSES-DIA.....	74
DISSERTATION DEVELOPMENT COURSES-DBA .....	75
DISSERTATION DEVELOPMENT COURSES-DSD.....	76
PROFESSIONAL DEVELOPMENT COURSE .....	77
<b>LEADERSHIP AND FACULTY .....</b>	<b>78</b>

<b>PROFESSIONAL ADVISORY BOARDS .....</b>	<b>83</b>
<b>BOARD OF DIRECTORS .....</b>	<b>84</b>
<b>ADMINISTRATION.....</b>	<b>85</b>
KEY CONTACT INFORMATION .....	85
DEPARTMENTAL EMAILS .....	85
OFFICE HOURS .....	86
UNIVERSITY HOLIDAYS.....	86
<b>ACADEMIC CALENDAR .....</b>	<b>87</b>
<b>ACADEMIC CALENDAR .....</b>	<b>88</b>



## ***STATEMENT OF MISSION AND GOALS***

### **Mission**

The mission of the University of Fairfax is to offer flexible, in-demand distance education programs that meet the needs of employers in a changing global marketplace. The University designs quality programs that foster critical thinking, effective communication, and collaboration in career-focused disciplines. The programs offer students practitioner-focused curricula that advance applied knowledge and research in applicable contemporary career fields.

### **Vision**

The University supports this mission by developing curricula which are continually improved through outcomes assessment and consultation with practitioner faculty. UoF delivers its programs through an accessible, interactive, collaborative online and hybrid educational environment which strengthens learning and facilitates critical thinking, problem-solving, and applied research competencies. Finally, it supports students with services that foster academic success.

### **Institutional Goals**

Offer relevant distance education degree programs that graduate individuals with the knowledge, skills, and abilities to meet the needs of employers in cybersecurity, information technology, and business-related disciplines.

Support the changing global marketplace by preparing professionals to think critically and offer solutions to address industry challenges.

Develop professionals with strong interpersonal skills able to effectively contribute to the advancement of their chosen discipline.

Design programs that allow professionals to apply knowledge and research in an effort to enhance their chosen field.

Promote a learner-centered culture that encourages diversity of thought and continued development of contemporary career fields.

Foster a culture of continuous improvement that results in high quality distance education programs that meets students' academic goals and changing employer needs.

## Institutional Objectives

The University of Fairfax measures the achievement of its institutional goals through the following objectives:

- Involve all stakeholders in researching and developing curriculum designed to prepare students for in-demand career fields while integrating the development of interpersonal skills necessary for industry flexibility.
- Develop practical measures that allow students to demonstrate mastery of critical knowledge, skills, and abilities to promote the advancement of their career-focused discipline.
- Provide relevant opportunities for adult students to achieve their academic goals by offering programs that focus on real-world application of current trends in cybersecurity, information technology, and business-related disciplines.
- Prepare graduates to contribute to the advancement of their chosen career field through research-focused projects and practitioner-focused curriculum.
- Implement a comprehensive outcomes assessment plan that actively supports a student achievement focused culture and proactive student support that results in graduates prepared to meet the needs of employers in demanding career fields.
- Offer quality programs through the consistent monitoring of institutional effectiveness and involvement of all stakeholders to assure graduates achieve their career goals.

## Motto

The rationale for the founding of the University is encapsulated in the University motto: ***Secure Your Future*** or ***Munite Futurum*** in Latin, as displayed on the University's seal. In essence, the motto expresses that earning a University of Fairfax degree enables students and alumni to contribute to "securing the future" of the nation, while also helping to secure their own, as they become leaders in a field for which there is a continuing and ever-increasing demand.

## Accessible Education

The goals and objectives of the University of Fairfax are attained through the accessible, online and hybrid delivery of its programs. Courses are delivered via the *Canvas Learning Management Platform*, utilizing both synchronous and asynchronous instruction. Project-driven courses may be accessed online from any location, at times which fit the busy schedules of adult students, thus providing working professionals the flexibility and convenience they need to easily communicate with faculty members and fellow students. Students' progress through their programs in groups or cohorts. The cohort model is designed to meet the unique needs of adult learners. Smaller groups provide opportunities for collaborative learning and support, as well as more personalized instruction and advising.

## **Veteran's Benefits & Transition Act of 2018 Policy**

As part of the Veterans Benefits and Transition Act of 2018, section 3679 of title 38, United States Code, University of Fairfax ensures any covered individual\* who is entitled to educational assistance under Chapter 31 and Chapter 33 be permitted to attend and participate in the course of education during the period beginning on the date on which the individual provides to the university a Certificate of Eligibility (COE) for entitlement of educational assistance under Chapter 31 or 33 and ending the earlier of the following dates:

- The date on which payment from VA is made to the university.
- 90 days after the date the college certified tuition and fees following the receipt of the certificate of eligibility.

University of Fairfax will not impose any penalty, including the assessment of late fees, the denial of access to classes, libraries, or other institutional facilities, or the requirement that covered individual must borrow additional funds, on any covered individual because of the individual's inability to meet his or her financial obligations to the University due to the delay disbursement funding from VA under Chapter 31 or 33.

\*A covered individual is any individual who is entitled to educational assistance under Chapter 31, Vocational Rehabilitation and Employment, or Chapter 33, Post-9/11 GI Bill® benefits.

(GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government website at <http://www.benefits.va.gov/gibill>.)

## **Historical Perspective**

The University of Fairfax (UoF) was accredited by the Distance Education Accrediting Commission (DEAC) on January 20, 2012. The Accrediting Commission is listed by the U.S. Department of Education as a nationally recognized accrediting agency and is a recognized member of the Council for Higher Education Accreditation (CHEA). DEAC is the leader in accrediting global distance learning with more than 4 million students enrolled in DEAC accredited institutions. ([www.deac.org](http://www.deac.org)).

The University's attainment of accreditation caps a 10 year history of student and alumni accomplishments in the cybersecurity sector. Successful University of Fairfax students and graduates serve as cybersecurity specialists, executives and policy-makers in the public and private sectors. Major employers including SAIC, Northrop Grumman, CSC, Lockheed Martin, Wells Fargo, Dell, NSA, DHS, Dept. of Treasury and Veterans Affairs hire and promote our students and alumni.

In order to reach the historic milestone of accreditation UoF conducted a comprehensive and rigorous process of self-evaluation; submitted its online doctoral degrees, master's degrees and graduate certificate program materials for review by subject matter specialists; and hosted onsite review teams of evaluators. As part of the evaluation process, DEAC conducted surveys of students and alumni which consistently resulted in over 95 % satisfaction.

The University of Fairfax was established in 2002 in response to the events of 9/11 and in support of the federal efforts to increase the nation's cybersecurity by providing high quality, online doctoral, master's and graduate certificate programs for adult learners. In contrast to other graduate institutions which offer information security/assurance only as a concentration as part of a degree program, UoF has dedicated the entire institution to degree and certificate programs in pursuit of excellence in cybersecurity.

This exclusive focus on cybersecurity distinguishes the University and provides professionals seeking to advance in the field, as well as their employers and clients, an innovative approach for addressing growing professional demand in a rapidly evolving area. Our students and alumni have benefited from this comprehensive cybersecurity focus and from our expert practitioner faculty, both of which have enabled them to be hired and promoted at senior levels by major employers.

The State Council of Higher Education for Virginia (SCHEV) certified UoF as an institution of higher learning in 2002. Over the next year, a select group of educators and senior cybersecurity practitioners from organizations including Ernst & Young, Anteon, CSC and the Defense Information Systems Agency (DISA), developed a curriculum designed to meet the needs of cybersecurity employers. This group of professionals became the initial faculty of the University.

In July 2003, the University enrolled its first cohort of graduate students in its unique cybersecurity graduate degree programs. The first graduates of UoF earned their Master of Science degrees in October 2004; the University awarded its first doctoral degrees in February 2007. Since 2004, online delivery of our programs has made the University's programs accessible to professionals worldwide and has even enabled faculty members and students on active duty to participate.

In January 2013, University of Fairfax Services, Inc., a subsidiary of American National University, Inc., took over operation of the University of Fairfax, bringing additional resources and expertise to the continuing growth and development of the University and its programs. As part of the infusion of resources and expertise, the University's Board of Directors voted to update the institution's mission to offer other professional distance education programs. Beginning in the fall of 2017, the University began offering graduate programs in expanded fields to meet employer needs in the global marketplace.

## ***ACADEMIC PROGRAMS***

The University of Fairfax is approved to offer the following graduate programs:

Doctorate in Information Assurance  
Doctorate of Business Administration  
Doctorate of Software Development

Master of Science in Cybersecurity Management  
Master of Business Administration with Specializations  
Master of Computer Science and Engineering

Graduate Certificates in:

- Cybersecurity Best Practices (CBP)
- Information Security Professional Practices (ISPP)
- Enterprise Information Security (EIS)
- Project Management and Quality Assurance (PMQA)

## **Doctorate in Information Assurance (DIA)**

### **Description**

This degree program helps students to advance their careers as consultants or professional managers in the Information Security and Assurance field. In this program, students undertake solution-oriented applied field research projects which address relevant industry problems and contribute to the advancement of knowledge in the practice of Information Assurance.

This program fosters the development of students who:

- Are recognized as practitioners with expertise in a specialized field of study relevant to the cybersecurity community
- Apply critical thinking and problem-solving skills in the analysis of information assurance issues
- Utilize an evidence-based approach to solution identification when addressing problems relevant to the cybersecurity community
- Demonstrate competence in conducting solution-focused field research relevant to information assurance practitioners
- Make continuing contributions to knowledge and practice in the field of cybersecurity

### **Program Objectives**

Upon completion of this degree program, graduates will be able to:

- Analyze, assess and critique the applicability of best practices in addressing information assurance issues
- Demonstrate secondary research competencies in the investigation and identification of problems experienced by information assurance practitioners
- Develop evidence-based recommendations for solutions which address problems relevant to the cybersecurity community
- Empirically assess the feasibility of a proposed solution for a problem affecting the cybersecurity community
- Articulate a thorough understanding of a specialized field of study relevant to the cybersecurity community

### **Qualifying Exam**

Doctoral students enrolled in the DIA program must pass the Qualifying Exam. This exam is used to evaluate mastery of the concepts and foundations of applied research and is administered concurrently in weeks 4-8 of the RM9100 course in a separate course shell called IA9130-CX (0 credits).

### **Credit Requirements**

The *Doctorate in Information Assurance* consists of a minimum of 62 semester credits, including 48 credits of pre-dissertation courses (consisting of 30 credits of Information Security content taken from core and specialization courses, 6 credits of research methods courses, 6 credits of research methodologies courses, 6 credits of research-preparation courses) and 14 credits of dissertation development courses.

To ensure that doctoral students make steady progress towards the completion of their dissertations, the University has developed the *Dissertation Project Plan*. This plan consists

of a series of deliverables students produce in research methods courses and dissertation courses.

Finally, prior to conferral of the degree, the doctoral candidate must successfully defend the doctoral dissertation in an oral presentation before the Dissertation Committee.

## **Doctorate of Business Administration (DBA)**

### **Description**

This degree program is designed for students interested in pursuing their graduate education in the field of business administration. In this program, business professionals increase their breadth of knowledge, ability to research and analyze business alternatives more thoroughly, and opportunities for more challenging, responsible, and productive careers in the business community.

The DBA degree program prepares students with the intellectual and practical foundation necessary to properly conduct research and analyze data to make informed decisions that impact the global business arena.

This program fosters the development of students who:

- Desire to take on leadership and managerial positions within an organization that demand a higher order of critical thinking, decision-making, and communication skills.
- Apply advanced qualitative and quantitative data analysis to solve complex business problems.
- Analyze and critically assess the dilemmas and issues that impact an organization and its business processes.
- Incorporate problem solving methods and advanced research techniques that organizations implement to gain a competitive advantage in the global marketplace.
- Master the skill-sets necessary to address a variety of specialized areas within the business world such as organizational management, information security, project management, human resources, accounting, and finance.

### **Program Objectives**

Upon completion of this degree program, graduates will be able to:

- Foster a learning environment that focuses on all facets of an organization including, leadership, information security, project management, supply chain, accounting, and managing an organization.
- Evaluate how organizations inspire employees and nurtures a positive organizational culture.
- Utilize qualitative and/or quantitative methods to analyze critical business issues.
- Employ project management tools, methods, and techniques in effort to reduce waste while improving quality and safety throughout an organization.
- Collaborate effectively as a business practitioner and researcher using both verbal and written communication methods.

### **Qualifying Exam**

Doctoral students enrolled in the DBA program must pass the Qualifying Exam. This exam is used to evaluate mastery of the concepts and foundations of applied research and is administered concurrently in weeks 4-8 of the RM9100 course in a separate course shell called MB9130-CX (0 credits).

### **Credit Requirement**

The DBA degree program consists of 62 credits semester credits beyond a master degree.



## **Doctorate of Software Development (DSD)**

### **Description**

This program is designed for working professionals in the computer science arena interested in pursuing their doctorate in the field of software development. There are rapid advances in technology and engineering and their contribution to national development and prosperity in the last few decades have resulted in fundamental changes in global economy. Success lies with organizations that exploit technology and innovate in a timely and cost effective manner. There is a critical need for researchers and doctoral practitioners with an emphasis on intensive research and subject matter expertise in Software Development. This program puts equal emphasis on advanced doctoral coursework and relevant research, in which candidates would be grounded in the broad fundamentals of their fields and gain expertise in a variety of subfields.

The concentration of this program is in software development and is designed for students that already have a master's degree and are seeking a terminal degree in the software development field. Software developers are the creative minds behind computer programs. Some develop the applications that allow people to do specific tasks on a computer or another device, and others develop the underlying systems that run the devices or that control networks.

### **Program Objectives**

Upon completion of this degree program, graduates will be able to:

- Evaluate organizational issues and recommend database solutions
- Evaluate appropriate design choices when solving real-world problems
- Develop software engineering process models and management approaches for design and architecture of large software systems
- Design technical documentations to include the technical aspects of architecture, design, and quality assurance
- Develop Business Intelligence (BI) using a wide range of applications, practices, and technologies for the extraction, transformation, integration, visualization, analysis, interpretation, and presentation of data to support improved decision making

### **Credit Requirement**

The DSD degree program consists of 62 credits semester credits beyond a master degree.

## **Master of Science in Cybersecurity Management (MSCSM)**

### **Description**

This degree program prepares students to be strategic and tactical contributors in the development, implementation and evaluation of enterprise level security programs. Specializations allow students to pursue a program of study which relates to their professional interests and goals.

This program fosters the development of students who:

- Are recognized as knowledgeable and qualified practitioners in a specialized field of information security
- Possess a depth of knowledge in current cybersecurity practices
- Apply critical thinking and problem-solving skills in the analysis of issues relevant to the cybersecurity community
- Utilize secondary research competencies in the investigation and selection of best practice solutions to information security challenges
- Demonstrate the knowledge and skills necessary to address a specialized area of information security management

### **Program Objectives**

Upon completion of this degree program, students will be able to:

- Compile, analyze, and assess the applicability of best practices in addressing information security issues relevant to the cybersecurity community
- Evaluate the impact of security constraints and processes on the implementation of information security programs
- Integrate principles and techniques of risk analysis, project planning and change management in the development of information security strategies
- Demonstrate secondary research skills in the investigation and selection of best practice solutions to address information security challenges
- Demonstrate mastery of theory, concepts and skills in addressing specialized aspects of information security management

### **Credit Requirements**

The MSCSM degree program consists of 36 semester credits beyond a baccalaureate degree.

## **Master of Business Administration with Specializations (MBA)**

### **Description**

This degree program prepares students with the knowledge and skill-sets necessary to understand, analyze, and make an impact in the fast-paced, competitive business environment. Specializations allow students to pursue a program of study which relates to their professional interests and goals.

This program fosters the development of students who:

- Are recognized as knowledgeable and qualified practitioners within the business community.
- Possess an advanced level and depth of knowledge in current business practices.
- Apply critical thinking and problem-solving skills in the analysis of issues relevant to the business community.
- Utilize secondary research competencies in the investigation and selection of best practice solutions to business challenges and problems.
- Demonstrate the knowledge and skills necessary to address a variety of specialized areas within the business world such as, accounting, human resources, finance, organizational management, information security, project management, and cyber security.

### **Program Objectives**

Upon completion of this degree program, graduates will be able to:

- Collaborate effectively as a business professional using both verbal and written communication methods.
- Implement project management methods and techniques to enhancing an organizational performance, quality, and safety.
- Utilize qualitative and/or quantitative methods to solve critical business problems.
- Evaluate how ethical considerations impact all business decisions.
- Develop the skills and tools to manage and communicate in all facets of an organization including finance, information technology, cyber security, big data governance, human resources, project management, supply chain, business law, and business research.

### **Credit Requirements**

The MBA with Specializations degree program consists of 36 semester credits beyond a baccalaureate degree.

## **Master of Computer Science and Engineering (MCS)**

### **Description**

This degree program offers students a Master in Computer Science and Engineering (MCS) degree. This program is for students interested in pursuing a graduate education in the field of Computer Science and Engineering. Through the program, Computer Science professionals increase their breadth of knowledge to do further work in hardware, software, theory in electronics within industry or post-graduate study. Students will receive an understanding in engineering fundamentals. This understanding will provide them with the knowledge necessary to adapt to various systems and methods. This new program aligns with the University Mission as it fosters critical thinking in a career focused program.

### **Program Objectives**

Upon completion of this degree program, students will be able to:

- Compare and contrast the various elements that compromise the field of Computer Science Engineering
- Create new and evolving concepts within Computer Science
- Assess the growing trend toward globalization and its effect on Information Technology
- Defend concepts of distributed systems
- Recommend appropriate principles to apply in a distributed system for a specific distributed system for a specific distributed infrastructure
- Argue the basic and advanced concepts associated with networking and telecommunications

### **Credit Requirements**

The MCS degree program consists of 36 semester credits beyond a baccalaureate degree.

## **Graduate Certificate Programs**

### **Description**

Graduate certificates represent a level of achievement of technical competencies and project experience which relate to specialized fields of practice in Information Security. This program fosters the development of students who:

- Are recognized as qualified practitioners in a specialized field of study relevant to the cybersecurity community
- Demonstrate the knowledge and skills necessary to address issues in a specialized area of study in cybersecurity
- Apply critical thinking and problem-solving skills in the performance of tasks associated with a specialized field of study in cybersecurity

### **Program Objectives**

Upon completion of a graduate certificate, students will be able to:

- Compile, analyze, and assess the applicability of best practices in addressing information security issues
- Demonstrate mastery of theory, concepts and skills in addressing specialized aspects of information security management

### **Credit Requirements**

Graduate certificates are 9 semester credits. Requirements for earning a graduate certificate cannot be satisfied through transfer credit.

## **Multiple Graduate Certificates**

Students may earn multiple graduate certificates concurrently or sequentially. Credits earned toward a graduate certificate may also apply to one or more additional graduate certificate(s).

Graduate certificate students who have earned a grade of “B” or better in graduate certificate courses may request that those credits be applied to meet degree requirements upon acceptance into a University of Fairfax degree program.

## **Graduate Certificate Options**

The University of Fairfax offers a variety of graduate certificates to meet the needs of information security professionals.

### **Cybersecurity Best Practices (CBP)**

Students explore the 8 domains of Information Security and prepare for an industry related certification exam which demonstrates mastery of subject knowledge in the discipline.

**Admissions Requirements:** at least five years of cumulative, paid, full-time work experience in two or more of the eight domains of the (ISC)

### **Information Security Professional Practices (ISPP)**

Students develop competencies in assessing threats and vulnerabilities of information systems, designing security procedures and practices that are executed in the protection of data and information systems, and analyzing the validity and reliability of information to ensure that an information system will operate at a proposed level of trust.

**Admissions Requirements:** A bachelor’s degree from a regionally accredited institution, a nationally accredited institution, or an appropriately certified foreign institution. A Grade Point Average (GPA) on a scale of 4.0 as described below. Additional requirements may apply.

- 2.5 GPA at the bachelor’s level, or
- 3.0 GPA for the last 9 credit hours of graduate coursework, or
- Students with a GPA between 2.0 and 2.5 must demonstrate at least 3 years of relevant professional experience. Professional experience will be evaluated by the Chief Academic Officer to ensure relevancy.

### **Enterprise Information Security (EIS)**

Students develop competencies in developing interoperable enterprise security architectures focusing on information security throughout the entire enterprise.

**Admissions Requirements:** A master’s degree from a regionally accredited institution, a nationally accredited institution, or an appropriately certified foreign institution. A Grade Point Average (GPA) on a scale of 4.0 as described below. Additional requirements may apply.

- Minimum of 3 years (and preferably 5 years) of relevant professional experience, and
- 3.0 GPA at the master’s level. Professional experience will be evaluated by the Chief Academic Officer to ensure relevancy.

### **Project Management and Quality Assurance (PMQA)**

This certificate is designed to introduce learners to project management, as well as six sigma and quality management tools and enhances the student's information security skills.

**Admissions Requirements:** A bachelor's degree from a regionally accredited institution, a nationally accredited institution, or an appropriately certified foreign institution. A Grade Point Average (GPA) on a scale of 4.0 as described below. Additional requirements may apply.

- 2.5 GPA at the bachelor's level, or
- 3.0 GPA for the last 9 credit hours of graduate coursework, or
- Students with a GPA between 2.0 and 2.5 must demonstrate at least 3 years of relevant professional experience. Professional experience will be evaluated by the Chief Academic Officer to ensure relevancy.

Over the past academic year, July 1, 2018 through June 30, 2019, the total number of students enrolled and the percentage of Virginia residents who made up those enrollments per program is as follows:

<b>Program</b>	<b>Number Enrolled</b>	<b>% of VA Residents in Program</b>
Master of Science in Cybersecurity Management	9	0%
Doctorate of Information Assurance	67	19.4%
Doctorate of Business Administration	7	28%
Master of Business Administration	3	0%
Master of Computer Science and Engineering	NA	NA
Grad Certificates	6	33.3%
<b>TOTAL</b>	<b>92</b>	<b>18.4%</b>

# ***ADMISSIONS***

## **Program Admission Requirements**

### **For a Masters level program:**

A bachelor's degree from a regionally accredited institution, a nationally accredited institution, or an appropriately certified foreign institution. A Grade Point Average (GPA) on a scale of 4.0 as described below. Additional requirements may apply.

- 2.5 GPA at the bachelor's level, or
- 3.0 GPA for the last 9 credit hours of graduate coursework, or
- Students with a GPA between 2.0 and 2.5 must demonstrate at least 3 years of relevant professional experience. Professional experience will be evaluated by the Chief Academic Officer to ensure relevancy.

Students who do not meet the current admissions requirements may appeal to the Chief Academic Officer if the student feels that there are extenuating personal, academic or professional evidence that displays the student can successfully complete the academic program.

### **For a Doctoral level program:**

A master's degree from a regionally accredited institution, a nationally accredited institution, or an appropriately certified foreign institution. A Grade Point Average (GPA) on a scale of 4.0 as described below. Additional requirements may apply.

- Minimum of 3 years (and preferably 5 years) of relevant professional experience, and
- 3.0 GPA at the master's level.

Professional experience will be evaluated by the Chief Academic Officer to ensure relevancy.

Students who do not meet the current admissions requirements may appeal to the Chief Academic Officer if the student feels that there are extenuating personal, academic or professional evidence that displays the student can successfully complete the academic program.

### **For the CISSP Certification Preparation Course:**

To qualify for this Cybersecurity certification, you must have:

- At least **five years** of cumulative, paid, full-time work experience
- In **two or more** of the eight domains of the (ISC)<sup>2</sup> CISSP Common Body of Knowledge (CBK)



## **International Credentials**

Applicants with international credentials must arrange for a course-by-course evaluation of their transcripts to confirm equivalence to an accredited degree from the U.S. Transcripts must be evaluated by a private credential evaluation service who is a member of NACES (National Association of Credential Evaluation Services) or AICE (Association of International Credential). Additionally, University of Fairfax utilizes Education USA as an approved third party transcript evaluator.

Education USA (<https://educationusa.state.gov/>) evaluates educational credentials earned outside the United States. They provide comprehensive and thorough reports that are based on up to date information acquired through research, experience, and recommendations provided by professional associations.

## **English Language Proficiency**

Applicants for any degree program whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must demonstrate proficiency in English and meet one of the following requirements:

1. A minimum score of 530 on the paper-based Test of English as a Foreign Language (TOEFL PBT), or 71 on the Internet Based Test (iBT), a 6.5 on the International English Language Test (IELTS), or 50 on the Pearson Test of English Academic Score Report.
2. A minimum score on the College Board Accuplacer ESL Exam Series as follows:
  - ESL Language Use: Score of 85
  - ESL Listening: Score of 80
  - ESL Sentence Meaning: Score of 90
  - ESL Writeplacer: Score of 4
  - Comprehensive Score for all exams of 350
3. A minimum grade of Pre-1 on the Eiken English Proficiency Exam.
4. A minimum B-2 English proficiency level identified within the Common European Framework of Reference (CEFR) standards and assessed through various ESOL examinations, including the University of Cambridge;

Transcripts not in English must be evaluated by an appropriate third party and translated into English or evaluated by a trained transcript evaluator fluent in the language on the transcript. In this case, the evaluator must have expertise in the educational practices of the country of origin and include an English translation of the review.

## **Admission Status**

### ***Formal Admission***

Applicants who meet the admissions requirements of the University and submit official transcripts are granted formal admission.

### ***Conditional Admission***

Applicants who meet the admissions requirements of the University and submit unofficial transcripts are granted conditional admission. In all cases, official transcripts must be received prior to the start of the student's third session in order to remain enrolled.

### ***Provisional Admission***

Applicants who do not meet the admissions requirements of the University may submit a petition for consideration of an exception. If the petition is approved, the student is granted provisional admission and must comply with additional requirements, as determined on an individual basis, depending on the exception granted. For these applicants, formal admission will be granted upon successful completion of the requirements specified in the letter approving the student's petition.

## ***Admission Procedures***

### **All Programs**

To be admitted to a degree or certificate program, applicants must:

- complete and submit the Application for Admission along with a \$75 application fee.
- complete and submit the Application for Financial Assistance
- complete and submit the Application for Doctoral Program if applicable.
- submit proof of graduation or previous credits earned.
- submit a resume or summary of employment history.
- complete a telephone interview with an Admissions Officer.
- request an official academic transcript from the institution which awarded the applicant's highest degree earned, to be received by the University no later than the end of the student's first academic session.
- submit TOEFL or IELTS scores, if applicant's native language is not English or if applicant earned a degree from an institution where English is not the principal language of instruction.

Some of the information provided in the application materials is used by the University in making admissions decisions and may be verified through official transcripts, reference checks, and/ or credit reports. Students are notified of admissions decisions through email and/or U.S. mail service.

# ***CURRICULA***

## **Doctorate in Information Assurance (DIA)**

***Course #      Course Title***

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*Core Courses:*

IA7020      Information Security Systems and Organizational Awareness  
IA7030      Legal and Ethical Practices in Information Security  
IA7040      Information Security and Organizational Change  
IA8010      Business and Security Risk Analysis  
IA8110      Certification and Accreditation

*Specialization Courses:*

IA8021      Cloud Cybersecurity  
IA8031      Cybersecurity Insurance  
IA8190      Forensic Evaluation and Incident Response Management  
IA9150      Strategic and Technical Trends Information Security  
IA9200      Research Topics in Information Security

*Pre Dissertation:*

RM8500      Research Foundations  
RM9100      Qualitative and Quantitative Analysis  
IA9130-CX    Comprehensive & Qualifying Examination

*Research Methodologies:*

CEX8220      Security Program Strategies and Implementation  
CEX8230      Legal and Ethical Management Issues in Information Security

*Phase I:*

RM9150      Feasibility Problem Driven Research  
RM9200      Designing Solutions to Information Security Problems

*Phase II:*

RES8110      Dissertation Proposal (Chapter 1)  
RES8120      Dissertation Proposal (Chapter 2)  
RES8121      Dissertation Proposal (Chapter 2, Continued)  
RES8130      Dissertation Proposal (Chapters 3 and 4.1, IRB)

*Phase III:*

DST8110      Dissertation Manuscript (Chapters 4 & 5)

*Phase IV:*

DST8130X    Final Dissertation Manuscript & Defense

*Phase V:*      Final Dissertation

*Minimum credits required for DIA: 62<sup>1</sup>*

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<sup>1</sup> Credit hours may exceed the minimum stated if dissertation deliverables are not completed within expected timeframes.

## Doctorate of Business Administration (DBA)

<i>Course #</i>	<i>Course Title</i>
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*Core Courses:*

ACC6100	Financial Reporting
ACC6500	Accounting and Multinational Enterprises
IA7020	Information Security Systems and Organizational Awareness
IA8010	Business and Security Risk Analysis
DBA8150	Information, Organization & Strategy
DBA8350	Sociology of Corporate Culture
DBA8450	Managing, Organizing and Negotiating for Value
DBA8900	Project Management
MB6900	Organizational Management
MGT8200	Human Resource Management

*Pre Dissertation:*

RM8500	Research Foundations
RM9100	Qualitative and Quantitative Analysis

*Research Methodologies:*

DBA8300	Leading Organizational Change (Qualitative)
MB5820	Managing Global Diversity (Quantitative)
MB9130-CX	Comp Exam (4 weeks) – 0 credits

*Phase I*

RM9150	Feasibility Problem Driven Research
BR9200	Designing Solution to Business Problems

*Phase II*

BR8110	Dissertation Proposal (Chapter 1)
BR8120	Dissertation Proposal (Chapter 2)
BR8121	Dissertation Proposal (Chapter 2 Continued)
BR8130	The Dissertation Proposal (Chapters 3 and 4.1 & the IRB)

*Phase III*

DIS8110	Dissertation Manuscript (Chapters 4 and 5)
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*Phase IV*

DIS8130X	Final Dissertation Manuscript & Defense
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*Phase V*

Final Dissertation

***Minimum Credits required for DBA: 62***

## Doctorate of Software Development (DSD)

<i>Course #</i>	<i>Course Title</i>
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*Core Courses:*

DS7000	Database Management & Implementation
DS7100	Advanced Operating Systems
DS7200	Software Engineering & Development
DS7300	Software Architecture & Design
DS7400	Software Comprehension and Maintenance
DS7500	Problem Solving and Programming for the Research Practitioner
DS7600	Big Data and Analytical Research Methods for Software Developers
DS7700	Concurrent and Distributed Systems
IA8070	Design and Development of Security Architectures
PM8100	Information Security Project Management

*Pre Dissertation:*

RM8500	Research Foundations
RM9100	Qualitative and Quantitative Analysis
DS9130-CX	Comprehensive Exam

*Research Methodologies:*

DS8000	Advanced Qualitative Methods in Software Development/Engineering
DS8100	Advanced Quantitative Methods in Software Development/Engineering

*Phase I*

RM9150	Feasibility Problem Driven Research
DS9200	Designing Solution to Software Development Problems

*Phase II*

DS8110	Dissertation Proposal (Chapter 1)
DS8120	Dissertation Proposal (Chapter 2)
DS8121	Dissertation Proposal (Chapter 2 Continued)
DS8130	The Dissertation Proposal (Chapters 3 and 4.1 & the IRB)

*Phase III*

DS9500	Final Draft Dissertation
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*Phase IV*

DS9600X	Dissertation Defense (Dissertation Committee & DDR)
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*Phase V*

Dissertation Printing and Binding

***Minimum Credits required for DSD: 62***

## Master of Science in Cybersecurity Management (MSCSM)

<i>Course #</i>	<i>Course Title</i>
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*Core Courses:*

IA7000	Security in the Digital Age
IA7401	Ethical Hacking
IA8020	Security Policies, Standards and Procedures
IA8030	Design, Development and Evaluation of Security Controls
IA8050	Security Risk and Vulnerability Assessment
IA8060	Intrusion Detection, Attacks and Countermeasures
IA8070	Design and Development of Security Architectures
IA8080	Security Solution Implementation
IA8125	Information Security Policy Planning and Analysis

*Research Methods:*

RM8250	Web-Based Research Methods in Information Security
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*Electives: (choose 2)*

IA7402	Information Security Management (CISM)
IA8140	Business Continuity Planning and Recovery
IA8210	Risk Management and Compliance
PM8100	Information Security Project Management

***Credits required for MSCSM: 36***

## Master of Business Administration with Specializations (MBA)

<i>Course #</i>	<i>Course Title</i>
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*Core Courses:*

MB5200	Leadership & Business Communication
MB5300	Financial Management
MB5400	Developing Human Resources
MB5700	Business Information Systems
MB6500	Legal Environment of Business
MB6600	Data Governance
MB7500	Operations Management (Capstone)

*Research Methods:*

MB6400	Business Research
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*General MBA:*

MB6350	Six Sigma Lean
MB6700	Managing Strategic Change
MB6750	Coordinating and Managing Supply Chain
MB6800	Project Management

*Cyber Security Specialization*

IA7000	Security in the Digital Age
IA7401	Ethical Hacking
IA7402	Information Security Management
IA8060	Intrusion Detection, Attacks and Countermeasures

*Information Technology Specialization*

IA8140	Business Continuity Planning and Recovery
IA8210	Risk Management and Compliance
IA8350	Management Information Systems
PM8100	Information Security Project Management

*Project Management Specialization*

MB6350	Six Sigma Lean
MB6750	Coordinating and Managing Supply Chain
MB6800	Project Management
MB6850	Managing Quality

***Credits required for MBA: 36***

## Master of Computer Science and Engineering (MCS)

*Course #      Course Title*

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*Research Course:*

RM8250      Web Based Research Methods in Information Security

*Core Courses:*

SD6000      Database Design & Management  
SD6100      Operating Systems  
SD6300      Software Engineering  
IA7000      Security in the Digital Age  
IA8070      Design and Development of Security Architectures  
PM8100      Information Security Project Management  
CS6500      Computer Networking and Telecommunications  
CS6600      Distributed Systems  
CS6700      Cloud Computing  
CS6800      Big Data and Analytics  
CS6900      Capstone in Computer Science Engineering

*Credits required for MCS: 36*



## Graduate Certificates

### ***Cybersecurity Best Practices (CBP)***

<i>Course #</i>	<i>Course Title</i>
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IA7000	Security in the Digital Age (CISSP)
IA7401	Ethical Hacking (ECH)
IA7402	Information Security Management (CISM)

***Credits required for Certificate: 9***

### ***Information Security Professional Practices (ISPP)***

<i>Course #</i>	<i>Course Title</i>
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IA8060	Intrusion Detection, Attacks, and Countermeasures
IA8020	Security Policies, Standards and Procedures
IA8030	Design, Development and Evaluation of Security Controls

***Credits required for Certificate: 9***

### ***Enterprise Information Security (EIS)***

<i>Course #</i>	<i>Course Title</i>
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IA8021	Cloud Cybersecurity
IA8190	Forensic Evaluation and Incident Response Management
IA9150	Strategic and Technological Trends in Information Security

***Credits required for Certificate: 9***

### ***Project Management and Quality Assurance (PMQA)***

<i>Course #</i>	<i>Course Title</i>
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MB6350	Six Sigma Lean
MB6800	Project Management
MB6850	Managing Quality

***Credits required for Certificate: 9***

# ***ACADEMIC POLICIES AND PROGRAM EXPECTATIONS***

## **Academic Calendar**

The University's Academic Calendar is published for each calendar year. The Academic Calendar is posted in the *Student Information Center* in *Canvas*.

## **Academic Term**

The University operates on a semester-based schedule with three semesters per calendar year (trimester). The academic terms (Spring, Summer and Fall) are each 16 weeks in length and consist of two eight-week course sessions (Course Session I and II). Course sessions begin in January, March, May, July, September and November.

## **Academic Year**

The academic year consists of two academic terms, or 32 weeks. The University offers continuous enrollment, whereby a student may begin a program of study in any course session. The course session in which a student starts a program of study determines the student's academic year.

## **Academic Credit Policy**

The curriculum at the University of Fairfax is based on a semester hour of credit. Assignments for credit must be equivalent and conform to commonly accepted and traditionally defined units of academic measurement. The University assigns one semester credit for 15 hours of academic engagement and 30 hours of preparation, a formula commonly referred to as a *Carnegie Unit of Credit*.

Unless otherwise noted, courses offered at the University are three semester credits. Each course, therefore, must meet student workload requirements of 45 hours of academic engagement and 90 hours of preparation. This academic effort may consist of contact hours, learning activities, and assignments used in meeting individual course requirements.

The progress and the credit hours gained by students as they go through their respective programs are electronically tracked in Campus Nexus. All of the curriculum of the University of Fairfax's programs are in Campus Nexus, so once a student is enrolled and begins to take classes, his/her grades and academic progress are entered into and tracked within Campus Nexus. At the end of each term, the Chief Academic Officer uses this information to determine where students are in their respective programs and what classes that they need to take in each upcoming term to complete their respective programs.

Upon completion of all required courses and credits, the Chief Academic Officer conducts a final audit by reviewing the student's academic record in Campus Nexus and compares it to the requirements for graduation as outlined in the Academic Catalog. If the student passes that audit, a recommendation for graduation is made by the Chief Academic Officer through the completion of a graduation audit form

## **Code of Academic Integrity Policy**

The University of Fairfax, in an effort to promote an atmosphere conducive to intellectual fulfillment, commits itself, the administration, faculty, and student to the maintenance of the highest possible standards of academic integrity. These members of the University of Fairfax community have the responsibility and obligation to adhere to and uphold the standards of academic integrity outlined below.

The members of the University of Fairfax community are pledged to academic honesty. As academic honesty is considered to be the keystone of the educational enterprise, any form of dishonesty is considered to be an affront to the entire University community. Academic dishonesty is any form of giving, taking, or prescribing of information or material with intent to gain an unfair advantage in an academic setting. Forms of dishonesty include, but are not limited to, plagiarism, cheating, self-plagiarism, poor scholastic achievement, or misrepresenting academic engagement.

- Plagiarism is defined as representing words, ideas, or other works of another individual or entity as your own without giving proper credit to the original author or source.
- Cheating is defined as using or attempting to use unauthorized materials, information, study aids, or computer-related information.
- Self-Plagiarism is defined as submitting previously submitted course work that may or may not have received academic credit, without prior approval of faculty.
- Poor scholastic achievement focuses on students not properly citing sources or following published citation criteria.
- Misrepresenting academic engagement is defined as intentionally logging into the learning management system without meaningfully engaging in academic activities for the purpose of demonstrating attendance.

Enforcement of this policy is the responsibility of faculty and staff. If an instructor suspects a violation of the code of academic integrity policy, then the student's work along with the appropriate evidence is referred to the Academic Review Committee for review. The committee shall review the work with a minimum of three reviewers – the University Dean, the Chief Academic Officer, and the University President. The reviewers shall then determine if a violation has been committed and if so what punishment is warranted. The University may then take disciplinary action, which may include receiving an incomplete or failing grade, expulsion from the course, or expulsion from the University. The student may submit a written appeal following the University's grievance policies to have an action reconsidered. The decision of the Academic Review Committee is final.

## **Professional Conduct Policy**

Students are expected to abide by all public laws and generally accepted professional standards, to comply with all regulations and policies of the University, and to conduct themselves professionally when interacting with fellow students, faculty and staff.

The University of Fairfax reserves the right to place on probation or dismiss students who engage in unsatisfactory conduct such as dishonesty; failure to adhere to rules and regulations; destruction or theft of property; participation in activity that impinges on the rights of others; or possession or consumption of alcoholic beverages or illegal drugs at any time on the school

premises. In any case of probation or dismissal students may appeal. Written appeals must be submitted to the President of the University.

### **Attendance**

Attendance in the first week of the course is evidenced by participation in the discussion threads and/or in class participation. Registered students who do not participate (i.e., post to discussion threads) by Sunday of Week 1 are dropped from the course.

### **Leaves of Absence**

The University does not grant Leaves of Absence. Students who do not attend for a session will be withdrawn from their program of study. Students who wish to re-enter the University after withdrawing should complete a re-entry application.

### **Participation**

The University's learning management platform (*Canvas*) enables students to conveniently access coursework. Students are required to participate by posting to asynchronous threaded discussions as outlined in the course and by attending online synchronous class sessions (*SyncSessions*) as scheduled. Participation is a graded component in the calculation of the course grade. In addition, students are encouraged to participate each week in online chat room sessions facilitated by the professor in each course.

### **Standard Course Load and Program Length**

The University of Fairfax considers a minimum full-time course load to be six credit hours taken in a 16-week semester term. This is defined as two 3-hour courses spread out in either 8-week modules (taken consecutively within the semester) or 16-week modules (taken concurrently within the semester).

Students may carry up to 12 credit hours in any semester. A student who wishes to take more than two courses per semester (the maximum allowed is four courses per semester) may do so at the discretion of the Chief Academic Officer or University Dean. To estimate the length of time a program will take, note the credit hours required in your chosen curriculum. Divide this by the number of credit hours you will carry each semester. The result is the number of semesters it will take you to complete the program.

### **Technology Requirements**

Students must have personal access to a Windows-enabled computer with a minimum of 512 MB RAM, high speed internet connectivity, and the appropriate office suite of software to support word-processing, presentation development and spreadsheet capabilities. In addition, a web-cam and microphone/headset are required.

### **Proctored Examinations**

The University of Fairfax uses Proctor U to ensure that at least one examination in each course that requires an exam will be proctored live. Students will be informed which test will be proctored and when they are ready to sit for the exam will login into their ProctorU account. They will click on **Start Exam** and will be directed to the proctoring page. The student will follow the prompts to complete the exam within the live session.

## **Change of Status**

If any personal information changes for a student, such as Address/Phone/Email/Employer, the student must submit updated information using the Student Profile Change Form which is available in the Student Information Center (SIC).

## **Name Change Request**

To request a name change to a student's academic record the following information must be provided to the office of Student Services:

- Copy of social security card
- Completed Student Profile Change Form
- A notarized letter requesting the name change
- Driver's License or other Government Issued ID reflecting the name change.

## **Standards of Academic Progress**

Academic progress is evaluated at the end of each session. Students must demonstrate satisfactory academic progress by meeting the University's established standards for academic progress in each of three areas:

- Cumulative grade point average
- Maximum coursework allowed
- Completion rate

### **Cumulative Grade Point Average**

Students must maintain a minimum cumulative grade point average (CGPA) of 3.0 in order to remain in good academic standing.

### **Maximum Coursework Allowed**

Students may attempt no more than 1.5 times the number of credit hours associated with the program in which they are enrolled. A student who exceeds this maximum and has not graduated may be dismissed.

### **Completion Rate**

Students must earn credit toward graduation at a pace (rate of progress) that ensures successful program completion within the maximum coursework allowance. At least one course must be completed during an academic session in which they are enrolled. The completion rate is the ratio of credit hours passed to credit hours attempted. A student must maintain a minimum completion rate of 66.6 percent of attempted credit hours.

## **Academic Standing**

### **Good Academic Standing**

Academic standing is evaluated at the end of each course session. Students enrolled in a degree program are considered to be in good academic standing if: they maintain a minimum CGPA of 3.0 or higher, have attempted no more than 1.5 times the number of credit hours associated with their designated program, and have maintained a completion rate greater than 66.6 percent of attempted credit hours.

### **Academic Warning**

Students who fail to maintain a status of good academic standing are placed on academic warning. Students placed on academic warning must obtain academic advising from the President and are given an academic plan for returning to the status of good standing.

### **Academic Probation**

Academic probation constitutes conditional permission for students to continue to enroll in courses. Students failing to return to a status of good standing or whose CGPA remains below 3.0 for consecutive academic sessions (i.e., more than one academic session) are placed on academic probation.

Students on academic probation must obtain academic advising from the President and are given an academic plan for returning to the status of good standing. A student placed on academic probation may submit a written appeal of the decision to the Academic Affairs Committee.

### **Academic Dismissal**

A student may be dismissed from an academic program if one or more of the following apply:

- the student has failed to make progress toward returning to the status of good standing within the timeframe identified in the academic plan set forth by President;
- the student has exceeded the maximum coursework allowed for the program in which they are enrolled;
- the student has failed to meet rate of progress standards established by the University;
- the student has committed an act of substantial academic and/or professional misconduct in violation of the Professional Conduct Policy described in the University of Fairfax Student Handbook;
- the student has exceeded the time limit for completion of their designated degree program, unless the Registrar has issued written approval for a time extension.

A student who is dismissed may submit a written appeal of the decision to the Chief Academic Officer (CAO).

### **Computing a Cumulative Grade Point Average (CGPA)**

A cumulative grade point average (CGPA) summarizes a student's academic performance in all coursework completed. The CGPA is also used in determining the student's academic standing. To compute the CGPA, the letter grade for each course is first converted to a grade point value (GPA Value as noted under Grading Scale) and multiplied by the number of credits designated for the course to determine GPA Points (GPAPTS) earned. GPAPTS are displayed on the transcript for each course. To determine the CGPA, the sum of all GPAPTS earned is divided by the total number of credits attempted. Courses assigned an "I", "W", "P", "NP" or "AUD" are not used in computing a grade point average.

### **Grading Scale**

I. All IA, RM, PM, DS, CS, SD, DBA, MGT, ACC, and MB courses in BOTH the Masters and Doctorate Programs.

Grades are awarded based on individual performance and are not graded on a curve.

Points earned through the components identified above will be accumulated and grades assigned according to the following:

Letter Grade	Scale	Grade Point Value
<b>A</b>	95-100	<b>4.0</b>
<b>A-</b>	90-94	<b>3.67</b>
<b>B+</b>	87-89	<b>3.33</b>
<b>B</b>	83-86	<b>3.0</b>
<b>B-</b>	80-82	<b>2.67</b>
<b>C+</b>	77-79	<b>2.33</b>
<b>C</b>	73-76	<b>2.0</b>
<b>F</b>	Below 73	<b>0</b>
<b>I</b>	Incomplete	<b>0</b>
<b>W</b>	Drop	<b>0</b>
<b>W</b>	Withdrawal	<b>0</b>
<b>P*</b>	Progress	<b>N/A</b>
<b>NP*</b>	No Progress	<b>N/A</b>
<b>Audit</b>	Aud	

\*In RES, DIS, DST, and BR dissertation courses, the grades of “P” and “NP” are assigned instead of letter grades as discussed below.

**II. RES, DIS, DST and BR Courses ONLY (Advanced Courses in the DIA/DBA/DSD - Dissertation Writing):**

Grades are awarded based upon individual performance and are not graded on the curve. Points earned through the components identified above will be accumulated and grades will be assigned according to the following:

Total Points	Additional Criteria	Letter Grade
70 – 100	Student interacted with advisor on a regular basis and/or submitted all deliverables as outlined for the course	P (Progress/Pass)
<70	Student did not submit course deliverables, submitted deliverables that did not meet requirements, or failed to have regular interaction with advisor	NP (No Progress/Not Pass)

**Incompletes**

In some cases issues create a situation where students need additional time to complete course requirements. Extensions for individual assignments can be requested and granted by professors, except when such an extension goes beyond the end of the term.

A student may request an incomplete from his/her instructor if he/she meets all of the following requirements:

- Student is unable to complete course work due to a circumstances beyond the student's control. **The student must provide third party documentation.**
- Incomplete was requested of the course instructor by the student prior to the last day of week seven of the course and was approved by the Dean of Academics and Student Services
- Student was active in the course at least 14 days prior to the end of the last day of the course
- Student's grade must be 70% or above at the time that the incomplete is requested.

When granted:

- A student will have up to 14 days following the last day of the term to complete his/her course work when an incomplete is granted.
- No penalty will be assessed on these assignments.
- At the end of the designated time period, a grade change form will be completed to change a student's "I" grade to the grade earned.
- If a student fails to complete the terms for the incomplete process, the student's "I" will revert to the grade earned prior to the incomplete status.
- Additional time will not be granted beyond the initial 2-week extension.

**Students must request a grade of Incomplete no later than Saturday of Week 7 of the session.**

Certain coursework, such as discussion thread postings and sync Session assignments are time-sensitive and integral to the interaction within a course. These assignments are not eligible for the extension granted through an Incomplete Grade. Only assignments associated with major course deliverables will be considered as part of the assignments granted extension under the Incomplete Grade.

**PLEASE NOTE, IF GRANTED AN INCOMPLETE, THE STUDENT MUST SUBMIT ALL OUTSTANDING COURSEWORK VIA THE COURSE IN WHICH THE INCOMPLETE WAS GIVEN NO LATER THAN 14 CALENDAR DAYS AFTER THE COURSE IN WHICH THE INCOMPLETE WAS GIVEN HAS ENDED. ALL OUTSTANDING ASSIGNMENTS MUST BE UPLOADED TO THE COURSE IN WHICH THE GRADE OF INCOMPLETE WAS GRANTED TO THE APPROPRIATE ASSIGNMENT DROP BOXES FOR THOSE ASSIGNMENTS.**

To request an Incomplete, you must email a Request for Incomplete form and documentation of the circumstances to the President at [academics@ufairfax.edu](mailto:academics@ufairfax.edu). If agreed to by your professor, the President will issue an approval with a schedule for assignment completion.



## **Withdrawals**

Students who withdraw from a course are given a grade of “W”. Students who do not submit all coursework and do not officially withdraw from a course, or do not receive approval for an Incomplete, may receive a grade of “F”.

## **Audited Courses**

Students who wish to audit a course must receive prior approval from the President and adhere to the same attendance requirements as all other class members. Although audit students are not required to complete projects, they may do so. The audit designator (“AUD”) appears on transcripts and signifies neither credit nor grade.

A previously audited course may be taken for credit at a later date. In addition, a student may audit a course previously taken and passed. Tuition and fees apply to all audited courses.

## **Repeated Courses**

Students must repeat a course for which a grade of “F” or “NP” has been assigned. Students may repeat courses within their program of study (at the tuition rate in effect at the time they repeat) in order to improve their CGPA or to enhance their understanding of course material, with permission from the Chief Academic Officer. Only the highest grade earned is included in calculating the CGPA. A record of all registrations remains on the transcript, with the notation Repeat. Credit for the same course is awarded only once. Students may repeat a single course no more than three times unless approved by the Chief Academic Officer.

## **Program Modifications**

### **Course Substitutions**

Students may receive approval to substitute an elective course for a core or specialization course if the student has requisite knowledge of the content of the course being replaced. Students may request the approval from the President by submitting the Petition for Course Substitution Form. Documentation such as academic transcripts, a detailed job description, resume and/or evidence of a relevant license or certification may be required.

### **Transfer of Course Credits**

A maximum of 18 semester credits may be transferred into a Master’s degree program. A maximum of 9 semester credits may be transferred into a Doctorate program.

No transfer credit will be applied to programs of study where a doctoral student has been granted advanced standing. Requirements for earning a graduate certificate cannot be satisfied through transfer credit. The University does not award academic credit for non-academic experience.

To receive transfer credit for a course, the following criteria must be met:

The student must have taken the course for graduate credit as part of a degree or graduate certificate program from an accredited institution; The course taken was equivalent to the University of Fairfax course in content, level, and credit hours; The student earned at least a grade of “B” (courses taken on a pass/fail basis are not eligible for transfer); and courses must

have been completed within the five years preceding initial enrollment at the University of Fairfax.

Students should request evaluation of any prior coursework during the admissions process. Student Services will supply the appropriate release forms for ordering official transcripts. Prior coursework is evaluated to ensure that it meets the credit unit and content matter of those offered and approved by the institution's accreditor. Transfer credits requests are not denied based solely on the source of the credit-granting institution's accreditor. Students who are not satisfied with initial transfer credit evaluations may appeal those decisions using the published grievance procedure.

Students and graduates should note that when seeking to transfer credits to another educational institution, the receiving institution has full discretion as to which credits are transferable. All University of Fairfax school officials must accurately represent the transferability of any courses or programs.

### **Student Identity Verification**

University of Fairfax initiates the student identity verification during the admissions process using Veratad ID for compliance. The University uses ProctorU to verify student identity throughout their enrollment.

ProctorU provides digital solutions for identity management and assessment proctoring. University of Fairfax uses ProctorU's Ucard product. The Ucard requires an initial set up by the student in a live, online environment with ProctorU staff. During this session, students show a government issued photo identification that is compared to the live student appearing on the screen. A screenshot is captured of both the student and the identification card. Students are asked challenge questions using information taken from public records. Additionally, students are asked to type a passage to establish keystroke biometric identification for future verifications. All of this information is stored within the student's profile and secured. This product works in conjunction with the University's learning management system. The link to the initial Ucard setup and future identification verifications are conducted following the student's login into the Learning Management System using secure username and password.

### **Continuous Enrollment/Governing Rules**

Students are governed by graduation requirements in effect at the time of initial enrollment, provided their enrollment has been continuous. Continuous enrollment is interrupted when a student is not enrolled for a session. For each interruption of continuous enrollment, students are governed by graduation requirements and policies in effect at the time of resumption of enrollment.

### **Time Limit**

Students enrolled in the master program have five years and students enrolled in the doctorate program have seven years in which to complete all degree requirements. Students who do not complete all program requirements before the program deadline will be dis-enrolled and will need to formally petition for re-admission. If you wish to petition the University for a one-time program extension, you may do so by petitioning the Admissions Reentry Committee

which consists of the Academic Deans and Chief Academic Officer within 21 calendar days of notification of program withdrawal due to temporal expiration. The Committee has 14 calendar days in which to respond to student requests. If the student wishes to appeal the Committee's decision, the student may seek a second appeal through the office of the President.

## **Graduation Requirements**

In the academic session following a student's last course, the CAO certifies that the student has completed all requirements for graduation. If certified and all financial obligations have been met, a certificate or diploma indicating the degree and applicable specialization(s) is issued.

## **All Graduates**

In order to graduate, all students must:

- Complete the minimum number of credit hours designated for the chosen degree program.
- Satisfy all program requirements including completion of courses for the chosen degree and specialization(s).
- Achieve the minimum cumulative GPA designated for the chosen degree program.
- Pay all tuition and fees and fulfill all other administrative obligations to the University of Fairfax.

## **Graduates of the Doctoral Program**

In addition to the above, doctoral candidates must produce and successfully defend an approved dissertation as specified in the University of Fairfax Dissertation Handbook for their designated degree.

## **Transcript Requests**

Transcripts are issued by the Office of Student Services upon receipt of a signed *Transcript Request Form* along with fee payment. Transcripts will not be issued to any student who has an outstanding obligation to the University. The *Transcript Request Form* is available in the *Student Information Center*.

# ***STUDENT RIGHTS AND RESPONSIBILITIES***

## **Student Rights**

### **Academic Freedom**

The mission of the University is best accomplished in an atmosphere which fosters free inquiry, discussion and respect for differing viewpoints. However, students should be sensitive to others when discussing potentially controversial subject matter. The faculty is responsible for facilitating and encouraging open communication among students without fear of reprisal.

### **Academic Records Policy**

The University of Fairfax complies with the Family Educational Rights and Privacy Act of 1974 (FERPA) which ensures students the right to privacy in their educational records. This act also establishes the right of students to inspect and review their records and to initiate grievance proceedings to correct inaccuracies. A request to review educational records should be sent to the CAO in writing and will be honored within 45 days after receipt of the request. Students can then schedule time to view the records during regular University business hours, or by special appointment.

Student records are securely stored in an electronic format. At a minimum, the student's application for admission, ledger card, and academic transcript are stored indefinitely.

### **Arbitration Agreement**

Any controversy or claim arising out of or relating to this agreement or the education provided by University of Fairfax shall be settled by arbitration administered by the American Arbitration Association in accordance with its Commercial Arbitration Rules, and judgment on the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof. In the event a party fails to proceed with arbitration or unsuccessfully challenges the arbitrator's award, the other party is entitled to costs of suit, including reasonable attorney's fees, for having to compel arbitration or defend or enforce the award.

### **Grievance Policy**

The University of Fairfax has adopted an internal grievance procedure for prompt resolution of student complaints, including allegations of discrimination on the basis of race, color, religion, creed, ancestry, gender, marital status, sexual orientation, national origin, age, physical or other disability, military or veteran status, or receipt of public assistance. Any student who has a complaint should address it as follows:

1. A complaint should be filed in writing with the School Dean with responsibility for the program of study in which the student is enrolled. The complaint should contain the name, address, telephone number, and email address of the student filing the complaint, a brief description of the circumstances giving rise to the complaint, and written statements from all other persons involved in the complaint who wish to be heard. The complaint should be filed by email to [FormalGrievance@ufairfax.edu](mailto:FormalGrievance@ufairfax.edu).

- a. A complaint should be filed within thirty (30) days of an alleged incident or one (1) week after the complainant becomes aware of the circumstances giving rise to the complaint, whichever is later.
  - b. The School Dean will investigate the complaint, making a determination, and take such action as he or she deems appropriate within 10 days of receiving the complaint.
2. If the complainant is not satisfied with the determination or action of the School Dean, he or she may make a written appeal within thirty (30) days of the determination or action of the School Dean to the Chief Academic Officer for complaints which relate to academic issues, or to the Executive Vice President for Operations for all other complaints. The appeal should be filed by email to [GrievanceAppeal@ufairfax.edu](mailto:GrievanceAppeal@ufairfax.edu)
  - a. The appeal should contain the name, address, telephone number, and email address of the student filing the appeal, a brief description of the circumstances giving rise to the original complaint, and a brief description of the reason why the student believes the determination and action of the School Dean to be in error.
  - b. The Executive Vice President or CAO will consider the appeal, make a determination, and take such action as he or she deems appropriate within 10 days of receiving the appeal.
3. If the complainant is not satisfied with the determination or action of the Executive Vice President or CAO, he or she along with all persons involved in the complaint may make a written appeal within thirty (30) days of the determination or action of the Executive Vice President or CAO to the President of the University. The appeal should be filed by email to [GrievanceAppeal@ufairfax.edu](mailto:GrievanceAppeal@ufairfax.edu)
  - a. The appeal should contain the name, address, telephone number, and email address of all persons involved in the complaint which prompted the appeal, a brief description of the circumstances giving rise to the original complaint, and a brief description of the reason why the student believes the determination and action of the School Dean and the Executive Vice President or CAO to be in error.
  - b. The President will consider the appeal, make a determination, and take such action as he or she deems appropriate within 10 days of receiving the appeal.

### **ADDITIONAL AVENUES OF RESOLUTION**

Grievances that are unable to be resolved within the University may be addressed to the State Council of Higher Education of Virginia (SCHEV) in writing at 101 N. 14th St., 10th Floor, Richmond VA 23219 or by phone at 804-225-2600 or through the web at <http://www.schev.edu>

The University's accreditor the Distance Education Accrediting Commission (DEAC) may also be contacted in writing at 1101 17th St. NW, Suite 808, Washington DC 20036 or by telephone at 202-234-5100 or through their website at [www.deac.org](http://www.deac.org)

In addition to the above, the student may submit a complaint to the approval or licensing authority in his/her home state using the contact information below:

Tennessee Students – Tennessee Higher Education Commission, 404 James Robertson Parkway, Suite 1900, Nashville, TN 37243, (615)741-3605

California Students – Bureau for Private Postsecondary Education, 2535 Capitol Oakes Dr. Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888 370-7589

Virginia Students – State Council for Higher Education, James Monroe Building, 10<sup>th</sup> Floor, 101 N. 14<sup>th</sup> Street, Richmond, VA 23219, (804) 225-2600

### **Harassment Policy**

Unlawful harassment is prohibited by the University of Fairfax and by law on the basis of creed, race, color, gender, sexual orientation, age, national origin, or disability. Students are responsible for immediately reporting any incidence of harassment to the President who will investigate and initiate disciplinary action if required.

### **Intellectual Property Policy**

All work products which are used as the basis for course grading and which are produced by the student to meet course and degree requirements remain the property of the student.

### **Nondiscrimination Policy**

The University of Fairfax does not discriminate on the basis of gender, age, race, creed, national origin, sexual orientation or disability in admissions, employment or access to academic programs or student activities.

## **Student Responsibilities**

The University has established policies that govern student, faculty, and staff behavior. Students are required to be familiar with these policies and adhere to them. These policies include:

### **Academic Integrity Policy**

The principles of academic integrity encompass standards of honesty and truth. Each member of the University has a responsibility to uphold the standards of the community and to take action when others violate them. Faculty members have an obligation to educate students about the standards of academic integrity and to report violations of these standards. See Code of Academic Integrity Policy on page 28.

### **Cheating**

The University of Fairfax will not tolerate cheating. Students are expected to do their own course work, assignments and projects, and make equitable contributions in both quality and quantity of work performed for group projects.

## **Plagiarism**

Plagiarism is a violation of the integrity of the academic community. Intentionally representing someone else's work as one's own or using another's ideas in a written paper or presentation without appropriate citations and references will result in failure or dismissal.

While we should be able to assume that all students know what plagiarism is, reviewing it with them in class is important, especially in this electronic age in which downloading information and documents from the Internet is common.

We define plagiarism as "the use of someone else's words or ideas without proper credit" and recognize several types of plagiarism, such as:

Quoting directly without acknowledging the source;  
Paraphrasing without acknowledging the source; and  
Constructing a paraphrase that closely resembles the original in language and syntax without acknowledging the source.

The University of Fairfax regards academic honesty and scholarly integrity to be essential to the education of our students. Violations are not tolerated. Enforcement of this policy is the responsibility of faculty and staff. If a faculty/staff member determines a violation of academic integrity, working with their Dean/ Program Director, disciplinary action is taken. Disciplinary action for infractions to the policy will range from receiving an incomplete or failing grade, expulsion from the course, or expulsion from the University. See Code of Academic Integrity Policy on page 28.

## **Confidential Information Policy**

The University of Fairfax, as an institution of higher education, operates as an open forum to maximize the interchange of ideas. Students are encouraged to bring real life experiences to the classroom for discussion purposes. However, in so doing, students should follow the confidentiality policies of their employers and/or clients.

## **Copyright Policy**

It is the policy of the University of Fairfax that all members of the university community (students, faculty and staff) must comply with the US Copyright Law.

## **Use of Licensed Documents**

The University subscribes to a number of sources for content published in scholarly journals, conference proceedings, and trade publications, providing access to these resources via the Library Portal. By virtue of these subscriptions, students may download articles and use them for course assignments without paying additional fees. Faculty identifying specific articles for use within a course, will direct students to retrieve these articles from the library portal, rather than posting them in the course shell.

## **Fair Use Standards**

Faculty and staff are permitted to use and distribute copyrighted materials of other parties for educational and classroom uses, provided such activities are within the fair use standard. An article used once within the context of a classroom may fall within the standard of fair use; however, repeated use of the same article in subsequent courses would not. In those cases

students may be required to purchase these materials if not available through subscription services as described above.

### **Documents without Limitations**

Government publications, documents in the public domain, or documents that are out of copyright may be used freely within the context of a course, with no limitations on their distribution.

### **Software Distribution**

Software that has been copyrighted cannot be distributed to members of a course. Students must purchase individual licenses for personal use. Software distributed as part of a textbook bundle can be used by the individual purchasing the text, and should not be installed on multiple computers or shared among students. Faculty utilizing open source software within the context of a course will not distribute the software directly. Links to authorized sources of the software will be made available within the Weblibliography of a course shell.

### **Distribution of Authored Materials**

Copyrighted materials may be copied freely by the owner of the copyright on the materials. Authorship conveys no right to copy material that has been published by a party other than the author. Permission must be granted by the publisher for copying any published materials used on a repetitive basis, or arrangements for purchase must be made.

### **Other Documents**

In cases where use of a document does not fall within Fair Use standards, or has not been licensed for online use, faculty members must alert the CAO prior to its use to seek permission rights or arrange for purchase of the materials.

### **Drug and Alcohol Policy**

The University of Fairfax prohibits the unlawful or inappropriate possession, use, or distribution of illicit drugs and alcohol by students, faculty or staff on its property, at any recognized University of Fairfax event. The consumption of alcohol is not permitted during the regular course of business or during official classroom time.

### **End-of-Course Evaluations**

Student evaluations are an integral part of the University's outcomes assessment program. At the end of each course, we ask students to evaluate the teaching effectiveness of the faculty member, the coverage of the course objectives, and the value of the course.

Faculty members are able to view anonymous report containing aggregate information and comments without student names, after final grades have been submitted. Faculty and administrators CANNOT see who submitted any particular evaluation form. The CAO uses the results in the course revision process to make improvements. Certain components in the EOC Evaluations are used in the annual Outcomes Assessment conducted by the President.

### **Professional Conduct Policy**

Students are expected to abide by all public laws and generally accepted professional standards, to comply with all regulations and policies of the University, and to conduct themselves professionally when interacting with fellow students, faculty and staff.



The University of Fairfax reserves the right to place on probation or dismiss students who engage in unsatisfactory conduct such as dishonesty; failure to adhere to rules and regulations; destruction or theft of property; participation in activity that impinges on the rights of others; or possession or consumption of alcoholic beverages or illegal drugs at any time on the school premises. In any case of probation or dismissal students may appeal. Written appeals must be submitted to the President of the University.

### **Research Practices Policy**

All students should be aware of the University's policy regarding research involving human subjects. If a student plans to conduct surveys (email, telephone, and regular mail), interviews, testing or any other type of assessment involving human subjects or personal data, the instruments and protocols must be reviewed and approved in advance by the University's Institutional Review Board (IRB). The purpose of the IRB is to ensure that appropriate research practices are employed by UoF students and faculty. In order to obtain approval for research involving human subjects, a student must complete an IRB Research Application Form describing the proposed study and submit it to the IRB. After reviewing the application, the IRB will issue a Certification of IRB Approval or make recommendations for resubmitting the proposal with changes. IRB-related forms are available in the SIC.

### **Netiquette**

University of Fairfax students are expected to follow the conventional rules of *netiquette* in all University correspondence, including emails, *Canvas* threaded discussions and chat rooms.

Netiquette is a contraction of the words Network/Internet + Etiquette; netiquette means the effective use of technology to communicate with others on both a personal and professional level with socially acceptable and politically correct behavior and courtesy.

*Flames* are searing email or newsgroup messages in which the writer attacks another participant in overly harsh, and often personal, terms. *Flames* are examples of poor netiquette and are not tolerated at the University of Fairfax.

Some general rules of thumb associated with netiquette are:

- “Think before you send/post.” Be positive and constructive in your communications. Personal communications should be sent by email and should not be posted to a chat group or threaded discussion.
- Reread and edit your communications carefully before you post to a chat room or threaded discussion, or send emails.
- Before asking a question in a chat session, threaded discussion or email response, carefully read the messages previously posted to be sure you can't answer your own question with information already provided.

### **SyncSession™ Etiquette**

The audio portion of the SyncSession operates under a "pass the microphone" process as opposed to an "open microphone". As a result, your professor must be cognizant of who has control of the microphone and will manage the use of it during the discussions.

When you enter the course, your professor will most likely have control of the microphone. If you enter the course prior to the instructor you may use the microphone to interact with other students present, but your professor will take control of the microphone once entering the course shell.

It is important at this point to note that you will need to adhere to a more formal process to request to speak. As a courtesy to your professor, “raise your hand” to speak by using the hand icon that is located below the Participant’s window.

Your professor will release the microphone when he or she wants to pass the microphone to you, you will be directed to take control of it by clicking on the icon when it appears as available to you on the screen (the icon will become visible and be pointing down). Once you have finished speaking, you will need to release the microphone by clicking on the icon again. In cases where you might forget to release the microphone, or refuse to relinquish control, your professor has the ability to take the microphone away from you. You will know this has occurred when the microphone icon next to your name disappears, and you will lose the ability to use the microphone. However, your professor will restore the icon again, which will reappear and you will be able to use the microphone again.

## ***STUDENT SUPPORT SERVICES***

### **Executive Staff**

#### ***President and Vice President of Operations***

The President and Vice President of Operations implements policy and directs all functions of the University.

### **Admissions**

#### ***Admissions Representative***

The Admissions Representative serves as the student's first contact and advisor during the admissions process.

### **Academics**

#### ***Chief Academic Officer***

The Chief Academic Officer (CAO) oversees academic affairs and directs all UoF graduate education programs. The CAO has responsibility for the administration of academic programs including faculty appointment and development, curriculum development and review, and management of the delivery of these programs. The Chief Academic Officer (CAO) is the final recourse for academic decisions.

#### ***Dean of Academics***

The Dean of Academics is responsible for the daily operations of academic programs at the University. The Dean works with both students and faculty to ensure that educational programs meet the rigor necessary for the accomplishment of stated student learning outcomes.

#### ***Dissertation Advisors***

Dissertation advisors serve as the primary mentors for doctoral students as they progress through the Dissertation Project Plan and support them as they develop the dissertation deliverables.

#### ***Faculty Advisors***

Faculty members are the content experts for their courses and share their practical experience and knowledge with students through frequent interaction via online threaded discussions, email, conference calls and chat rooms. During the session faculty members are available for individual counseling and advice. Faculty members also serve as mentors to students by providing career-related guidance throughout their programs.

### **Student Services**

#### ***Online Librarians***

The Online Librarians provide reference assistance to students and conduct online tutorials to support students in developing secondary research skills.

#### ***Academic Support Center (ASC)***

The ASC provides oversight for the maintenance of student academic records and confirms the evaluation of transfer credits.

### ***Student Services Representative***

The Student Services Representative (SSR) supports multiple facets of the University's student services to meet the needs of new, continuing and returning students and ensures their success in completing their programs.

The University does not offer career advising or placement services.

### **Student Identification Cards**

Students may request a Student ID Card by downloading the Student ID Request Form in the *Orientation Center* or *SIC*. Students must provide a digital photo.

### **Student Email Accounts**

All students are assigned a UoF email account prior to Orientation. The .edu email service is offered via the Office 365 for education services provided by Microsoft. Office 365 offers more than just email – it includes online communication and collaboration services. This service provides students with a number of productivity and collaboration tools, including:

- 25GB email storage,
- 7GB of online file storage,
- group calendaring,
- shared online documents using Office Web Apps,
- Instant messaging capability,
- blogging tools, and
- much more!

Because this service is cloud-based on Office 365, students are able to access all of these services from virtually any computer or mobile device with an Internet connection. Students should check their students.ufairfax.edu email account regularly, since University staff and faculty will use this account for all University-related correspondence. It is imperative that students notify the office of Student Services immediately if they have any difficulty accessing the UoF email system so that they do not miss any critical information.

In addition, this email account is associated with the *Canvas* access ID. It is important that students do not change the email address in *Canvas* so that they do not miss important communications from their professors.

The email account will take the form of: [studentname@students.ufairfax.edu](mailto:studentname@students.ufairfax.edu) (where “studentname” is assigned, generally as lastname, first initial35). The email account (studentname@students.ufairfax.edu), and the temporary password will be a random eight characters including at least one of each of the following: capital letter, lower case letter and number characters.

Students will be required to change the password to the email account the first time [Office 365](#) is accessed. The new password must be a minimum of eight characters, including any combination of at least one of each of the following: capital letter, lower case letter and number characters.

Students may access their students.ufairfax.edu email account either as a web-mail account or by downloading it into Outlook.

## **Using Office 365 to Access Student Email**

### ***To access email online:***

open your web browser and go to <https://login.microsoftonline.com>;  
at User name:, enter your email address (studentname@students.ufairfax.edu);  
at Password, enter your assigned password; and  
click Sign In.

### ***If you forget your password:***

Select “Can’t Access Your Account” and follow the prompts.

### ***To forward your student email to another email account:***

Log into Office 365 at <https://login.microsoftonline.com>  
Enter your ufairfax.edu email account and password.  
Click on the Options menu in the upper right corner of the web page.  
Select “See All Options”  
Select “Connected Accounts” at the top of the page:  
Scroll down to the area labeled “Forwarding”  
Enter the email account where you wish to have your email forwarded. Determine if you want to keep a copy on the web. Remember you have 25GB of storage for mail, so if you choose to archive online, make sure you check periodically whether you are close to your limits!

## **Additional Support Services**

### **Student Information Center**

The Student Information Center (SIC) is an online gateway to information for students. To ensure a productive and beneficial educational experience at the University of Fairfax, students participate in an online orientation, before students begin their first courses. The SIC is presented within a familiar course structure as UOF101.

The SIC includes information on:

- the Canvas system and features commonly used in online courses,
- the academic integrity policy, and
- resources for students such as the catalog, student handbook and curriculum overviews.

In addition, students attend an online Orientation session which covers:

- expectations, guidelines, and requirements for students,
- policies, procedures and forms, and
- information on student support services and resources.

In preparation for this session, students complete a number of steps which are listed in the New Student Checklist, including the submission of an electronic copy of a government-issued photo identification which is used for student identity verification.

Through the SIC, students can also:

- download catalog, handbooks and forms;
- view the academic calendar;
- review upcoming schedules and syllabi; and
- access faculty, students and staff through e-mail.

### **Mobile Access**

Students who use smart phone technology may access certain portions of their courses such as discussion threads and *Gradebook* by downloading the Canvas Mobile application. Follow the directions for your phone provider to install the app then follow the instructions within Canvas Mobile. Application rates may apply.

### **Textbooks**

The Master Booklist which identifies required and optional textbooks for all courses is posted in the Student Information Center (SIC) in Canvas.

### **Help Desk**

For technical assistance, *Canvas* provides a 24-hour Help Desk which is available seven days a week at 833-741-0035.

### **Electronic Library and Research Resources**

The University of Fairfax maintains a virtual library that provides access to a variety of resources. Through an online internet portal within the *Canvas* system, these resources are available to students and faculty for conducting secondary research 24 hours a day, seven days a week. This portal provides access to:

ACM Digital Library

Directory of Open Access Journals

Education Resources Information Center (ERIC)

Government Enterprise Vendor Research Library

IBM Corporation Research & Development Journals

IEEE Publications

ISACA Information Systems Control Journal

Library and Information Resources Network (LIRN)

National Institute of Standards and Technology (NIST) Virtual Library

National Technical Information Service (NTIS)

Networked Digital Library of Theses and Dissertations (NDLTD)

### **Library Tutorials and Webinars**

The Online Librarians conduct tutorials using the *Zoom* system. The following is a list of tutorials which are held on a regularly scheduled basis:

- Orientation to the Library Portal
- Boolean Search Techniques
- Searching IEEE Periodicals
- Searching ACM Databases
- Using Resources in LIRN

## **Additional Doctoral Student Support**

### **Dissertation Bootcamp**

Doctoral students present their proposed research sites and topic areas at a *Dissertation Bootcamp* where they are given feedback by potential Dissertation Advisors.

### **Dissertation Handbook**

The *University of Fairfax Dissertation Handbook* has been developed as a resource to help guide doctoral students through the dissertation process, from identifying a feasible field research dissertation topic to producing a defensible dissertation.

### **Dissertation Project Plan**

To ensure that students make steady progress towards the completion of their dissertations, the University has developed the *Dissertation Project Plan* (DPP). This plan consists of a series of deliverables students produce while they are enrolled in research methods, research preparation and dissertation development courses.

## **TIPS FOR YOUR SUCCESS**

University of Fairfax programs are designed for self-directed, adult learners. The role of the faculty is to facilitate the learning process, and to mentor you to achieve your goals. However, as self-motivated professionals, you are responsible for your own progress.

The following are some pointers to help you succeed and gain as much as possible from your educational experience at the University.

### **Be Prepared**

- Order your books well in advance of the start of the session.
- Do the assigned reading described in the syllabus BEFORE participating in discussions.
- Review handouts, read case studies and slides posted in Document Sharing.
- Allocate an average of 4-8 hours per course per week to complete your course assignments.

### **Communicate**

- Tell us how you are doing.
- Ask for help when you need it!
- Request feedback often and early in each course from faculty, staff, classmates, and co-workers.
- Be sure friends and family are aware of your academic priorities and solicit their support to help you balance your life, work and school commitments.

### **Network**

- Get to know your classmates.
- Form study groups—each course has a chat room available 24/7 for student use!
- Get to know faculty members, and consult with them.
- Read the Faculty bios on the website at [www.ufairfax.edu](http://www.ufairfax.edu).

### **Be Active in the Learning Process**

- Participate, participate, and participate!
- Ask questions.
- Attend the Librarian's Online Tutorials.
- Share ideas.
- Draw examples from your professional experience.
- Apply what you learn to your job.

## ***FINANCIAL INFORMATION***

### **Tuition, Fees and Charges**

#### **Total Cost of the Program**

The total cost of the program is dependent upon the total credit hours attempted in order to successfully complete the required number of credit hours. Tuition for the 2019-2020 academic year will be billed in accordance to the charges listed by program per credit hour. Tuition may vary based on program of study. Tuition may increase in subsequent terms. For some programs, there are optional fees that are listed in the University catalog.

The University has the right to implement a change in the tuition and fees and charges below that are applicable to the student and the selected programs of study.

#### **Master's Programs**

Type	Program Description	Amount
Tuition	Master of Business Administration- MBA	Per Credit hour : \$369
	Master of Computer Science and Engineering- MCSE	Per Credit hour : \$400
	Master of Science in Cybersecurity Management- MSCSM	Per Credit hour : \$460
Transcript Fee	(No charge for first copy)	\$5
Returned Check/Declined Credit Card Fee	Fee is charged per occurrence	\$25
Textbook	The cost of books is estimated at \$100 per class.	

### **Doctoral Programs**

#### **Total Cost of the Program**

The total cost of the program is dependent upon the total credit hours attempted in order to successfully complete the required number of credit hours. Tuition for the 2019-20 academic year will be billed at \$895 per credit hour. Tuition may increase in subsequent terms. For some programs there are optional fees that are listed in the University catalog.

The University has the right to implement a change in the tuition and fees and charges below that are applicable to the student and the selected programs of study.

#### **Fees**

<i>Type</i>	<i>Description</i>	<i>Rate</i>
Application Fee	For all degree or certificate programs: A one-time fee payable at time of application.	\$75
Graduate Certificate Award	This fee is per certificate	\$200
Graduation Fee	This fee is reduced by \$150 for degree seekers who have earned multiple graduate certificates.*	\$400*



Tuition	Per credit hour (in-state, out-of-state, and international students).	\$895
Technology Fee	The Technology Fee helps to support access to the full suite of capabilities of the online learning platform. These include ClassLive Pro as well several repositories of information for students, including the Student Information Center (SIC), the Dissertation Center+ (DC) and the Graduation Center (GC). It is charged per course.	\$125
International Processing Fee (I-20)	a one-time, non-refundable fee, payable upon acceptance to the university (not applicable for students who study in their home country)	\$50
Matriculation Fee	For all new or change of status international students (those who are not U.S. citizens or resident aliens). A one-time, non-refundable fee payable within two weeks after receiving a student VISA that will be automatically disbursed at the beginning of the second term of maintaining continuous enrollment (not applicable for students who study in their home country).	\$250 - \$500 depending upon country of origin
Transfer Fee	A non-refundable fee for any international student transferring into or out of American National University	\$250
Transcript Fee	(No charge for first copy)	\$5
Returned Check/Declined Credit Card	Fee charged per occurrence	\$25 per occurrence
Textbook	The cost of books is estimated at \$100 per class	
Dissertation Quality Review	To ensure that all dissertations meet University standards, each dissertation must undergo a Quality Review, prior to defense. Doctoral candidates are charged a fee for each Quality Review	\$495

Beginning with the 2013 Summer Term, course session I (starting April 22, 2013), the application fee is waived for all Veterans.

**Effective March 1, 2019**, the Application fee of \$75 is waived for students who apply for admission to the University of Fairfax concurrently with the application for the English as a Second Language program at Oxford International Eurocentres.

## California Residents

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 non-collection 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."

# ***FINANCIAL POLICIES***

## **Add/Drop Period**

Students may add or drop a course during the Add/Drop Period which ends Saturday of Week 1 of the course session. Registered students who do not attend a course (as evidenced by course participation) by Saturday of Week 1 will be administratively dropped from the course.

Students with mitigating circumstances may submit an appeal to the DSS for re-entry into a course, no later than Wednesday of Week 2. The appeal will be granted or denied based on factors such as previous history of non-attendance, academic performance and the circumstances presented by the student.

## **Withdrawals**

Students who wish to withdraw from a course after the Add/Drop Period must notify the school by Saturday of Week 7 of the course. Simply ceasing to attend a course does not constitute a withdrawal. Students who withdraw from a course after Week 1 receive a grade of “W”.

Students must notify the school if they wish to withdraw from a program. Any outstanding balances at the time of program withdrawal require payment in full after refund calculation.

## **Refunds**

A student who cancels in any manner within five days of signing an Enrollment Agreement (referred to as a Cancellation Period) will receive a 100% refund of all monies paid, within thirty (30) days of notification.

Students who withdraw from a course after the Cancellation Period receive refunds on a percentage basis according to the student’s withdrawal date in relation to the most recent period of enrollment for which the student has paid. Any refunds due students will be received within 30 days of notification of drop/withdrawal as shown below:

<i>Date of Drop/Withdrawal</i>	<i>Refund Due</i>
<i>Prior to Week 1*</i>	<i>100%*</i>
<i>Week 1</i>	<i>100% *</i>
<i>Week 2</i>	<i>75% *</i>
<i>Week 3-4</i>	<i>50%*</i>
<i>Weeks 5-6</i>	<i>25% *</i>
<i>Week 7-8</i>	<i>0% *</i>

*\*Weeks are defined as Monday – Sunday.*

## Master Programs

### Example Refund Calculation:

Tuition for 1 Class	\$1,840
Student withdraws on day 11	75% refund due
Amount of Tuition Refunded	\$1,380

## Doctoral Programs

### Example Refund Calculation:

Tuition for 1 Class	\$2,685
Student withdraws on day 11	75% refund due
Amount of Tuition Refunded	\$2,013.75

## *FINANCIAL ASSISTANCE*

### Program and Lifetime Maximums

Students qualify for a maximum level of financial assistance based on program of study, merit, and/or financial need. The total amount awarded to a student may have multiple sources of financial assistance allocated against that maximum.

### Types of Financial Assistance

#### Governance Grant

The Governance Grant is available to the inaugural classes of the Doctorate of Business Administration program beginning January 7, 2019 and May 6, 2019; and the inaugural class of the Doctorate of Software Development program beginning May 6, 2019 and Sept. 2, 2019. Students who remain continually enrolled may receive a grant of \$1,500 per class for their first year of studies, up to a maximum of \$9,000 per student.

#### Crisis Grant

In order to assist transfer students from other educational institutions, the university from time to time may extend the **Crisis Grant** to students from institutions that have closed, or face imminent closure. Students from eligible institutions who transfer their studies during designated course sessions may receive, up to remaining need, up to \$75 per credit hour. The grant may be renewed in subsequent course sessions as long as the student remains continually enrolled, until completion of their academic program.

#### Veterans Benefits

Veterans and eligible persons who qualify for educational benefits under the Post 911/GI Bill® and other GI Bill® Chapters may be eligible for educational programs available at the University of Fairfax. Students who believe they are eligible should first contact their representative at the GI Bill offices or their Education Liaison/Officer on base, or visit the website ([www.gibill.va.gov](http://www.gibill.va.gov)) to obtain their Certificate of Eligibility. This document must be submitted to Student Services to initiate certification for funds.

#### Blue Ribbon Grant

The Blue Ribbon Grant is designed to recognize and assist veterans, active-duty military personnel, spouse and dependents by providing additional grant funds upon the exhaustion or

expiration of military education benefits to support the individual to enhance their educational benefits.

**Eligibility:** The University of Fairfax provides a grant of up to 35% of the total amount that is paid toward the direct cost of education on behalf of an individual qualified by the Veterans Administration under Chapter 30, 31, 33, 35, 1606, Military Tuition Assistance or State National Guard. (MYCAA recipients are not eligible)

**Application:** See Student Services for an application.

**Award:** Eligible students may accumulate up to a maximum of \$18,000 to extend or complete their programs of study, or assist a current spouse or qualified dependent at the University of Fairfax. Once earned the accumulated grant amount may be utilized to pay tuition and fees at University of Fairfax in any academic program or degree level including to fund an external certification that is associated with the students program of study. The grant funds must be used within 10 years of the last day of the term the Blue Ribbon Grant was earned.

The military student earning the grant may elect to transfer the earned grant to a current spouse or qualified dependent under the age of 30. In the event of such transfer, the grant will be considered earned, transferable, and payable toward the transferee spouse or qualified dependent's account following the completion of any term in which the military student's benefits are paid toward the transferor's tuition and fees.

### **University Transfer Scholarship**

The University Transfer Scholarship is designed to enhance collaboration between educational institutions and facilitate continued higher education for international students. It is available to students from Universities and Colleges or English as a Second Language programs within the United States with whom University of Fairfax has signed a Memorandum of Understanding and certain Program Agreements as needed (for academic institutions) and international F-1 students who transfer from United States institutions. The Program agreements may either relate to joint programs or to the acceptance of academic credits earned in certain other specific eligible programs.

**Initial Eligibility:** Each calendar year, international F-1 students who have met the following criteria may qualify for this scholarship.

- Be eligible to transfer from a United States University, College or English Language Program.
- Be in good standing with Department of Homeland Security and;
- Have met the requirements for admissions to an eligible program at University of Fairfax.

**Application Process:** The application process consists of the submission of the following to an International Admissions Officer:

- A completed University of Fairfax international student application and an Application fee

**Award:** Eligible students will be awarded \$350 per course for each degree level –Masters and Doctorate. Scholarship payments are applied directly to students’ tuition and fee charges on their student accounts.

**Continued Eligibility at University of Fairfax:** Continued eligibility (from term to term and level to level), is contingent on students’ continuous enrollment at the university. However, students who have had an interruption in their attendance due to a return to their home country for Visa purposes or health issues may have the requirement for continuous enrollment waived and be eligible to receive the remainder of their award. Such students should discuss their situations with their Dean who will forward the information to the Executive Vice President of Operations who will make the final determination of eligibility.

The certification of receipt of the University Transfer Scholarship will be based upon the date that the application for admission is received by an International Admissions Officer. The award year for the scholarship is defined as July 1st to June 30th. The total amount of funds allocated by University of Fairfax for the scholarship is \$350,000 each award year. The availability of the scholarship will be evaluated at the end of each calendar year.

This scholarship cannot be combined with any other grants or scholarships.

### **Military Spouse Career Advancement Accounts (MyCAA)**

The University has met Department of Defense (DoD) eligibility requirements to participate in the *MyCAA Financial Assistance Program*. This program provides up to \$6000 in financial assistance to military spouses who are pursuing degree programs leading to employment in portable career fields. Spouses of Active Duty members of the DoD and activated members of the National Guard and Reserve Components are eligible. Eligible spouses can establish a *MyCAA* account by visiting <https://aiportal.acc.af.mil/mycaa/>.

### **Advance Payment Option**

Any student who pays charges of \$100 or more for tuition, fees, books, or supplies by cash (or credit card) on or before the first day of the session will receive a 5% discount on that portion of the charges paid by cash.

### **Tuition Payment Plan**

The University makes available a Tuition Payment Plan to its students. Students choosing to enroll in this voluntary program will make four (4) payments, one every 2 weeks. The amount of each payment is dependent on the total amount to be paid each session, which will be divided by four (4) and paid in equal installments. The first will occur on or before the first day of the 8-week session. A processing charge of \$10 will be assessed for each payment. Students who choose to enroll in the payment plan will complete and sign a Tuition Payment Plan Agreement.

### **Employer Tuition Reimbursement/ Direct Billing**

Many employers reimburse their employees for tuition. Students should contact their supervisor or employee benefits office to determine if tuition reimbursement is available. For those students whose companies finance their education, a direct billing arrangement between the employer and the University may be arranged with approval prior to the start of the first session.

## **Fellowships**

As part of American National University's commitment to support the continuing growth and development of the University of Fairfax, it has established and funded the following grants and fellowships to be awarded to eligible students of the University of Fairfax.

### **Information Security Certification Fellowship**

The University has established an Information Security Certification Fellowship Fund for degree-seeking applicants who hold selected, recognized information security certifications such as CISSP, CISM, and CISA. This Fellowship serves to encourage information security professionals to advance their careers in order to increase the security of public and private information systems. Only active certifications held prior to enrollment in a University of Fairfax degree program are eligible for consideration. Students must remain in good academic standing and meet financial obligations to the University in order to continue to receive Fellowship disbursements.

### **FISMA Fellowship**

The University has established the FISMA Fellowship Fund to support research that is needed to improve FISMA compliance. Preference is given to individuals who demonstrate a capability and motivation to undertake FISMA compliance-related projects. FISMA Fellowship awards are based on merit and/or need. Students must remain in good academic standing and meet financial obligations to the University in order to continue to receive fellowship disbursements.

### **Cyber Policy Fellowship**

To support and encourage cybersecurity professionals to address cybersecurity policy level challenges, the University has established the Cybersecurity Policy Tuition Fellowship. This fellowship is awarded to qualified and motivated students who wish to address cybersecurity challenges and advance their cybersecurity careers. Students must remain in good academic standing and meet financial obligations to the University in order to continue to receive disbursements each session towards their tuition.

### **Cybersecurity Crisis Fellowship**

In recognition of the persistent global cyber security crisis, the Cybersecurity Crisis Fellowship has been established to help prepare future professionals in their efforts to protect business and government data systems.

## **Educational Loans**

The University has arranged for educational loans to be made available to students from:

### **Sallie Mae**

Sallie Mae offers graduate students educational loans. To obtain an application, go to: [www.salliemae.com](http://www.salliemae.com) and click on *Sallie Mae Smart Option Student Loan* or call 888.2.SALLIE (725543).

### **Institutional Financing**

The University offers institutionally supported loans and payment plans for students based on merit and/or need. To obtain an application, email Student Services at [studentservices@ufairfax.edu](mailto:studentservices@ufairfax.edu).



## ***ATTENDING AN ONLINE OR HYBRID PROGRAM***

### **Programs of Study**

The DSS creates an individual Program of Study (POS) for each student which reflects the planned schedule of courses to meet degree requirements. Programs of Study are reviewed and updated at least once a year and whenever circumstances occur which necessitate revisions to the original POS.

### **Faculty Availability**

University of Fairfax faculty members are available to students through:

- weekly chat rooms as noted in the syllabus;
- scheduled *SyncSessions* as noted in the syllabus;
- *OpenForum* discussion boards within *Canvas* courses;
- e-mail (preferred for individual questions); and
- phone (if applicable).

University of Fairfax faculty members make every attempt to:

- return phone calls within 24 hours;
- respond to emails within 48 hours;
- post feedback for “progressive” assignments (those upon which a subsequent assignment relies) within 5 days of assignment submission (provided it is submitted on time); and
- post grades for assignments no later than the deadline for the next assignment.

### **Submission of Course Work**

Students must submit deliverables for grading via the *Canvas system* prior to the end of each course session. However, should you need to submit work after that time period has elapsed (to resolve a grade of Incomplete) you have access to the course shell for a period of four weeks after the last day of the course. In this situation, you need to request approval no later than week seven for an Incomplete from the President, as outlined in the course. A course deliverable submitted to fulfill the requirements of one course may not be submitted to fulfill the requirements of any other course.

### **Course Delivery**

In order to maximize student learning, the University incorporates both synchronous and asynchronous modes of interaction among course participants and between faculty and students.

### **Asynchronous Discussion Threads**

In contrast to the spontaneity of real-time interaction, asynchronous discussion threads permit students to express more thoughtful responses to discussion questions. An essential skill for a professional is the ability to communicate clearly and concisely in writing. For this reason, online participation in discussions is an essential component of the learning experience in each course. Regularly expressing your thoughts on the course topics also sharpens your mastery of the subject matter. In addition to answering the discussion questions you should

respond to the responses posted by your colleagues and reply to their comments on yours. Your comments must be substantial and must demonstrate thought and analysis. For example, you should not merely agree with another student's point of view.

### **SyncSessions™**

*SyncSessions* provide a forum for collaborative learning by enabling “real time” interaction between faculty and students. For core, specialization and elective courses *SyncSessions* are normally scheduled on alternating Saturdays during each session. If, for any reason, you are unable to hold a scheduled *SyncSession*, you must notify your professor in order to arrange a “make-up” session. For dissertation courses, advisors schedule individual *SyncSessions*.

These sessions utilize the whiteboard feature and VoIP capabilities of the *Zoom* system. *Zoom* session links are provided in the Canvas course shell by the instructor.

In order to participate in the whiteboard session, you must be at a computer. To participate in the audio portion of the *SyncSession*, your computer will need to be configured with a microphone and/or headset. If you do not have a microphone or headset, you may still participate in the *SyncSession* but will need to use the message window (located in the middle left side of the whiteboard window) to type your questions and comments.

The instructions below are posted in your course shell and also in the Student Information Center. They will help you to ensure that your computer is configured properly and you are ready to participate in the *SyncSession*. You should ensure this is completed prior to the first *SyncSession* - do not wait until the start of the call, or you will interrupt the class flow!

### **Online Chat Rooms**

For non-dissertation courses, an optional one-hour Chat Room is scheduled once each week, in the evening to accommodate students' work schedules. Generally, these sessions are held after 8 pm ET to enable the participation of students in other time zones. Students may utilize chat sessions to solicit feedback on course deliverables, and to explore specific topics of the course. Chat room sessions are not graded and may be used as “make up sessions” if pre-approved by your professor for a missed *SyncSession* as a result of work or travel obligations.

### **Late Assignment Policy**

The University of Fairfax requires students to be in attendance in class and online regularly. Every course has set due dates established to move the student through the course at a consistent pace. Turning in work late is discouraged. Assignments that are one day late will be assessed a 10% late penalty. Each additional day 5% will be deducted. Example, if work is 5 days late the first day will count as 10%. The 4 additional days will account for an additional 20% for a total deduction of 30%,

Discussions are interactive; therefore late work is not accepted and the discussions must be posted before the assigned week ends. Also quiz and test answers are shared once the quiz/test closes, so late quizzes and tests are also not allowed and must be taken in the assigned week. A missed quiz or test due to lateness will receive a “0” grade. In addition, only one late assignment may be submitted in week 8 and no work is accepted after week 8 concludes.

## Grading of Deliverables

Each graded component within your course has been allocated a specified number of points based on the overall achievement of 100 points for the course. Faculty use qualitative guidelines when assessing your work and assigning points.

## Discussion Threads

The table below is the grading rubric utilized by faculty when assigning points for participation in discussion threads:

Criteria	Excellent (A, A-)	Good (B+, B, B-)	Fair (C+, C)	Unsatisfactory (F)
Contributions to Course Room Discussion	5-6 postings for each topic, well distributed throughout the 2-week module; keeps discussion focused on the topic.	4-5 postings for each topic, distributed throughout the 2-week module; stays on topic for the most part.	3-4 postings somewhat distributed throughout the 2-week module; wanders from topic.	Fewer than 3 postings not distributed throughout the 2-week module; doesn't address topic.
Synthesis and Integration of Assigned Reading	High degree of integration & synthesis of reading material; demonstrates a high degree of critical thinking; good responses supported by examples; responds to all questions effectively.	Some degree of integration & synthesis of reading material; demonstrates some critical thinking; adequate responses with a few examples; responds to some questions effectively.	Limited degree of integration & synthesis of reading material; limited demonstration of critical thinking; limited responses with no examples; responds to a few questions effectively.	No integration & synthesis of reading material; no demonstration of critical thinking; poor responses with no examples; does not respond to questions effectively.
Language and Argument	Proper language, grammar, and spelling used at all times; responses are consistently clear, concise and compelling.	Proper language but some errors in spelling and/or grammar; responses are generally clear, concise and compelling.	Some problems with both the use of proper language, spelling and/or grammar; responses are often unclear, not concise, and not particularly compelling.	Improper language, grammar, and spelling; responses are not clear, not concise, and not compelling.

## **Written Assignments**

Written work is evaluated on content as well as quality of the writing. UoF has adopted the APA format (*Publication Manual of the American Psychological Association, 6<sup>th</sup> ed.*) for in-text and reference citations made in research papers.

Grading of written assignments will take into account the elements listed below. The weighting for *Style and Mechanics* will not exceed 15% of the grade. Faculty members use the following grading rubric when assessing written work:

### ***Content and Organization:***

#### **Content:**

- Key elements of assignment followed
- Content is comprehensive and accurate
- Writer displays an understanding of relevant theory
- Conclusions supported by facts/figures
- Research is adequate and timely
- Writer has gone beyond textbook for resources

#### **Content Development:**

- Writer illustrates subject with real world examples
- Writer analyzes and interprets facts rather than just quoting them

#### **Organization and Structure:**

- Introduction provides a background and explains purpose of paper
- Structure is clear, logical and easy to follow
- Conclusions/Recommendation follow logically from the information presented

### ***Style and Mechanics***

#### **Format:**

- Citation / references follow APA guidelines
- Paper is laid out effectively with sections and headings
- Paper is neat and shows attention to detail

#### **Grammar/Punctuation/Spelling:**

- Rules of grammar, usage, and punctuation are followed
- Spelling is correct

#### **Readability/Style:**

- Sentences are complete, clear and concise
- Sentences are well-constructed with consistently strong, varied structure
- Transition between sentences/paragraphs/sections help maintain the flow of thought
- Words are precise and unambiguous
- Acronyms are defined
- Tone is appropriate for target audience

The table below shows guidelines utilized by professors when assessing quality and assigning points for written assignments:

Quality	For work that, in your professional judgment, ...
Excellent (A, A-)	is at the highest level of performance demonstrates thorough mastery of virtually all required tasks shows consistent ability to think flexibly and adaptively in applying concepts and skills to the definition and solution of new, non-routine, and highly complex problems
Good (B+, B, B-)	is consistently at a high level demonstrates substantial mastery of the majority of required tasks shows ability most of the time to think flexibly and adaptively in applying concepts and skills to the definition and solution of new, non-routine, and highly complex problems
Fair (C+, C)	is competent most of the time demonstrates satisfactory mastery of the essential required tasks shows ability some of the time to think flexibly and adaptively in applying concepts and skills to the definition and solution of new, non-routine, and highly complex problems
Unsatisfactory (F)	is not at a minimally competent level does not demonstrate mastery of the minimal essential required tasks shows inability to demonstrate higher-level thinking. The person responsible has not shown the ability to carry out well-defined tasks at the routine level, even with clear instructions.

## Canvas Learning Management Platform

University of Fairfax online courses are delivered through the *Canvas* learning management platform. Faculty and students find *Canvas* to be a user-friendly, easy- to-navigate interface that serves as a repository for course information, assignments and discussions. In *Canvas* each course has a web page known as a *course shell*.

By accessing the *course shell*, you may:

- review syllabi, reading lists, class schedules, and deliverable assignments
- obtain copies of class presentations, handouts and notes
- check out related web sites listed in the *Webliography*;
- email your professor and fellow students
- chat with other students and
- submit on-line assignments.

## Canvas Access IDs

Prior to Orientation, you will be assigned an ID to access *Canvas* Your access ID is your Student email address which takes the form: xxxxxxx@students.ufairfax.edu. A temporary password is assigned at this time. This ID will remain open while you are a student in good standing, or until you have graduated from your program. When you receive this access ID, you will be instructed to log in to *Canvas* at: <https://fairfax.instructure.com/login/canvas>

The first screen you will see upon logging in will be your Dashboard. The Dashboard helps you see what is happening in all your current courses.

The first action you should take is to change your password. To do this, log in to the *Canvas* system. In Global Navigation, click the Account link, then click the Settings link, finally click on Edit Settings. Click the Change Password check box to create a new password. Type your old password in the Old Password field. Type your new password in the New Password field. Type your new password again in the Confirm Password field. Click the Update Settings button.

## **Engaging in Courses**

Participation in threaded discussions is required and is a graded component in the calculation of the grades in core and specialization courses. Student participation in the “threads” is evaluated not only on quantity and frequency, but also and--perhaps even more importantly--on quality.

It is expected that students “attend” class regularly by logging into the course shell and participating in the online activities at least three times each week on different days. For every two week module students are required to participate in the discussion and analysis of two topics posted specifically for that module. Discussions are “locked” at the conclusion of each two- week module, and grades are assigned for participation during that module. There are no “make up” assignments for missing discussions. All posting to threaded discussions must be done within the course session; postings are not accepted for grading after the end of the course.

Attendance at SyncSessions is also required. If a student has a conflict with a scheduled session, the student must contact the instructor prior to the session to arrange an alternate assignment. Failure to do so is considered an unexcused absence and will result in zero points for participation for that SyncSession.

Although attendance in chat room sessions is not required, it is strongly encouraged. These weekly meetings give you an opportunity to interact with your instructor and provide a forum for you to ask questions about assignments, lecture points, or other course expectations

## **Canvas Features**

The *Canvas* learning management platform is a robust online environment which has many capabilities to enhance the educational experiences of our students. As a student, it is incumbent on you to become familiar with *Canvas* and the course structure that has been adopted by the University.

### **Course Shell**

The *course shell* is essentially the course website set up on the *Canvas* platform. The University has established a uniform format for course content within each course shell. When you are enrolled in a course a link to the course shell will appear in the appropriate course session under *Course Listings*.

By accessing the course shell you may:

- review syllabi, reading lists, class schedules, and deliverable assignments
- obtain copies of lecture slides, handouts and notes
- post related web sites in the *Webliography*
- e-mail your professor and other students in the course
- participate in chat sessions and *SyncSessions*
- participate in threaded discussion topics
- submit required assignments.

The configuration of the *course shell* utilizes two primary navigation areas for access to course components: a left-hand navigation bar for accessing course content and a navigation bar in the upper portion of the window for accessing *Course Tools*.

### **Course Content**

Within the course shell, course content is accessible by navigating along the left side column of item links. Under the *Course Home*, you will find the syllabus, along with schedules for *SyncSessions*, weekly chat sessions, and required deliverables. Below the *Course Home* area, you will see a tab for the four (two-week) modules in each course.

By clicking on a Module tab, you will see a short summary of the assignments and activities which have been scheduled for that two-week period. Under the tab, you will find links to items such as the discussion threads, lecture slides, assignments, and the *OpenForum*.

Please note many of the links in the left navigation bar are "View Only". Often a PDF version of a document will be available from the link. Otherwise, PDF or Word versions of documents are available in the Document Sharing area of the course.

### **Gradebook**

The *Gradebook* provides a record of points awarded for all course assignments against the assigned point scale. It is in this area where you can review your grades and receive feedback on graded components of the course, enabling you to gauge your performance on an ongoing basis. While assignments submitted through the *dropbox* may be retrieved through the *dropbox* for grading, grades for assignments such as discussion thread postings are only available through the *Gradebook*. Your professor may post feedback and attach graded assignments for return to you through the *Gradebook*. To view a returned item, click on the points that are shown for the assignment. A pop-up window will display your grade and the feedback your professor has provided.

### **eMail**

When public forums such as the discussion threads or the *OpenForum* are not appropriate, email is a primary means of communication between you and your professor. By utilizing the course-based email area, under the *Course Tools*, you have access to sending email to the professor and classmates without having to remember their specific email accounts.

### **Webliography**

The *Webliography* is a feature which enables your professor to provide links to websites where you might find course relevant materials, such as white papers, articles or blogs. It is

also strongly encouraged that you post listings to the *Webliography* which you believe are relevant and useful to other students.

### **Document Sharing**

In the Course Tools navigation tabs you will find a link to the Document Sharing Area. This area is for public exchange of documents. You will find your course syllabus, other course materials and assignment templates within this area. At the top of the *DocSharing* area is a pull down list of document category areas. In many courses, multiple categories have been created to store course related materials. Be sure to check these areas for handouts or related reading materials.

Students may exchange materials within *DocSharing* under *Student Exchange*. In most situations, students are allowed to exchange materials for educational purposes under "fair use" regulations. However, you must remember to respect copyright limitations of documents and not to post materials that require royalties or other licensing fees to be paid. This area will be reviewed and monitored by your professor and the school.

### **Dropbox**

The *Dropbox* is where you submit written deliverables. It provides a record of all assignments submitted for the course and is a necessary component of any grade review request.

Once you have posted an assignment, your professor will have access to it for grading or review. You can continue to submit revisions of an assignment to the same *Dropbox*. Your professor will be viewing the most recent submission first. Once the assignment has been reviewed and graded, the assignment will be returned to you in your Inbox.

Please be sure to pay attention to which Dropbox you submit assignments to – it is not expected that professors search all Dropboxes to locate an assignment!

Please note, the system does not alert your professor when assignments are posted, so if you have submitted something after the due date, your professor will not be aware that the assignment exists unless you notify your instructor. You are **NOT** to email late assignments to your professor. Professors are not required to grade assignments that are emailed to them, nor are they expected to grade assignments prior to the due date if they have been submitted early.

## **Features Which Support Interaction**

### **Collaborate**

The goal of the *SyncSessions* is to facilitate a real-time exchange between students and professors. Your professor will facilitate four SyncSessions on alternating Saturdays during the eight week course session. SyncSessions are conducted through the use of a meeting web-based application called Zoom. Your instructor will provide details as to how you will access a Zoom meeting. Instructions on how to configure your microphone/headset for participation in the SyncSessions is found in your course shell under the module labeled "*Participating in Discussions*". To become familiar with this feature, please view the detailed information provided in the module within each course shell titled *Accessing SyncSessions*.



### **Asynchronous Discussion Threads**

The threaded discussions explore the essence of the assigned readings, relate the material to student experience and consider related current developments in the field. You are expected to participate with questions, comments and insights from your own experience. For each two-week module, there are two discussion topics. You must participate in both topic discussions in each module in order to achieve the maximum grade for the course.

In addition to the graded discussion topics, each module contains a discussion thread called the *OpenForum* which is not graded. In this area, you are encouraged to post questions related to the course, seek advice or form study groups. Your professor is expected to monitor this discussion area and respond when students seek input from you.

Because the discussion threads are the primary means of online participation, it is critical that you post several times each week. It is recommended that you establish a practice of posting to the discussions at least every other day to meet the *minimum of three times each week for each discussion topic*.

### **Chat Rooms**

The Chat Room capability available in *Canvas* is a synchronous communication tool that allows your professor to hold “Office Hours” at a prescribed time each week. Each chat that takes place is automatically archived and can be viewed after the session by those who could not attend. In a Chat Room, each participant’s name is listed alongside the message that is posted. Participants may send each other private messages. If a participant enters a URL as part of the message, all participants can click on the URL and a new browser window will open and the entire group can view the website.

# ***COURSE DESCRIPTIONS***

## **Core Courses**

### **Doctorate of Business Administration**

#### **DBA8150 Information, Organization & Strategy**

Students will learn how Organizational Development is an applied field of change that uses behavioral science knowledge to increase the capacity for change, and to improve the functioning and performance of organizations. By understanding information, organization, and strategy, the student will learn that OD is more than change management. It is about learning and improving ways that make individuals, groups, organizations, and ultimately the world better off and more capable of managing change in the future. The students will engage into testable ideas and practices about how social and technical systems can coexist to produce individual satisfaction and sustainable organizational results. The relevance and suggestion of OD being incorporated using strategic perspectives are also discussed. (3 credits)

#### **DBA8350 Sociology of Corporate Culture**

In this course, students will learn how the study of culture, social customs, family structure, and cultural conditions affect the market climate and corporate culture. This course also will introduce students to the theoretical concepts of ethnography as an effective research tool to assess organizational infrastructures for cultural effectiveness and sensitivity. Research examples will be reviewed so that students can learn how to analyze research results for marketing effectiveness and sensitivity. (3 credits)

#### **DBA8450 Managing, Organizing and Negotiating for Value**

This course will teach students how to effectively negotiate business interactions and to understand when it is an appropriate tool to use. The course will address standard theories of negotiation and allow students to practice through simulated situations. Students will be taught how to recognize and apply strategic tactics for distributive bargaining, integrative negotiations, and multiparty negotiations. This course will also address special challenges in international negotiations. (3 credits)

#### **DBA8900 Project Management**

In this course, students utilize PMI's Project Management Body of Knowledge (PMBOK) as a framework, to apply project management concepts in the business arena. Students will learn how to develop project plans which incorporate the technical and behavioral characteristics of high performance teams. (3 credits)

#### **MGT8200 Human Resource Management**

Students will learn fundamental human resources management terminology and concepts. This course will challenge students to use critical thinking to demonstrate an understanding of the concepts. Students will learn accepted practices and theories in managing personnel effectively, accountability issues in making personnel decisions, financial aspects of human resources management, and emerging human resources trends in a technologically savvy market. (3 credits)

#### **MB6900 Organizational Management**

Students taking this course will analyze organizations and the methods that management used to plan, organize, staff, and address past or current management issues affecting businesses. This course will provide an advanced understanding of organizational behavior, organizational theory, and management practices that business leaders require in order to effectively manage an organization. (3 credits)

#### **ACC6100 Financial Reporting**

Students taking this course will develop an understanding of the issues involved in the development of financial accounting information. Emphasis will be placed on current issues facing financial reporting and the potential impact of these issues on the business entity. (3 credits)

#### **ACC6500 Accounting and Multinational Enterprises**

This course presents international accounting within the context of managing multinational enterprises, focusing on business strategies and how accounting applies to these strategies. Students will have the opportunity to learn about international accounting topics such as: foreign currency transactions, analysis of foreign financial statements, foreign taxation and multinational systems of control. Students will examine the key factors that influence accounting standards and practices in different countries, and how those factors impact the convergence

of standards worldwide. Particular emphasis is given to culture and its unique contribution to accounting standards and practices worldwide. The course focuses on the needs of users of financial and accounting information across borders with the aim of enhancing their understanding of how to use information and make more informed decisions in an increasingly complex and dynamic international business environment. (3 credits)

### **Doctorate of Software Development**

#### **DS7000 Database Management & Implementation**

(Prerequisite: RM8500) In this course, students will explore Database Concepts, Advanced Design and Implementation, Data modeling and the importance of Data models. This course also includes Best Practices in database design and management as well as usage of data specifications. (3 credits)

#### **DS7100 Advanced Operating Systems**

(Prerequisite: RM8500) In this course, students will examine the use of operating systems, their impact of improving areas such as memory management, process scheduling, file systems, and device drivers. This course will also examine the techniques and technologies of non-distributed operating systems that benefit researcher, academicians, and practitioners. (3 credits)

#### **DS7200 Software Engineering & Development**

(Prerequisite: RM8500) In this course, students will explore Software Engineering techniques and deepen their understanding of high-level languages and systems programming. Some of the principles discussed include abstraction, algorithms, data structures, and web development. Students will also apply the methods and techniques for creating software systems using the best practices in modeling, architecture, process analysis, design, and object-orientated design patterns. This course will provide students with the principles and concepts involved in the analysis and design of large software systems. (3 credits)

#### **DS7300 Software Architecture & Design**

(Prerequisite: RM8500) In this course, provides students with an advanced understanding of software development with an emphasis on architecture and design, and how this relates to programming and implementation. Students will explore advanced object oriented concepts and the relationship between design in UML (Unified Modelling Language) and its expression in code and how this is supported by modelling tools and development platforms; parallelism using multi-threading, and first principles client server architecture using socket communications and basic protocols. (3 credits)

#### **DS7400 Software Comprehension and Maintenance**

(Prerequisite: RM8500) In this course, students will examine topics related to maintaining large-scale software systems. Students will also investigate Database Systems, Networks, Cloud Computing, Electronic Commerce and Enterprise Systems. Some of the advanced features of this course will examine Knowledge Management and Specialized Information Systems. Finally, this course will examine Legal, Ethical, and Social Issues associated with Information Systems. (3 credits)

#### **DS7500 Problem Solving and Programming for the Research Practitioner**

(Prerequisite: RM8500) In this course, students will be introduced to computer programming in a contemporary language. Algorithm development, refinement, and problem solving approaches. Data types and control structures. Program debugging and testing. Interactive input/output. Single and multi-dimensional arrays. Simple sorting and searching algorithms. Introduction to classes, objects, and object-oriented programming. (3 credits)

#### **DS7600 Big Data and Analytical Research**

(Prerequisite: RM8500) In this course students will learn Advanced Data Analysis techniques which are oftentimes associated with Data Mining. Students will evaluate various optimization and simulation models in an effort to determine which models are best suited for various markets. Students will conduct extensive analysis to determine relationships among variables within various environmental settings. (3 credits)

#### **DS7700 Concurrent and Distributed Systems**

(Prerequisite: RM8500) This course is designed to introduce students to concurrency control and distribution concepts and their implications for system design and implementation. Therefore, this course will provide an overview of properties of distributed and concurrent systems, software system structure, occurrence of concurrency in systems, concurrency control, and recovery methods. (3 credits)

## **Master of Business Administration**

### **MB5200 Leadership and Business Communication**

This course is designed to help students to develop oral and written communication skills that can be used in a variety of organizational settings. Course work includes communications networks, oral presentations of technical material, and decision making, problem solving, and agenda-setting in small groups. Students will also evaluate leadership theories and will obtain the necessary skills to become better leaders. (3 credits)

### **MB5300 Financial Management**

This course introduces students to the fundamentals of valuation, financial forecasting, risk and return analysis, cost of capital, debt policy, and project evaluation. (3 credits)

### **MB5400 Developing Human Resources**

Students taking this course will examine aspects of strategic management, workforce planning and employment, employee training and development, and risk management. Emphasis will be placed on the creation of practical development plans, and workforce need analysis. (3 credits)

### **MB5700 Business Information Systems**

Students taking this course will learn how managers can apply Information Technology to integrate data in business activities to solve management problems, increase productivity, facilitate decision-making, and find new opportunities for their organizations. (3 credits)

### **MB6500 Legal Environment of Business**

Students taking this course will examine the legal environment of business in view of statutory provisions and administrative regulations that affect various forms of business organizations. This course also includes an in-depth discussion of business ethics. (3 credits)

### **MB6600 Data Governance**

This course will explore key data analysis techniques, analysis, storage, and usage of big data. Students will examine how an organization makes information technology investment decisions, implements new assets, assesses risk, develops services, and measures its own performance. (3 credits)

### **MB7500 Operations Management (Capstone)**

(Prereq: All coursework must be completed before taking this class) This course teaches students how operations management contributes to the overall success of an organization. The emphasis will be on the operations management tools and concepts developed within the operations functions, which assist in all of the other functional areas within an organization. (3 credits)

## **Computer Science and Engineering**

### **CS6500 Computer Networking and Telecommunications**

This course is designed to help students with an understanding of various methods of networking and telecommunications. The course will start with a basic foundation of networking. Topics to be covered include signal generation and analysis at the physical layer, Ethernet and WLAN performance, IP addressing and management, IP router generation, TCP connection control, and packet filtering. While the main focus of this course covers various methods of networking and telecommunications, software tools and techniques will also be examined. (3 credits)

### **CS6600 Distributed Systems**

This course is designed to help students to understand distributed system application in today's business environment. Topics covered include peer-to-peer sharing, collaborative computing, interactive services, and distributed computing. Students will also learn the underlying principles associated with distributed systems. These principles include processes, communication, security, fault tolerance, synchronization, and naming conventions. By the end of this course, students will have a fundamental understanding of distributed computing and will have the understanding necessary to develop distributed systems and applications. (3 credits)

### **CS6700 Cloud Computing**

This course is designed to provide students with an understanding of the concepts of Cloud computing and its capabilities. The capabilities covered include Cloud service model infrastructures such as Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), and Business Process as a Service (BPaaS). This course will also include the security aspects of Cloud computing and the associated challenges. Configuration and implementation of IaaS services will also be discussed in this course. *(3 credits)*

### **CS6800 Big Data and Analytics**

Big Data Analytics provides an introduction to business intelligence and analytics. Big Data Analytics include the use of data, statistical and quantitative analysis and evidence-based methods to inform business decisions. This course is designed to help students gain an understanding of Big Data Analytics. Students will learn how to deploy Big Data applications in both a desktop and business setting. Some of the concepts discussed include Big Data Storage, processing, analysis, visualization, and applications. Students will also explore social and security issues associated with Big Data. *(3 credits)*

### **CS6900 Capstone in Computer Science Engineering**

(Prerequisite: Must be taken in last term and all other courses completed) This course teaches students how proper application of Information technology enhances the overall operations of an organization and contributes to the overall success of the organization. The emphasis will be on the deployment of tools, applications, functions, and theories associated within the computer science discipline for the purpose of enhanced organization effectiveness. *(3 credits)*

### **SD6000 Database Design & Management**

In this course, students will explore database design, development, data warehousing, and the usage of data specification. Students will explore how to generate, patch, and reverse engineer databases utilizing the Entity Relationship Diagram (ERD). This course also includes Best Practices in database design and management as well as usage of data specifications. *(3 credits)*

### **SD6100 Operating Systems**

In this course, students will explore computer architecture and various operating systems. Students will explore processing, storage, networking, monitoring, and the inner workings of how operating systems are configured and communicate with other computers and server-based system. *(3 credits)*

### **SD6300 Software Engineering**

In this course, students will learn how to apply the best practices for large-scale software system engineering, including information security, user interface, architectural design, system models, verification, and validation. Students will strengthen their technique and deepen their understanding of high-level languages and system programming. *(3 credits)*

## **Cybersecurity Courses**

### **IA7000 Security in the Digital Age**

In this course, students explore the eight domains of the (ISC)<sup>2</sup> Certified Information Systems Security Professional (CISSP) Common Body of Knowledge (CBK) in information security as a framework to critically analyze security awareness issues and to evaluate best practices in implementing security systems within the enterprise *(3 credits)*

### **IA7020 Information Security Systems and Organizational Awareness**

In this course, students will explore a set of core IS principles that will prepare students to function more efficiently and effectively as workers, managers, decision makers, and organizational leaders. This course will provide insights into challenges and changing roles of the IS professional so that students can better appreciate the role of this key individual. *(3 credits)*

### **IA7030 Legal and Ethical Practices in Information Security**

In this course, students will explore ethical business decision making as a related to the use of technology by evaluating information security case studies and produce real-life deliverables *(3 credits)*

**IA7040 Information Security and Organizational Change**

In this course, students analyze the principles of change management as they apply to the requirements and regulations of information security. Students evaluate the factors which affect corporate decision-making when implementing security programs and the ability of the manager to translate corporate needs into information security projects. (3 credits)

**IA7401 Ethical Hacking**

In this course, students will explore ethical hacking concepts. This course will provide insight into the legal aspect of ethical hacking as well as TCP/IP protocol, malicious software, footprinting, port scanning, programming concepts, embedded operating systems, and cryptography (3 credits)

**IA7402 Information Security Management**

In this course, students explore the five domains of the Certified Information Security Manager (CISM). This framework will include areas in information security governance, risk management, program development, program management, and incident management and response. (3 credits)

**IA8010 Business and Security Risk Analysis**

This course provides students with an overview of risk management principles. Methods to identify, quantify, and qualify internal and external risks to the organization are examined. Students apply these principles and methods to the current business and risk environment. (3 credits)

**IA8020 Security Policies, Standards and Procedures**

It is critical that IT Professionals understand the underlying fundamentals of Cybersecurity. Therefore, taking an investigative approach to the development of Security Policies, Standards and Procedures, students will gain an deeper understanding of how forensics can aid in the development of Security Policies, Standards and Procedures in addressing business and technical risks. (3 credits)

**IA8030 Design, Development and Evaluation of Security Controls**

In this course, students transform high-level policies and procedures into quantifiable and measurable controls and mechanisms that enforce data and process integrity, availability and confidentiality. (3 credits)

**IA8050 Security Risk and Vulnerability Assessment**

In this course, students explore advanced techniques and tools for identifying and categorizing vulnerabilities which allow penetration of networked systems and environments. (3 credits)

**IA8060 Intrusion Detection, Attacks and Countermeasures**

In this course, students examine common attack methods, technologies and countermeasures. Students also gain skills needed to recognize various stages and methods of attack on the enterprise. (3 credits)

**IA8070 Design and Development of Security Architectures**

In this course, students evaluate the principles, attributes and processes used in designing and deploying a comprehensive and resilient layered security architecture that supports the business and technical objectives of the enterprise. (3 credits)

**IA8080 Security Solution Implementation**

In this course, students compare, contrast, and evaluate contemporary practices in the implementation of security solutions. (3 credits)

**IA8125 Information Security Policy Planning and Analysis**

In this course, students develop information assurance policies and deployment plans as part of the comprehensive strategic plan and operational objectives for the enterprise. (3 credits)

**IA8190 Forensic Evaluation and Incident Response Management**

In this course, students explore the essentials of electronic discovery and analyze issues related to cyber evidence. Using this evidence, students identify and analyze the nature of security incidents, the source of potential threats and the methods used in incident management and mitigation. Students also analyze the

technical and business issues which affect the actions of the enterprise in responding to a security incident. (3 credits)

#### **PM8100 Information Security Project Management**

In this course, students utilize PMI's Project Management Body of Knowledge (PMBOK) as a framework to apply project management concepts in the information security arena. Each student develops a project plan for a security assessment which incorporates the technical and behavioral characteristics of high performance teams. (3 credits)

### **Specialization/Elective Courses**

#### **IA8021 Cloud Cybersecurity**

In this course students will research and analyze virtualization technology needed in today's rapidly changing IT workplace. The course will focus on virtualization in software-defined data centers. Students learn to build virtual networks, implement high-availability clusters, enhance performance and security, and manage the virtual data center. (3 credits)

#### **IA8031 Cybersecurity Insurance**

In this course students will explore advanced security techniques and procedures to effectively secure data network through the use of Cryptography and System Security. Additional areas of research will expand into wireless networks, email, and IP security. (3 credits)

#### **IA8110 Certification and Accreditation**

In this course, students analyze an enterprise-wide view of information systems and the establishment of appropriate, cost-effective information protection programs. Within this context, students examine a set of standard policies, procedures, activities, and a management structure to certify and accredit information systems for the protection of the data as well as the systems. (3 credits)

#### **IA8140 Business Continuity Planning and Recovery**

In this course, students explore tools and strategies for Business Continuity Planning (BCP) and Disaster Recovery Planning (DRP) activities. Topics include business impact assessment methods, recovery strategy approaches and solutions and continuity planning. (3 credits)

#### **IA8210 Risk Management and Compliance**

In this course, students evaluate the procedures and results of risk analysis, as well as compliance processes which address the regulatory requirements that drive the need for risk analysis within the enterprise. Security-related regulations such as SOX, GLBA, FISMA and HIPAA are examined. (3 credits)

#### **IA8350 Management Information Systems**

In this course, students will learn about the foundational concepts, theories, and applications (past, present and future) of Management Information Systems (MIS). Students will learn about the technological, business, and strategic roles that MIS plays in enterprise-wide network systems. (3 credits)

#### **IA9150 Strategic and Technological Trends in Information Security**

In this course, students will focus on the managerial aspects of information security assurance. Topics covered include access control models, information security governance, and information security program assessment and metrics. Coverage on the foundational and technical components of information security is included to reinforce key concepts. The course includes up-to-date information on changes in the field, such as national and international laws and international standards like the ISO 2700 series. (3 credits)

#### **IA9200 Research Topics in Information Security**

In this course, doctoral students enrolled in the doctoral program must complete two written research papers which demonstrate mastery of the selected CBK domains, literature-based research skills, and APA format and citation requirements. (3 credits)

**MB6350 Six-Sigma Lean (Green Belt)**

Students will be presented with the concepts and methodologies that encompass a Six-Sigma / LEAN projects and how they are used to reduce waste and improve quality and safety within business processes.

With the successful completion of this class and the final examination in week 8, students will earn their Six Sigma Green Belt certification. The final “Six Sigma Green Belt certification examination” is optional. If you do not want the belt, do not complete the exam; however, you must complete and pass all other elements of the class to pass the class. NOTE: you may not take the “Six Sigma Green Belt certification examination” after the class has ended. (3 credits)

**MB6700 Managing Strategic Change**

This course will establish the concepts of developing and designing an organization, as well as provide an experiential approach to managing strategic change. Students will learn the leadership challenges of diagnosing the need for development, implementing an organizational design, and managing the infrastructures involved in development. (3 credits)

**MB6750 Coordinating and Managing Supply Chain**

Students will acquire a comprehensive knowledge of supply chain management from a global perspective by learning the strategic framework of coordinating and managing a supply chain. Students will also gain the necessary analytical tools to make strategic management decisions regarding inventory, sourcing, coordination, and management. (3 credits)

**MB6800 Project Management**

Students taking this course will examine the practices, processes, and concepts of project management. Students will review steps and procedure when managing a project in a global environment as well as the planning and management of risk and constraints that are a part of all projects. Students have the option of completing the PMP practice examination in week 8 (no credit). This is exam labelled, “OPTIONAL PMP PRACTICE TEST” is optional. Students may want to take it in order to be better prepared for the actual PMP test they can register for and take with the Project Management Institute ([www.PMI.org](http://www.PMI.org)). (3 credits)

**MB6850 Managing Quality (White Belt)**

This course will cover principles of quality management and will focus on continuous improvement, customer satisfaction, delivering quality processes and/or products through continuous improvement and employee involvement. (3 credits) *With the successful completion of this class and the final examination in week 8, students will earn their Six Sigma White Belt certification. The final “Six Sigma White Belt certification examination” is optional. If you do not want the belt, do not complete the exam; however, you must complete and pass all other elements of the class to pass the class. NOTE: you may not take the “Six Sigma White Belt certification examination” after the class has ended.*

**Comprehensive Exam Courses****DS9130-CX Comprehensive Exam**

(Program Core courses must have been taken; Taken concurrently with RM9100) Students take the comprehensive and qualifying exam. (0 credits)

**IA9130-CX Comprehensive and Qualifying Examination**

Students complete the Comprehensive & Qualifying Examination in weeks 4-8 of the RM9100 course. The IA9130 course is administered concurrently with RM9100. (0 credits)

**MB9130-CX Comprehensive Exam & Qualifying Exam**

Students take the comprehensive and qualifying examination. (0 credits)

**Research Methods Courses****BR9200 Designing Solutions to Business Problems**

In this course, continue to evaluate the feasibility of their proposed research site and the potential solutions to be studied. Students present their proposed project at the Dissertation Bootcamp at the end of this course. (3 credits)



**CEX8220 Security Program Strategies and Implementation Quantitative Application**

This course is part of a two-course advanced research methodology sequence CEX8220 and CEX8230 that is designed to assess the student's ability to conduct independent research under the guidance of an instructor. The CEX8220 is designed to assess the student's quantitative research skills. (3 credits)

**CEX8230 Legal and Ethical Management Issues in Information Security (Level I)**

This course is part of a two-course advanced research methodology sequence CEX8220 and CEX8230 that is designed to assess the student's ability to conduct independent research under the guidance of an instructor. The CEX8220 is designed to assess the student's qualitative research skills. (3 credits)

**DBA8300 Leading Organizational Change (Qualitative-Focused)**

The intent of this course is to be a vehicle for exploration into the concepts, theories, and best practices in leading organizational change in various environments. The course focuses on the nature of change, change models, change theories, and the linkage to leadership/change theories that are necessary for success in today's world. The intent is to provide the opportunity for learners to gain a thorough understanding of the critical steps of how to put leadership and change theories into practice in their respective fields. (3 credits)

**DS8000 Advanced Qualitative Methods in Software Development/Engineering**

(Prerequisites: Program Core, Pre-Dissertation Classes) This course is part of a two-course advanced research methodology sequence that is designed to assess the student's ability to conduct independent research under the guidance of an instructor. These courses will assess the student's ability to listen to the instructor and incorporate the instructor's feedback. These courses will also assess the student's ability to work productively with the instructor to accomplish the following goals including, but not limited to: choosing an appropriate a topic that aligns with the parameters set forth in the class syllabus; refining the topic; conducting the literature review; designing the study that that aligns with the parameters set forth in the class syllabus; collecting appropriate evidence; interpreting the findings; critically assessing/analyzing the evidence in relation to the problem under investigation and the research questions; critically assessing/analyzing the evidence in relation to the problem under investigation and the hypotheses (quantitative research); and writing scholarly doctoral-level research that adheres to APA guidelines. The assessment of the aforementioned personal attributes and skill-sets, in addition to the formal research knowledge and skill-sets under investigation in these two classes, are paramount to improving the student's success later in the program when h/she is researching and writing his/her own, original dissertation project with his/her Chair. (3 credits)

**DS8100 Advanced Quantitative Methods in Software Development/Engineering**

(Prerequisites: Program Core, Pre-Dissertation Classes) This course is part of a two-course advanced research methodology sequence that is designed to assess the student's ability to conduct independent research under the guidance of an instructor. These courses will assess the student's ability to listen to the instructor and incorporate the instructor's feedback. These courses will also assess the student's ability to work productively with the instructor to accomplish the following goals including, but not limited to: choosing an appropriate a topic that aligns with the parameters set forth in the class syllabus; refining the topic; conducting the literature review; designing the study that that aligns with the parameters set forth in the class syllabus; collecting appropriate evidence; interpreting the findings; critically assessing/analyzing the evidence in relation to the problem under investigation and the research questions; critically assessing/analyzing the evidence in relation to the problem under investigation and the hypotheses (quantitative research); and writing scholarly doctoral-level research that adheres to APA guidelines. The assessment of the aforementioned personal attributes and skill-sets, in addition to the formal research knowledge and skill-sets under investigation in these two classes, are paramount to improving the student's success later in the program when h/she is researching and writing his/her own, original dissertation project with his/her Chair. (3 credits)

**DS9200 Designing Solutions to Software Development Problems**

(Prerequisites: Program Core, Pre-Dissertation, Research Methodologies and RM9150) In this course, continue to evaluate the feasibility of their proposed research site and the potential solutions to be studied. Students present their proposed project at the Dissertation Bootcamp at the end of this course. (3 credits)

**MB5820 Managing Global Diversity (Quantitative-Focused)**

This course examines benefits and challenges of managing diversity in the international workplace, as well as, methods for using diversity to create a competitive advantage. Students will examine differences between countries, as well as, the internal diversity of each country. The course will examine a country's customers, employers, employees and suppliers. Students will also focus attention on what constitutes a successful global diversity management program and successful global diverse teams. This course is part of a two-course advanced research methodology sequence DBA8300 and MB5820 that is designed to assess the student's ability to conduct independent research under the guidance of an instructor. The MB5820 is designed to assess the student's quantitative research skills. (3 credits)

**MB6400 Business Research**

This research course provides students with an introduction to research for business. Topics covered will include: theory, analysis and application of research techniques; processes and methods for collecting information; developing and utilizing research information for interpretation, judgment, decision-making, and development of business strategies. This course will focus on applied business research in directed and independent numerical assessment, will integrate research and analysis with available statistical software, and will provide techniques for communicating results in meaningful and effective ways. (3 credits)

**RM8250 Web-Based Research Methods in Information Security**

In this course, students acquire information retrieval skills and research competencies to identify and evaluate industry-relevant sources of information for the purposes of analysis and research in information security. Students compare and contrast the utility of publicly-available and subscription-based information sources for the purposes of meeting academic and professional requirements. (3 credits)

**RM8500 Research Foundations**

In this course, doctoral students are introduced to the purpose and nature of primary research. Students explore the foundations and concepts of applied field research. (3 credits)

**RM9100 Qualitative and Quantitative Analysis**

(Prerequisite: Program Core Courses completed) In this course, students compare, contrast, and evaluate qualitative and quantitative methods of data analysis for solving business problems and conducting business-related field research. In week 4, the Comprehensive and qualifying exam is released as a separate course shell, IA9130. The Exam is expected to be completed concurrently while completing RM9100 and is due in week 8. (3 credits)

**RM9150 Feasible Problem-Driven Research**

(Prerequisite: Program Core, Pre-Dissertation and Research Methodologies completed) In this course, students identify a research site, describe a plan for access to the research site, identify a problem affecting the research site that can be developed into a feasible topic area for field research, and develop a working bibliography of recent and relevant peer-reviewed research that supports the theoretical framework of the proposed topic. Students apply the concept of problem-driven research as the basis for selecting a feasible and non-trivial research topic or problem. (3 credits)

**RM9200 Designing Solutions to Information Security Problems**

In this course, doctoral students enrolled in the DIA program continue to evaluate the feasibility of their proposed research site and the potential solutions to be studied. Students present their proposed project at the Dissertation Bootcamp at the end of this course. (3 credits)

**Dissertation Development Courses-DIA****RES8110 Dissertation Proposal (Chapter 1)**

This is the first course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (RES8110, RES8120, RES8121, and RES8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question(s), and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment. RES8110 is the first course in which students start developing the dissertation proposal (Chapters 1-4.1) (3 Credits)

**RES8120 Dissertation Proposal (Chapter 2)**

This is the second course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (RES8110, RES8120, RES8121, and RES8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question/s, and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment.

RES8120 is the second course in which students continue developing the dissertation proposal (Chapters 1-4.1). (3 credits)

**RES8121 Dissertation Proposal (Chapter 2, Continued)**

This is the third course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (RES8110, RES8120, RES8121, and RES8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question/s, and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment.

RES8121 is the third course in which students continue developing the dissertation proposal (Chapters 1-4.1). (3 credits)

**RES8130 The Dissertation Proposal (Chapters 3 and 4.1 and IRB)**

This is the fourth and final course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (RES8110, RES8120, RES8121, and RES8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question/s, and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment.

RES8130 is the fourth and final course in which students continue developing the dissertation proposal (Chapters 1-4.1). (3 credits)

**DST8110 Dissertation Manuscript (Chapters 4 and 5)**

In DST8110, doctoral candidates complete the approved field research and collect and analyze data according to the plan set forth in the approved dissertation proposal (Chapters 1-4.1) that was completed and approved in the RES course sequence during Phase II. (1 credit)

**DST8130X Dissertation Documentation and Defense**

(Prerequisite: Approval to Defend) In this course, candidates present their findings to the Dissertation Committee at the defense. (1 credit)

**Dissertation Development Courses-DBA****BR8110 Dissertation Proposal (Chapter 1)**

Welcome to Phase II of the doctoral plan. This is the first course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (BR8110, BR8120, BR8121, and BR8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question/s, and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment. The goal of the entire BR course sequence (BR8110, 8120, 8121, and 8130) is to complete the dissertation proposal (Chapters 1, 2, 3 and 4.1). In this seminar, students will revisit the foundations of research methods and apply them to the modifications required for creating the required dissertation deliverables. BR8110 is the first course in which students start developing the dissertation proposal (Chapters 1-4.1). Concepts covered include: research problems, questions and hypotheses, data types, quantitative and qualitative approaches, research designs, variables and scales, data collection instruments, and sampling. (3 credits)

**BR8120 Dissertation Proposal (Chapter 2)**

This is the second course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (BR8110, BR8120, BR8121, and BR8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question/s, and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements

needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment. The goal of the entire BR course sequence (BR8110, 8120, 8121, and 8130) is to complete the dissertation proposal (Chapters 1, 2, 3 and 4.1). In this seminar, students will revisit the foundations of research methods and apply them to the modifications required for creating the required dissertation deliverables. BR8120 is the second course in which students continue developing the dissertation proposal (Chapters 1-4.1). Concepts covered include: research problems, questions and hypotheses, data types, quantitative and qualitative approaches, research designs, variables and scales, data collection instruments, and sampling. (3 credits)

#### **BR8121 Dissertation Proposal (Chapter 2 - Continued)**

This is the second course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (BR8110, BR8120, BR8121, and BR8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question/s, and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment. The goal of the entire BR course sequence (BR8110, 8120, 8121, and 8130) is to complete the dissertation proposal (Chapters 1, 2, 3 and 4.1). In this seminar, students will revisit the foundations of research methods and apply them to the modifications required for creating the required dissertation deliverables. BR8120 is the second course in which students continue developing the dissertation proposal (Chapters 1-4.1). Concepts covered include: research problems, questions and hypotheses, data types, quantitative and qualitative approaches, research designs, variables and scales, data collection instruments, and sampling. Please see the most recent version of the University of Fairfax Dissertation Handbook for all the information needed to complete the dissertation proposal (Chapters 1-4.1). (3 credits)

#### **BR8130 The Dissertation Proposal (Chapter 3, Chapter 4.1 & the IRB)**

In this seminar, students will revisit the foundations of research methods and apply them to the modifications required for creating the required dissertation deliverables. BR8130 is the fourth and final course in which students continue developing the dissertation proposal (Chapters 1-4.1). Concepts covered include: research problems, questions and hypotheses, data types, quantitative and qualitative approaches, research designs, variables and scales, data collection instruments, and sampling. The fourth and final course, BR8130, requires you to describe the context of your study and the approach and methods you will use in conducting your dissertation research. In this course, students finalize the operational requirements of the dissertation proposal and specify their proposed improvement in professional practice. Students document research procedures utilized as the final deliverable in the course. (3 credits)

#### **DIS8110 Dissertation Manuscript (Chapters 4 & 5)**

Welcome to Phase III of the doctoral plan. This course (DIS8110) comprises the entirety of Phase III of the doctoral plan. In DIS 8110, doctoral candidates complete the approved field research and collect and analyze data according to the plan set forth in the approved in the dissertation proposal (Chapters 1-4.1) that was completed and approved in the BR course sequence during Phase II. Upon completion of the data collection, analysis and interpretation, doctoral candidates produce the final draft of the dissertation. Students requiring additional time to produce the dissertation draft re-enroll in DIS 8110 until the document is approved for Defense. (1 credit)

#### **DIS8130x Final Dissertation Manuscript & Defense**

In this class, you will work with your assigned doctoral committee consisting of a Mentor/Chair and two or more faculty reviewers/readers to complete your dissertation manuscript. You work with your Mentor/Chair to solidify a solid final working draft of your entire manuscript for submission, review, and approval by your entire committee. (1 credit)

## **Dissertation Development Courses-DSD**

#### **DS8110 Dissertation Proposal (Chapter 1)**

(Prerequisites: Program Core, Pre Dissertation, Research Methodologies, Phase I Classes) This is the first course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (DS8110, DS8120, DS8121, and DS8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question(s), and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment. DS8110 is the first course in which students start developing the dissertation proposal (Chapters 1-4.1) (3 Credits)

### **DS8120 Dissertation Proposal (Chapter 2)**

(Prerequisites: Program Core, Pre Dissertation, Research Methodologies, Phase I Classes and DS8110) This is the second course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (DS8110, DS8120, DS8121, and DS8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question(s), and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment. The goal of the entire course sequence is to complete the dissertation proposal (Chapters 1, 2, 3 and 4.1). *(3 credits)*

In this seminar, students will revisit the foundations of research methods and apply them to the modifications required for creating the required dissertation deliverables. DS8120 is the second course in which students continue developing the dissertation proposal (Chapters 1-4.1). Concepts covered include: research problems, questions and hypotheses, data types, quantitative and qualitative approaches, research designs, variables and scales, data collection instruments, and sampling. *(3 credits)*

### **DS8121 Dissertation Proposal (Chapter 2, Continued)**

(Prerequisites: Program Core, Pre Dissertation, Research Methodologies, Phase I Classes and DS8110 and DS8120) This is the third course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (DS8110, DS8120, DS8121, and DS8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question(s), and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment. The goal of the entire course sequence is to complete the dissertation proposal (Chapters 1, 2, 3 and 4.1). *(3 credits)*

### **DS8130 The Dissertation Proposal (Chapters 3 and 4.1 and IRB)**

(Prerequisites: Program Core, Pre Dissertation, Research Methodologies, Phase I Classes and DS8110 and DS8120 and DS8121) This is the fourth and final course in Phase II of the doctoral plan. Phase II consists of the Research Preparation courses (DS8110, DS8120, DS8121, and DS8130) in which doctoral students follow a structured approach to designing their dissertation study, refining their research question(s), and developing the operational details for their study. The focus is on clearly specifying the assessment criteria and organizational requirements needed to justify a proposed improvement in professional practice, and on designing and implementing such an assessment. The goal of the entire DS course sequence (DS8110, 8120, 8121, and 8130) is to complete the dissertation proposal (Chapters 1, 2, 3 and 4.1). *(3 credits)*

### **DS9500 Final Draft Dissertation (Chapters 4 & 5)**

(Prerequisites: Program Core, Pre Dissertation, Research Methodologies, Phase I and Phase II courses) Welcome to Phase III of the doctoral plan. This course comprises the entirety of Phase III of the doctoral plan. In DS9500, doctoral candidates complete the approved field research and collect and analyze data according to the plan set forth in the approved dissertation proposal (Chapters 1-4.1) that was completed and approved in the course sequence during Phase II. *(1 credit)*

### **DS9600X Dissertation Defense**

(Prerequisites: Program Core, Pre Dissertation, Research Methodologies, Phase I, Phase II, and Phase III) Welcome to Phase IV of the doctoral plan. In this class, you will work with your assigned doctoral committee consisting of a Mentor/Chair and two or more faculty reviewers/readers to complete your dissertation manuscript. You work with your Mentor/Chair to solidify a solid final working draft of your entire manuscript for submission, review, and approval by your entire committee. *(1 credit)*

## **Professional Development Course**

### **IC7000 Official CISSP Review Seminar**

This course provides students with CBK domain review materials and instructor guidance in preparation for the CISSP certification exam. *(0 credits)*

## ***LEADERSHIP AND FACULTY***

The University of Fairfax provides high quality practitioner-oriented online and hybrid graduate programs. University of Fairfax utilizes an expert professional faculty who are senior practitioners in cyber security and/or field research methods. These experienced professionals help students to remain current with accelerating trends and ensure that they may rapidly apply what they learn on the job, enabling them to continue to advance their careers. Faculty bios are provided below:

### **Dr. Paula Cherry, DBA**

Dr. Cherry has over 19 years of experience working in higher education working in both administrative and academic capacities. She earned her Doctor of Business (DBA) from Argosy University and her Master of Business Administration from Strayer University. Her professional experience includes work as a Campus and Institutional Dean of Business. In her spare time Dr. Cherry has volunteered with the 5<sup>th</sup> Avenue Community Center of Harlem providing assistance to the homeless and drug addicted population of East Harlem.

**Dr. Samuel Edgeston, DBA** brings over a decade of experience in the field of business leadership and organizational development. He has served as the Graduate Chair of Business and Management, as well as the Graduate Chair of the College of Health Sciences over Tennessee and Arizona universities. Dr. Edgeston has worked as a Licensed Professional Coach -Counselor, Board Certified Business Coach, and a Tennessee Supreme Court Rule 31 mediator. In addition to his role as a Business professor, Dr. Edgeston continues to consult in the Arizona area as an Executive, Corporate, Leadership, Business Coach and Consultant. Dr. Edgeston has also supervised and trained professionals and graduate students in civil mediation and organizational practice management, ethical governance, leadership development and entrepreneurial thinking. Dr. Edgeston worked as a chief academic professor for the only Graduate Degree program to focus on Forensic Psychology in the state of Tennessee. Also, at the graduate level, Dr. Edgeston has been a lead qualitative and action-focused research professor for doctoral studies at several universities primarily focusing on business, management, leadership and technology. Philanthropically, Dr. Edgeston is the Chief Business Consultant for Overcomers, a not-for-profit organization providing scholarship opportunity to young people seeking faith-based school education. Currently, Dr. Edgeston is working toward advancing the portfolio competence and scholarship of graduate business and leadership students in the business consulting and executive governance arena.

**Dr. Tim Godlove, PhD** has over 30 years of experience in human resource management, information technology, and information security throughout the United States and abroad. Dr. Godlove is currently the National Cemetery Administration, Chief Information Officer for the Department of Veterans Affairs, where he supports the efforts that are critical for progress towards enhanced services for the nation's service members, veterans, and their families.

Dr. Godlove holds a Doctor of Philosophy (Ph.D.) in Information Systems, Information Assurance Policy from the University of Fairfax, a Master of Science in Administration, Information Resource Management from Central Michigan University, and a Bachelor's Degree from Chapman University. Completed the Chief Information Officer Program and Information Assurance Certification at the National Defense University. He is also a graduate of the Federal Executive Institute, Leadership for a Democratic Society, VA Senior Level, Federal Acquisition Program/Project Manager Program and the Leadership Veterans' Affairs

Program. Dr. Godlove holds several graduate certificates, including the Federal IT Security Professional-Manager certification and the Information Assurance Certification, CNSS/NSA 4012/4011. He also has served on the Federal CIO Council IT Workforce Committee as the Vice-Chair, Managing Talent. Dr. Godlove has published books and articles on information security, privacy, identity, and healthcare information protection.

**Dr. Kathleen M Hargiss, PhD** is currently Vice President of Pacific Sunrise Development, S.A., a corporation formed to manage rental property in Costa Rica. Part of the year, she spends at her property in the Jaco, Costa Rica area tending to business. Thanks to modern telecommunications and broad band internet service, Dr. Hargiss can work online seamlessly and is able to fully support our students while perched between a Class 1 rainforest and the Pacific Ocean.

Until recently, Dr. Hargiss was affiliated with Strategic Resources (a Tampa-based firm) conducting preliminary venture capitalist research, due diligence and feasibility studies. Prior to this, she was the former Associate Dean of Academics and Chair for the Graduate School of Business (MBA) at Florida Metropolitan University. In 2003 Dr. Hargiss received the FMU Graduate Research Grant to design and implement a Web Based Instructor Orientation.

In the 1990s Dr. Hargiss was a professor at both the University of South Florida and the University of Tampa. Prior to that, she was the former director of an exclusive health spa in Houston, Texas. In the same decade, she founded a fitness studio in Chicago's Lake Shore area, successfully building and operating this business for several years. Other professional undertakings included health/fitness consultant, fitness director, author, as well as an instructor/scholarship recipient at Northwestern University. In her spare time, she earned a private pilot license, EMT license, and 2nd degree Black belt with national weapon awards in the martial arts.

Educationally, Dr. Hargiss earned a Ph.D. from the University of South Florida where she also completed Post-Doctoral studies in Technology, an MBA specializing in international business from the University of Miami (FL), an M.A. from Northwestern University (where she instructed for several years), Post Graduate studies in Stockholm, Sweden and a B.A. from the University of Illinois-Chicago, and also attended the University of Chicago. She also completed a post-graduate specialization in Management Information Systems.

In the past seventeen years participating online, her research background consists of 385 dissertations, 312 committees, 650 dissertation reviews and serving as a Co-Chief Editor for the International Journal of Strategic Technology (IJSITA).

**Joseph Issa, Ph.D., MBA, M.S.**

Dr. Issa has worked as software engineer for over 20 years and served as higher education faculty since 2014. He holds a Ph.D. in Computer Engineering from Santa Clara University, and MBA from Notre Dame University, and a M.S. in Electrical Engineering from San Jose State University. In addition to his academic credentials, Dr. Issa has held engineering positions for Fortune 500 companies including Intel Corporation and Motorola Inc. Dr. Issa has published and presented numerous papers on subjects which include Processor Performance, Performance in Cloud Computing, Performance Analysis.

**Dr. Scott Mensch, PhD, MBA** – Dr. Mensch has resided in Pittsburgh Pennsylvania for most of his life, and after working as an adjunct instructor for a community college, he went into teaching full-time. While working in a corporate environment advancing his business an IT education became an imperative. He completed his M.B.A. in 1998, and obtained two additional Associate Degrees in Computer Applications and Networking. Between 1999 and 2003 he also obtained his (CCNA) Cisco

Certified Network Associate, (MCSA) Microsoft Certified 2000 Systems Administrator, (MCSE+I) Microsoft Certified Systems Engineer + Internet NT 4.0, A+ Computer Technician, and Server + Certifications. He also obtained his PhD in Organizational Management with a Specialization in IT and post-doctoral studies in advanced telecommunications.

Dr. Mensch believes every on-line experience is an opportunity to assist each student toward achieving his or her goals. He will make every effort to provide a meaningful learning environment that enables us to share and apply knowledge to our work environments. He looks forward to your assistance in establishing an engaging class and meeting your academic goals.

**Biswajit Panja – Ph.D., M.S.**

Dr. Panja holds a Ph.D. in Computer Science from Missouri University of Science and Technology and M.S. in Computer Science from Grand Valley State University. He has served in faculty positions for over 15 years at various institutions including Eastern Michigan University, University of Michigan, and Morehead State University. Dr. Panja has authored numerous journal publications on subjects which include Web Security, Cloud Computing, Network Security, and Performance Analysis. Outside his work and academic endeavors, Dr. Panja maintains membership in IEEE (Institute of Electrical and Electronics Engineers (IEEE) and the Association for Computing Machinery (ACM) professional organizations.

**Dr. Timothy Sorber, DCS, PMP ITIL v3** has been working with technology for over thirty years. A twenty-two-year veteran, he has operated, tested and performed systems engineering for many new technology systems within the Navy and as a DoD support contractor. Holding a Doctor of Computer Science degree, he has researched Optimization of Big Data Infrastructure for processing of SQL data. He has current knowledge for many DoD initiatives including CVN21 the next generation aircraft carrier, unmanned aerial vehicles, Knowledge Management, Cyberspace Command and Control, Agile software development. He currently uses Enterprise Architecture based approaches to determine how to employ next generation technologies within the joint military services. To support these studies, he has pioneered a means to develop system of system requirements that reflect the operational employment of the system capability, called Mission-based Analysis.

Dr. Sorber has been involved in technology all his life. This began by studying electricity and electronics since seventh grade to eventually become an Electronics Technician in the US Navy. Later, he received an NROTC scholarship to attend The Pennsylvania State University earning his Bachelor of Science degree in General Science before receiving a commission and becoming a Naval Flight Officer. While in the navy, he earned a Master of Science Degree in Software Engineering. He has programmed in many languages over the years including Fortran, Basic, Pascal, Cobol, C, C++, Java, JavaScript, Python, Visual Basic, and Assembly Language for several microprocessor.

Dr. Sorber has taught college level students while in the US Navy on Anti-submarine weapons and tactics, at the junior college level on beginning networking, and to professional engineers on Cyber Security to include use of the Risk Management Framework within US Navy programs.

**Dr. Javaid A. Syed, PhD, MS** Dr. Javaid Syed, brings with him extensive experience in computer Science and Information technology due to his intensive work in designing banking, manufacturing and telecommunications systems. Some of his clients include Ford Motor Company, TRW, and Pakistan Telecommunications and the banking sector where he designed and implemented the very first ATM on-line network in USA. Dr. Syed loves teaching and believes that on-line education provides a unique opportunity to all types of learners. One of the critical areas that on-line environment heavily depends on is student discipline and focus. His education background comes from different countries and provides him an opportunity to compare and contrast different educational methodologies in his teaching



styles. This diversity in education makes his teaching interesting and challenging. He is looking forward to engaging you in one of his classes.

**Dr. Umesh Varma – D.I.A., M.S.**

Dr. Varma holds a Doctor of Information Assurance from the University of Fairfax and a Master of Science in Computer Science from Jackson State University. He has served in faculty positions for over twenty years at various institutions including Jackson State University, Campbell University, North Carolina Central University, and Webster University. Dr. Varma's dissertation topic was, "An Analysis of Factors Predicting information security Behaviors of College Students in the Context of Integrated Model of Protection Motivation Theory (PMT). In addition to his academic vitae, Dr. Varma is proficient in a number of programming languages including FORTRAN, C/C++, PROLOG, SQL, Visual Basic, Java, VB Script, Python, PHP, Power Shell, XML, XHTML, CSS, ASP.NET and HTML5.

**Dr. James O. Webb, Jr., PhD**—Dr. James Webb is the Dean here at University of Fairfax and has over 22 years of professional service within the Department of Defense (DoD) and several years of teaching at various Universities and Colleges. Experience includes providing Organizational Management, Information Assurance (IA), Enterprise Security Engineering, Policy and Governance, and Network Operations Center Management. Possess a comprehensive set of skills that include personnel management, policy development, risk management, strategic planning and mission coordination through dedicated leadership. Adept providing hands-on leadership, analytical decision-making (Big Data Analytics), and problem-solving within a highly dynamic workplace through a balanced approach of technical and managerial perspectives.

Dr. Webb is a member of the Association of Computing Machinery (ACM.org), a Senior Member of the Institute of Electrical and Electronics Engineers (IEEE.org), and a member of Epsilon Pi Tau (Honor Society for Professionals in Technology).

Interests and Specialties focus on diverse means of education in support of knowledge construction and application. Looks for opportunities for students to engage in various methods of practice to demonstrate their knowledge, skills and abilities. Interested in community-based learning and feel community interests can be served locally and globally. Common interests and endeavors do not require the same geographical location and technology can be a tremendous asset in bridging geographical divides. Intent on how to integrate principles from social entrepreneurship and service learning and how it can be applied to online and campus-based student curriculum and program development.

Served as the Director, Regional Network Enterprise Center (RNEC) -Bluegrass, Headquartered at Fort Campbell, Ky. The RNEC provides Information Technology and Telecommunications Services to more than 45,000 Soldiers, Civilian Employees and Contractors working on Fort Campbell, Ky., Fort Knox, Ky. and four Army depots (Holston, Milan, Crane, and Bluegrass). As the senior IT manager and Director, Dr. Webb directly oversaw the short and long range capital planning of the IT infrastructure modernization, sustainment, and maintenance programs for the Bluegrass Region. Managed an IT budget in excess of \$30M which encompassed all organizational IT equipment, contracts, material requirements, purchases, training, and salaries. Responsible for the management of internal acquisition control procedures, ensuring requests for purchasing supplies and parts are properly vetted and approved by acquisition and property accountability personnel.

Managed an effective leadership and technical training and certification program within the organization. Oversaw the Configuration Control Board (CCB), which had been established to guide the processes used to assess network and systems Information Assurance (IA) compliance standards within the Bluegrass Region. Identified IA issues and developed procedures to deploy mitigation strategies needed to secure and defend the network. Supervised the installation Information Assurance

programs and guided the execution of a highly successful IA program that maintained an Approval to Operate (ATO) for Non-secure and Secure Internet Protocol networks.

Managed the security of the data communications networks (Local and Wide area networks) on the computer network defense (CND) and Defense Information Assurance Certification and Accreditation Process (DIACAP) replaced by Risk Management Framework (RMF).

Areas of Specialization: Big Data Analytics, Cyber Security, Curriculum Design and Development, Adult Education, Online and Hybrid Learning, Statistics and Quantitative Analysis, Research Methods (Quantitative, Qualitative, Mixed Methods, and Design Science)

Interests: Hardware Engineering, Information Systems and Technology, Web Development, Networking and Telecommunications, Technology and Innovation, Multimedia, Game Development, Software Engineering, Systems Design and Analysis, Security, Data Management, Big Data Analytics, Business Intelligence

## **PROFESSIONAL ADVISORY BOARDS**

The *University of Fairfax Professional Advisory Boards* provide guidance and feedback to the University to ensure that the University of Fairfax curricula continue to reflect current industry trends and continue to address the evolving needs of the Business and Information Assurance community.

The *University of Fairfax's Business Programs Advisory Committee* members are:

<b>Name</b>	<b>Title (Present Occupation)</b>	<b>Company Name &amp; Location</b>
Dr. Paula Cherry	Chief Academic Officer	University of Fairfax, Salem VA
Dr. Scott Mensch	Full Professor Info Systems (previous CAO @ Fairfax)	Indiana University of PA
Dr. Danielle Rowell, PhD	Dean of Doctoral Research	University of Fairfax, Roanoke, VA
Mike Pry	Assistant Professor	University of Pittsburgh
Dr. Samuel Edgeston	Instructor, Graduate School of Business and Management	Argosy University
Dr. Chris Thuman	Public School Administrator	Scottsdale, Arizona
Dr. Timothy Godlove	Director, Information Technology/Business Requirements & Administrative Services	(NCA) Department of Veterans Affairs
Calandra Davis		Booze Allen Hamilton
Dr. Marouane Balmakhtar	Professor IT and Cybersecurity	Northern Virginia Community College

The *University of Fairfax's IT & Cybersecurity Programs Advisory Committee* members are:

<b>Name</b>	<b>Title (Present Occupation)</b>	<b>Company Name &amp; Location</b>
Dr. James Webb	Academic Dean	University of Fairfax, Salem VA
Dr. Scott Mensch	Full Professor Info Systems (previous CAO @ Fairfax)	Indiana University of PA
Dr. Umesh Varma	DIA Graduate, FT Professor, Information Technology and Security	Campbell University
David Martin, PhD	Change/Configuration Manager	GDIT Seoul, South Korea
Joseph Issa, PhD	Senior Software Engineer	Intel Corporation, Santa Clara, CA
Dr. Drew Lehman	President	Digitatech LLC, Landsdale, PA
Narges Debary	Professor	Houston Community College, Houston TX
Kenneth Williams, PhD	Program Director, Cybersecurity	American Public University, School of STEM
Dr. William McNally	Consultant	BitMaster, Colorado Springs, CO
Biswajit Panja, PhD	Faculty Member	Eastern Michigan University
Dr. Marouane Balmakhtar	Professor	Northern Virginia Community College, Alexandria VA
Timothy Sorber	Chief Information Officer	Klett Consulting Group, Inc., Chesapeake, VA
Dr. Cynthia Wynn	Project Manager	City of Chicago, IL
Mohamed Meky, PhD	Adjunct Professor	University of Maryland University College, Maryland
Richard Livingood, PhD	Assistant Professor	Campbellsville University
Christopher Nott	Sr. Principal Analyst, Information Security	General Dynamics Information Technology, Lanham, MD
Phillip Bridgham	Cyber Architect	Northrop Grumman, Cyber Intelligence Division

Dr. Tai Cleveland	Program Director Cyber-Security-Forensics and Network Systems	Keiser University, Online
Bruce Harman, PhD	Engineering Consultant	Colorado Springs, CO
Terri Merz	Senior Cyber Research Scientist	Pacific Northwest National Laboratory, Richland, WA

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Executive Vice President, Campus Support Operation

Lindsay Mayhue  
Secretary

## ***ADMINISTRATION***

### **Key Contact Information**

#### **DEPARTMENTAL EMAILS**

Students may utilize the following departmental emails for assistance:

**Academics:** academics@ufairfax.edu  
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**Dissertation:** dissertation@ufairfax.edu  
**Librarian:** librarian@ufairfax.edu  
**Registrar:** registrar@ufairfax.edu  
**Student Services:** studentservices@ufairfax.edu

Canvas Help Desk: 833-741-0035

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**Online Librarian:** Dr. Brandi Porter  
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Email: [librarian@ufairfax.edu](mailto:librarian@ufairfax.edu)

**Office Hours**

Regular office hours are Monday through Friday, 8:00 a.m. – 5:00 p.m. Eastern Time.

**University Holidays**

University offices are closed in observance of the following holidays:

Memorial Day  
Independence Day  
Labor Day  
Thanksgiving  
Christmas Day  
New Year's Day

# ACADEMIC CALENDAR



University of Fairfax  
ACADEMIC CALENDAR  
Calendar Year 2019

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## Spring Term 2019 - Course Session 1

December 28, 2018	New Student Application Deadline
<b>January 7, 2019</b>	<b>Course Session Begins</b>
March 3, 2019	Course Session Ends
March 16, 2019	Incomplete Assignment Deadline

## Spring Term 2019 - Course Session 2

February 22, 2019	New Student Application Deadline
<b>March 4, 2019</b>	<b>Course Session Begins</b>
April 28, 2019	Course Session Ends
May 11, 2019	Incomplete Assignment Deadline

## Summer Term 2019 - Course Session 1

April 26, 2019	New Student Application Deadline
<b>May 6, 2019</b>	<b>Course Session Begins</b>
June 30, 2019	Course Session Ends
July 13, 2019	Incomplete Assignment Deadline

## Summer Term 2019 - Course Session 2

June 21, 2019	New Student Application Deadline
<b>July 1, 2019</b>	<b>Course Session Begins</b>
August 25, 2019	Course Session Ends
September 7, 2018	Incomplete Assignment Deadline

## Fall Term 2019 - Course Session 1

August 23, 2019	New Student Application Deadline
<b>September 2, 2019</b>	<b>Course Session Begins</b>
October 27, 2019	Course Session Ends
November 9, 2019	Incomplete Assignment Deadline

## Fall Term 2019 - Course Session 2A

October 18, 2019	New Student Applications
<b>October 28, 2019</b>	<b>Course Session Begins</b>
December 22, 2019	Course Session Ends
January 4, 2020	Incomplete Assignment Deadline

## Fall Term 2019 - Course Session 2B

October 18, 2019	New Student Applications
<b>October 28, 2019</b>	<b>Course Session Begins</b>
December 22, 2019	Term B Winter Break Begins
January 6, 2020	Term B Winter Break Ends (Courses resume)
January 16, 17, 18, 19	Term B Residency Dates
March 1, 2020	Course Session Ends
March 14, 2020	Incomplete Assignment Deadline

# ACADEMIC CALENDAR



University of Fairfax  
ACADEMIC CALENDAR  
Calendar Year 2020

## Spring Term 2020 - Course Session 1A

December 27, 2019	New Student Application Deadline
<b>January 6, 2020</b>	<b>Course Session Begins</b>
March 1, 2020	Course Session Ends
March 14, 2020	Incomplete Assignment Deadline

## Spring Term 2020 - Course Session 1B

December 27, 2019	New Student Application Deadline
<b>January 6, 2020</b>	<b>Course Session Begins</b>
March 12, 13, 14, 15	Term B Residency Dates
April 26, 2020	Course Session Ends
May 9, 2020	Incomplete Assignment Deadline

## Spring Term 2020 - Course Session 2A

February 21, 2020	New Student Application Deadline
<b>March 2, 2020</b>	<b>Course Session Begins</b>
April 26, 2020	Course Session Ends
May 9, 2020	Incomplete Assignment Deadline

## Spring Term 2020 - Course Session 2B

February 21, 2020	New Student Application Deadline
<b>March 2, 2020</b>	<b>Course Session Begins</b>
April 26, 2020	Term B Spring Break Begins
May 4, 2020	Term B Spring Break Ends (Courses Resume)
May 14, 15, 16, 17	Term B Residency Dates
June 28, 2020	Course Session Ends
July 11, 2020	Incomplete Assignment Deadline

## Summer Term 2020 - Course Session 1A

April 24, 2020	New Student Application Deadline
<b>May 4, 2020</b>	<b>Course Session Begins</b>
June 28, 2020	Course Session Ends
July 11, 2020	Incomplete Assignment Deadline

## Summer Term 2020 - Course Session 1B

April 24, 2020	New Student Application Deadline
<b>May 4, 2020</b>	<b>Course Session Begins</b>
July 9, 10, 11, 12	Term B Residency Dates
August 23, 2020	Course Session Ends
September 5, 2020	Incomplete Assignment Deadline



### **Summer Term 2020 - Course Session 2A**

June 19, 2020	New Student Application Deadline
<b>June 29, 2020</b>	<b>Course Session Begins</b>
August 23, 2020	Course Session Ends
September 5, 2020	Incomplete Assignment Deadline

### **Summer Term 2020 - Course Session 2B**

June 19, 2020	New Student Application Deadline
<b>June 29, 2020</b>	<b>Course Session Begins</b>
August 23, 2020	Term B Summer Break Begins
August 31, 2020	Term B Summer Break Ends (Courses Resume)
Sept. 10, 11, 12, 13	Term B Residency Dates
October 25, 2020	Course Session Ends
November 7, 2020	Incomplete Assignment Deadline

### **Fall Term 2020 - Course Session 1A**

August 21, 2020	New Student Application Deadline
<b>August 31, 2020</b>	<b>Course Session Begins</b>
October 25, 2020	Course Session Ends
November 7, 2020	Incomplete Assignment Deadline

### **Fall Term 2020 - Course Session 1B**

August 21, 2020	New Student Application Deadline
<b>August 31, 2020</b>	<b>Course Session Begins</b>
November 5, 6, 7, 8	Term B Residency Dates
December 20, 2020	Course Session Ends
January 2, 2021	Incomplete Assignment Deadline

### **Fall Term 2020 - Course Session 2A**

October 16, 2020	New Student Applications
<b>October 26, 2020</b>	<b>Course Session Begins</b>
December 20, 2020	Course Session Ends
January 2, 2021	Incomplete Assignment Deadline

### **Fall Term 2020 – Course Session 2B**

October 16, 2020	New Student Applications
<b>October 26, 2020</b>	<b>Course Session Begins</b>
December 20, 2020	Term B Winter Break Begins
January 4, 2021	Term B Winter Break Ends (Courses Resume)
January 14, 15, 16, 17	Term B Residency Dates
February 28, 2021	Course Session Ends
March 13, 2021	Incomplete Assignment Deadline