

Student Handbook

2018



AMERICAN
GRADUATE
UNIVERSITY

733 North Dodsworth Avenue
Covina, California 91724
Phone (626) 966-4576; FAX (626) 915-1709
E-Mail: info@agu.edu
Website: www.agu.edu

For the most current, up-to-date version of the Student Handbook
please see our website at www.agu.edu

Copyright 2018
American Graduate University

All Rights Reserved

Rev. 6-18



As you travel through your studies with American Graduate University you will have many questions. These questions may occur after business hours. If you have a question and we aren't available, your first step should be to review this Handbook. It has been designed to anticipate the issues faced by our students. You can also review the FAQs listed on our website at www.agu.edu.

Remember we are only an email (info@agu.edu) or toll-free phone call (877-351-9060) away. Please carefully review the University contact list included in this Handbook (page 6) and email or call us. We're here to help.

AGU Staff and Faculty

TABLE OF CONTENTS

General Information	4
University Mission	4
About the University.....	4
Goals of the University	4
University Objectives.....	4
University Catalog & Ed Alerts.....	5
School Calendar	5
Accreditation and Approvals	5
Affiliations	5
University Contacts.....	6
Faculty	6
Advanced Standing (Transfer Credit)	7
Credit for Defense Acquisition University Courses	8
Course Challenge (Testing Out).....	8
Statement of Non-Discrimination	8
Accommodations for Students with Disabilities.....	9
Student Privacy Policy (FERPA)	9
Illegal Drugs and Controlled Substances Policy	9
Student Verification Procedures.....	9
Grievance/Complaint Policy.....	10
Student Portal.....	10
On-Line Library Services.....	11
Financial Information	12
Methods of Payment	12
Tuition Assistance	12
Tuition Assistance Restrictions.....	13
Veterans Administration (VA) Benefits	14
Tuition Payment for VA Users	14
Starting VA Benefits.....	14
VA Benefit Level.....	15
Cancellations, Withdrawals and Refunds.....	15
Registering for a Course	16
Course Schedules.....	16
Course Registration.....	16
Course Payment.....	16
Student Enrollment Agreement.....	16
Term of Student Enrollment Agreement.....	17
Multiple Course Registrations.....	17
Shipment of Course Materials	17
School Performance Fact Sheet.....	17
Taking Your Course	18
Initial Actions.....	18
Technology Requirements.....	18
Course Instructor	18
CourseWebs Online Testing Site	18
Course Package.....	18
Study Reference Guide	19
Lesson Assignments.....	19
Application Lessons	19
Final Course Examination	19

Beginning Your Coursework	20
Development of Study Skills.....	20
The Five-Step Study Method	20
Answering the Subject Examinations and Application Lessons	21
Tips for Completing an Application Lesson.....	21
Using the Online Examination System.....	22
Confirming and Correcting.....	24
Required Time Tracking of Study and Assignment Completion Times	25
Sample Time Tracker Form.....	26
Completing Your Course	27
The Final Course Examination	27
Proctored Final Examinations.....	27
Other Final Examinations.....	28
How to Prepare for the Final Examination	28
Submission of the Non-Proctored Final Examination.....	29
Examination Results.....	29
Submission of Time Tracker Form	30
Course Evaluations	31
Program Transfer.....	31
Transferability of AGU Credit.....	31
Transcripts	31
Course Completion Requirements/Grades	32
Course Grades.....	32
Incomplete Grade	32
Failing Grade.....	32
Academic Progress - Non-VA Students	32
Course Completion Requirements.....	32
Extension/Re-enrollment Requirements	33
Withdrawal.....	33
Leave of Absence Request.....	34
Probation, Dismissal and Appeals	34
Final Degree Program Requirements	35
Comprehensive Examination.....	35
Project.....	35
Academic Integrity	36
Graduation	37
Graduation Requirements	37
Alumni	37
Delta Epsilon Tau International Honor Society	37
Graduation Ceremony	38
Appendix 1 - Course List	39
Appendix 2 - Preparing for a Case Study	40
Appendix 3 - VA Academic Progress Requirements	43
Appendix 4 - Project Guidelines for the MAM, MCM, MSM, and MPM	
Degree Programs.....	44
Appendix 5 - Project Guidelines for the MBA Degree Program	48
Appendix 6 - Individual State Requirements	52

GENERAL INFORMATION

UNIVERSITY MISSION

The mission of American Graduate University is to develop and deliver quality graduate distance education at a reasonable cost in the areas of acquisition and contract management, project/program management, supply chain management, and overall leadership and general management that meets and exceeds the needs of its students.

ABOUT THE UNIVERSITY

American Graduate University was founded in 1976. The University offers a whole vehicle of education that operates outside the campus and classroom tradition. The University is uniquely qualified to offer courses and degree programs in the fields of acquisition management, contract management, project/program management, supply chain management, and overall leadership and general management. It has a well-defined and structured curriculum, an excellent faculty, an extensive proprietary collection of textbooks and course materials, and an on-going dissemination research program.

GOALS OF THE UNIVERSITY

- Meet the increasing demand on corporate and government entities for further education in the subject fields in which the University specializes.
- Provide an educational delivery method that is flexible, productive and cost-effective.
- Anticipate and provide new or revised programs that meet the ever-changing requirements of the University's market areas.
- Provide exemplary admissions, course registration fulfillment, student services and record-keeping while demonstrating a commitment to helping students and faculty in a courteous, ethical and timely manner.
- Foster an environment that promotes a life of learning for its students and faculty and uses feedback from its community to continuously improve the quality of its instruction, learning and support services.

UNIVERSITY OBJECTIVES

The general objectives of the University are to provide each student with:

1. A foundation in the leadership and management principles applicable to the operation of any business and their specific application to the areas of acquisition management, project/program management, contract management, supply chain management, and leadership and general management.
2. A comprehension of his or her own present functional interests in relation to business as a whole, and to the total economic, political, technological and social environment.
3. An explanation of the importance of management and leadership in business.
4. An increased ability to research and solve problems independently.

5. A recognition of the proper relationship of basic principles to the changing techniques used to implement them.
6. Facility in critical analysis, and analytical, communication, quantitative and synthesizing skills.
7. A combination of breadth in the total knowledge area, with a detailed, saleable amount of depth in functional specialty areas.

UNIVERSITY CATALOG & ED ALERTS

When you were accepted into your AGU program you were sent a current copy of the University catalog in effect at the time of your acceptance. The University may change its policies, procedures, courses and degree or certificate programs at its sole discretion. However, you are held to the curriculum requirements that were in effect when you were accepted. Maintain a copy of this catalog as well as the Student Record Sheet that was sent to you in your acceptance package. This record includes the required curriculum for your degree or certificate program.

The most current edition of the University catalog is kept on the University website (www.agu.edu). As necessary, AGU will revise policies and procedures. The changes will be noted in the Student Center of the AGU website under "Ed Alerts." You should check the Student Center periodically for announcements and policy changes.

SCHOOL CALENDAR

The American Graduate University operates under a continuous enrollment policy. As such, students may enroll in courses at any time.

Office hours are Monday through Friday, 8:30 a.m. to 4:30 p.m. (Pacific Time). The University offices are closed on: President's Day, Memorial Day, July 4, Labor Day, Thanksgiving Day, the Friday after Thanksgiving, and Christmas Eve through New Year's Day.

ACCREDITATION AND APPROVALS

American Graduate University's education programs are accredited by the Distance Education Accrediting Commission (DEAC). The Distance Education Accrediting Commission is listed by the U.S. Department of Education as a recognized accrediting agency. DEAC is recognized by the Council for Higher Education Accreditation (CHEA). The University also has full institutional approval from the California Bureau for Private Postsecondary Education to grant the degrees.

AFFILIATIONS

The University has a strategic partnership with the Defense Acquisition University to offer DOD personnel the opportunity to credit their DAU courses toward a certificate program or graduate degree. AGU is an education partner of the National Contract Management Association. AGU is a Registered Global Education Provider of the Project Management Institute. AGU is a Military Friendly School.

AGU has articulation agreements for credit transfer with Allied American University (www.allied.edu) and California Coast University (www.calcoast.edu).

UNIVERSITY CONTACTS

The administrative offices of the American Graduate University are located at 733 North Dodsworth Avenue, Covina, California 91724. You may contact the University by e-mail (info@agu.edu) or phone (626) 966-4576, (877) 351-9060 (toll free). Administration office hours are Monday through Friday, 8:30 a.m. to 4:30 p.m. (Pacific Time).

The following are personnel contacts for the University:

Registrar - *Debbie McDonald*, Ext. 1001; (626) 915-1709 (fax); debbiemcdonald@agu.edu - General information, course registrations, course payments, tuition assistance, course shipments, change of address, transcripts, student ID cards.

Admissions - *Laurie Mejia*, Ext. 1007; (626) 915-1709 (fax); lauriemejia@agu.edu - Admission requirements, application status, advanced standing/transfer credit, enrollment counseling, graduation requirements, VA (GI Bill) information.

Student Services - *Rachel Ruiz*, Ext. 1005; (626) 332-8149 (fax); studentservices@agu.edu - Exam requests, grade notifications, grade disputes, proctor changes, course evaluations.

Student Support - *Rachel Ruiz*, Ext. 1005; (626) 332-8149 (fax); rachelruiz@agu.edu - Leave of absence and extension/re-enrollment requests.

Academic Affairs - *Paul McDonald*, Ext. 1006; (626) 915-1709 (fax); paulmcdonald@agu.edu - Instructor issues, program changes, curriculum questions.

FACULTY

The faculty of the American Graduate University is listed below. Please contact AGU at info@agu.edu for current e-mail addresses:

Clark Adams - B.S.L., J.D., Former Assistant Director, International Division, General Accounting Office. AGU Contract Management program

Dee Howard Andrews - B.S., M.S., Ph.D., Senior Research Psychologist, Air Force Research Laboratory. AGU General Management program

Laurie Brown - B.S., M.P.M., Manager, System Engineering and Analysis, Teledyne Brown Engineering. AGU Project Management program

Theresa R. Cassino, B.S., M.S., Ph.D., PMP, Consultant. AGU General Management and Project Management programs

Bari L. Courts, B.A., M.B.A., Ph.D., Faculty Member. AGU General Management program

Michael J. Kingston - B.S., M.P.M., Program Manager, U.S. Army Corps of Engineers. AGU Project Management and General Management programs

Paul R. McDonald - M.B.A., President, American Graduate University. AGU Project Management and Contract Management programs

Gene Murabito - M.B.A., Business Solutions, Inc. AGU Financial Management and Accounting programs

Christi O’Leary – B.S., M.A.M., Contracts Manager, Dept. of Defense. AGU Contract Management program

Bill Ryan – B.S., M.B.A., President, Ryan Marketing Group. AGU General Management program

Marie J. Sirney – B.A., M.L.S., American Graduate University. Library and Learning Resources

James F. Southerland – B.S., M.S., Principal, Contracts Advisory Service. AGU Contract Management program

Earl Sprague – M.S., M.B.A., Business Consultant. AGU Project Management program

Keith Wade – B.A., M.B.A., Ph.D. (pending), Consultant. AGU Supply Management and General Management programs

John Wyatt – J.D., Professor, California State Polytechnic University. AGU Supply Management and Contract Management programs

ADVANCED STANDING (TRANSFER CREDIT)

Students may secure recognition for work done at other recognized public, private, or Government educational institutions. Approval for specific courses will be established individually on the basis of the breadth, scope, organization, and quality of work offered in relationship to the courses required by the American Graduate University. Under California law, no more than six semester credits (two courses) will be accepted for advanced standing in the Master’s degree programs and no more than nine semester credits (three courses) in the MBA programs. Certificate students may only receive three semester credits (one course) in advanced standing.

An advanced standing request form is included with the application confirmation sent after receipt of an application. Applicants who wish to request advanced standing must submit the form to the Director of Admissions, accompanied by the documentation of course completion in the form of a graduate transcript, or in the case of Government courses, a course completion certificate. Graduate transcripts must be official and must come directly from the institution. Requests for advanced standing for courses taken in another graduate program should also include information documenting the similarity to the AGU course, including course description, syllabi, text material used, and a course outline. A grade of “B” or above is required. Advanced standing will not be denied solely on the source of accreditation of the sending institution.

Transcripts from non-U.S. institutions must be evaluated by an appropriate third party and translated into English.

No fees are charged for advanced standing evaluation, nor are any fees charged for granting advanced standing. Upon acceptance into the program, the applicant’s approved credit for advanced standing will be added to their AGU transcript.

If an applicant’s request for advanced standing is denied, they are welcome to appeal the decision to the AGU President (paulmcdonald@agu.edu). The appeal should include the name of the AGU

course, the name of the institution, the previous course taken, and a detailed explanation, with supporting material, of why the applicant believes the course taken at another institution is similar in content to the AGU course.

CREDIT FOR DEFENSE ACQUISITION UNIVERSITY COURSES

The Defense Acquisition University (DAU) and the American Graduate University (AGU) have formed a strategic partnership for the establishment of cooperative graduate degree and professional certificate programs. Through this partnership with DAU, Government personnel who have earned a Level 1, 2, or 3 certification in one of the Acquisition, Technology & Logistics (AT&L) workforce career fields may apply DAU or DAU-equivalent courses toward a graduate degree or certificate. Course equivalency lists are available on the AGU website or by request from the AGU Admissions office.

Applicants to the degree or certificate programs may receive advanced standing based on completion of prior DAU or DAU-equivalent courses depending on whether they are enrolled in the Master's Certificate (one course), Master's degree (two courses), or MBA (three courses) programs.

Documentation in the form of a transcript or copies of certificates of completion must be provided.

COURSE CHALLENGE (TESTING OUT)

Students enrolled in one of the degree programs who have received advanced standing (transfer credit) for two or three courses, and have taken additional similar courses in a graduate or government institution, may challenge (test out) up to two courses. **Certificate students may not challenge courses.** Students must receive prior approval from the Admissions Department before requesting a challenge exam.

Students may only order one challenge at a time. The first challenge must be completed before the second challenge can be ordered. Students have 45 days to complete the challenge exam.

In order to receive credit through a challenge, students must pass the challenge examination for the course with a score of 80% or above. The examination must be returned by the completion date given with the examination.

There is a \$325 fee charged per challenge. Students who do not receive a score of 80% or above on the challenge examination, or do not submit it by the completion date, will be required to register for the full course. In that case, the \$325 challenge fee will be credited toward the full course price.

STATEMENT OF NON-DISCRIMINATION

The American Graduate University admits students of any race, color, religion, sex, age, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to the students of the University. It does not discriminate on the basis of race, color, religion, sex, age, handicap, disability, marital status, national and ethnic origin in administration of its educational policies, admission policies, and other school administered programs.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

Applicants and prospective or current students with disabilities who require academic adjustments and/or auxiliary aids throughout the admissions process, and/or throughout their studies should contact the Admissions Director for assistance. It is the student's responsibility to request accommodations and to provide current and supporting documentation explaining the nature and limitations of their disability. The Admissions Director, in collaboration with the Student Services Director, will work with the person to make reasonable accommodations and adjustments to enable him/her to fully participate in the admissions process and educational programs.

STUDENT PRIVACY POLICY (FERPA)

Under the provisions of the federal law known as the Family Education Rights and Privacy Act of 1974 (FERPA), eligible students, or where applicable, the parents of the students, are afforded certain rights pertaining to University records and personally identifiable information on file with American Graduate University. An eligible student is defined as any person who is currently enrolled or has been enrolled in American Graduate University's programs. It is the policy of American Graduate University to treat all student information, both personal and academic, as strictly confidential. Student information will only be released after appropriate written permission has been obtained.

ILLEGAL DRUGS AND CONTROLLED SUBSTANCES POLICY

The following information outlines the University's regulations to help ensure that the school is free of substance abuse.

All students, instructors, and staff members of the University are required to comply with the following standards of conduct related to illegal drugs and controlled substances. Students, instructors, and staff members:

- May not use illegal drugs or abuse controlled substances on University premises.
- May not be engaged in University-sponsored activities while under the influence of illegal drugs or controlled substances, including alcohol.
- May not possess, sell, or distribute illegal drugs, or sell or distribute controlled substances, on any University property or as part of any University activity.

Failure to abide by this policy may result in disciplinary action, including suspension or expulsion from the University, and/or termination of employment with the University.

STUDENT VERIFICATION PROCEDURES

AGU now requires that applicants provide a Government-issued photo identification as part of the admission requirements. This identification is maintained in the student's file. Upon acceptance to the University, students are issued a student number and password. These items are required for access to the CourseWebs Learning Management System.

Student identity is periodically verified through the use of proctored examinations. Students are required to provide their photo identification to the proctor prior to taking the examination. The proctor is then required to submit the student's identification to the Student Services Department with the completed examination. Student Services then matches the student's identification to the copy on file. In order to verify that the student and proctor reside in the same vicinity, the proctor is also required to submit a Government-issued photo identification with the examination package.

GRIEVANCE/COMPLAINT POLICY*

AGU faculty and administration strive to provide the best service to all our students. However, if you have a complaint related to administrative issues, financial issues, technical issues, faculty performance, grading, program content, program effectiveness/expectations, or library services, you have the right to seek a satisfactory resolution through the following process. The first step is to discuss the matter directly with the instructor or staff member. The instructor or staff member will attempt to settle the matter in good faith. If the matter cannot be settled at this level, the second step is to file a written complaint with Student Services, 733 N. Dodsworth Ave., Covina, CA, 91724, studentservices@agu.edu. The complaint should include a description of the specific allegations and the desired remedy, accompanied by any necessary documentation. Student Services can, if necessary, submit the complaint to the University President for final resolution. Student Services or the President will issue a formal reply to the student within ten working days.

A student or any member of the public may file a complaint with either the California Bureau for Private Postsecondary Education (BPPE) or AGU's accrediting agency, the Distance Education Accrediting Commission (DEAC). Complaints can be filed with BPPE by calling the Bureau at (916) 431-6957, or by completing a complaint form which can be found on the Bureau's Internet site (www.bppe.ca.gov). DEAC has an "Online Complaint System" that enables individuals to file a complaint directly from the DEAC website (www.deac.org). All complaints should be submitted using this form. Written complaints can be sent directly to DEAC Headquarters at 1101 17th Street NW, Suite 808, Washington, DC 20036.

For students residing outside the State of California, there may be additional resources for filing a grievance/complaint. Please see the State Higher Education Executive Officers Association website: http://www.sheeo.org/sheeo_surveys/.

STUDENT PORTAL

Your personal information and online library services are available to you by logging into the Student Portal in the Student Center. You must enter your student number and password. This information was given to you in your acceptance package. Please contact student services at studentservices@agu.edu if you need help with this information.

If your personal information (address, phone number, e-mail address, etc.) should change, please log into the Student Portal and submit the corrections.

You can review and print out a list of your completed courses and grades through the Student Portal. Information on requesting an official or unofficial transcript can be found on page 31.

**Maryland students – Please see page 52.*

ON-LINE LIBRARY SERVICES

American Graduate University is a member of the Library and Information Resources Network (LIRN). As mentioned previously, this on-line library service is accessible through the AGU Student Portal in the website's Student Center, and also in the CourseWebs LMS.

LIRN provides a core library collection with access to:

- **Gale Cengage:** Over 40 databases including Academic OneFile, Business Collection, Business Economics and Theory Collection, Business Insights: Global, Computer Database, Gale Ready Reference Shelf, Gale Virtual Reference Library, Global Issues in Context, Information Science and Library Issues Collection, InfoTrac Newsstand, LegalTrac, Military and Intelligence Database, and the Student Resources in Context.
- **EBook Central:** Provides students with an instant, multidisciplinary library of eBooks from authoritative publishers.
- **Statista:** A valuable resource for statistical information, forecasts, market trends, industry reports and infographics. Allows students to easily and quickly find data for term papers, presentations and dissertations of theses.

Additional Internet Resources:

- **Directory of Open Access Journals:** Access to full text, quality controlled scientific and scholarly journals, covering all subjects and many languages.
- **ERIC:** A comprehensive, easy-to-use full-text database of education research and information.

Access is 24 hours per day, 7 days a week.

FINANCIAL INFORMATION

METHODS OF PAYMENT

Course tuition is due and payable at the time of registration.

- AGU accepts online payments from MasterCard, Visa, American Express, Discover, or Government Credit Card.
- AGU accepts a DD 1556, SF 182 or AF-1227 tuition assistance form, and various other types of military tuition assistance.
- AGU accepts checks and money orders payable to “American Graduate University,” and purchase orders.
- AGU does not participate in federal or state financial aid programs.
- AGU offers a simple payment plan that breaks tuition for each course into three equal payments. Payment 1 is due at registration; payment 2 is due at 30 days from the date of registration; and payment 3 is due at 60 days from the date of registration. For more information please contact Debbie McDonald (debbiemcdonald@agu.edu) or by phone: 877-351-9060, Ext. 1001.

Registration requests are not processed until all payment and/or other TA documentation is received.

TUITION ASSISTANCE

Tuition costs associated with graduate degrees and master’s certificates are covered in whole or in part by virtually all government agencies and many commercial organizations.

Note: You should confirm approval and financial assistance before registering for any courses.

Federal Government Tuition Reimbursement – As a full-time employee of the federal government, you in all likelihood are eligible for reimbursement of tuition and book costs associated with your AGU studies. A number of agencies support job-related studies with up to 100% tuition reimbursement and may also cover the cost of all required textbooks.

Department of Defense (DOD) Training Funds – If you are serving in the military or the Federal Civil Service, you should contact your Education Services Officer (ESO) or Civilian Training Representative to find out how to obtain funds before registering for University classes. These funds are not administered by DANTES and are typically reserved for courses that apply directly to your job. You may pay tuition with command or agency training funds by submitting a Standard Form 182 (or other applicable form).

American Graduate University qualifies for the Department of Defense (DOD) Tuition Assistance (TA) program and is listed in the Defense Activity for Non-Traditional Education Support (DANTES) Catalog of Nationally Accredited Distance Learning Programs. This catalog can be found in each base/installation education office. An Education Services Officer (ESO) should be able to advise you on program eligibility. If you encounter any obstacles with regard to military tuition assistance, please contact the AGU Registrar.

Active Duty Military Tuition Assistance - The Department of Defense has standardized its Tuition Assistance (TA) program across military services and reimburses active-duty military members a percentage of tuition costs for all courses offered by nationally or regionally accredited institutions. If you plan to use Military TA for tuition payment, please visit your service's ESO or Education Center. **Active duty military tuition assistance is not currently available to AGU.**

AGU currently offers its active duty military students, who do not have VA benefits available, a reduced tuition rate of \$600 per course.

Corporate Tuition Reimbursement - Many corporations and companies offer educational benefits to their employees. AGU students should check with their Human Resources representative for specific details of any organization's education programs. AGU will provide any necessary information regarding tuition, fees, accreditation, course content, or other information required by an organization.

TUITION ASSISTANCE RESTRICTIONS

- DOD/Military Tuition Assistance does not cover AGU application fees, comprehensive exam/project fees, and in most cases tuition for course challenges.
- You must register online and send in the appropriate forms in order to complete payment for the course. Submission of a DANTES 1562/31 (Distance Learning Course Enrollment Form) or other Tuition Assistance form does not constitute registration for a course.
- If you are using TA, completed and approved TA forms must be submitted at the time of registration. Any tuition not paid by TA is the responsibility of the student, and must be paid at the time of registration.
- AGU may be required to report final grades as of the completion date shown on the tuition assistance document. *When applying for tuition assistance, please request start/completion dates to allow five months for each course.*

The DOD, other federal agencies, and most corporations extend tuition assistance with the expectation and understanding that students will successfully complete their course(s).

Students who fail to complete their course(s) may be expected to reimburse their employer for any amounts of assistance received. Military students will have the amount of tuition not refunded by the school deducted from their pay unless waived due to operational reasons. Military students must also achieve a grade of "B" or better in their graduate courses to prevent having to reimburse the government for the assistance received.

All students should check with their Education Services Officer (ESO) or HR Training Director for details pertaining to any restrictions before registering for any courses or receiving any assistance.

VETERANS ADMINISTRATION (VA) BENEFITS

If you are eligible for VA benefits, you must first apply for admission and be accepted as an AGU student prior to setting up your VA benefits.

TUITION PAYMENT FOR VA USERS

Students who are using the Montgomery GI Bill will be required to pay the course tuition upon registration. Students using the Post 9/11 GI Bill are required to pay only the percentage of tuition not covered by their VA benefits upon registration since the VA pays their portion of the tuition directly to AGU.

Post 9/11 VA students must be registered full time (2 courses) in order to receive the housing allowance. The VA defines a semester term as between 16 and 19 weeks. AGU's terms are 5 months. This means that a student's term may run as long as 22 weeks. On occasion, the VA may determine that this exceeds their definition of a semester term and may pro-rate the housing allowance, resulting in a lower rate than the housing allowance for distance education institutions.

Please note: Students who are eligible to combine DOD tuition assistance with VA benefits must notify their VA office.

STARTING VA BENEFITS

1. Contact the VA office online at <http://www.GIBill.va.gov> (or toll-free at 1-888-442-4551) to see if you qualify for VA benefits and to request any necessary form(s). Please note: Forms should also be available at all DVA offices, most active duty military stations, and American Embassies in other countries.
2. Use the Veterans ON-line Application (VONAPP) site (www.gibill.va.gov) to complete an application for benefits. Complete Form 22-5490 if you're applying for benefits based on being a dependent or spouse of a service connected injured or deceased veteran. Use Form 22-1990 for all other programs. You may also complete Form 22-5495 or 22-1995 if you've been receiving benefits and need to notify VA that you're changing schools or programs of study.
3. The VA will send you a copy of your certificate of eligibility. Fax (626-915-1709) or e-mail (lauriemejia@agu.edu) a copy of the certificate to AGU.
4. If you have used your benefits at another institution, you must submit VA Form 22-1995, Request for Change of Program or Location, to AGU.
5. Register for a course. Once you register, the AGU Administration Office will send an enrollment certification to the VA office to start the benefits.

Please note: Discharged students must also send a copy of their DD214.

VA BENEFIT LEVEL

The following table equates semester hours with VA benefit levels:

6 semester hours (2 courses)	Full-Time
3 semester hours (1 course)	Half-Time

CANCELLATIONS, WITHDRAWALS AND REFUNDS*

Pursuant to California Education Code (CEC) 94920(b), an institution must refund 100 percent of the amount paid for institutional charges, less a reasonable deposit or application fee not to exceed two hundred fifty dollars (\$250), if notice of cancellation is made through attendance at the first class session, or by the seventh class day after enrollment. **AGU refunds 100% of all course charges upon request in writing up until midnight of the tenth day after registration for a course.** A withdrawal may be effectuated by the student's written notice or by the student's conduct, including, but not necessarily limited to, a student's lack of attendance. If a student withdraws or cancels a course after midnight of the tenth day after registration for a course, the student will be subject to a **one-time charge of \$195.00 of the tuition** during their enrollment in their educational program.

Students may receive a refund up to 7½ months after registration for a course. After this date, no refunds will be issued.

After the official drop period of ten days, the student may withdraw from a course after instruction has started and receive a pro rata refund for the unused portion of the tuition and other refundable charges if the student has completed 60% or less of the instruction. For example, if the student completes only 30 hours of a 90-hour course and paid \$975.00 tuition; after subtracting the one-time \$195.00 registration fee, the student would receive a potential refund of \$520.00.

$$\begin{array}{r} \$780.00 \\ \text{(Tuition minus} \\ \text{Reg. Fee)} \end{array} \times \frac{\begin{array}{l} 60 \text{ clock hours of instruction} \\ \text{paid for but not received} \end{array}}{90 \text{ clock hours of instruction} \\ \text{for which student has paid}} = \$520.00$$

NOTE: The State of California requires that the refund policy be expressed in clock hours of instruction, as above. An example of the policy expressed for distance education lessons completed would be: if the student completes only 10 lessons of a 30-lesson course and paid \$975.00 tuition; after subtracting the one-time \$195.00 registration fee, the student would receive a potential refund of \$520.00.

$$\begin{array}{r} \$780.00 \\ \text{(Tuition minus} \\ \text{Reg. Fee)} \end{array} \times \frac{\begin{array}{l} 20 \text{ lessons} \\ \text{paid for but not completed} \end{array}}{30 \text{ lessons} \\ \text{for which student has paid}} = \$520.00$$

If the school cancels or discontinues a course or educational program, the school will make a full refund of all charges. Refunds will be paid within 30 days of cancellation or withdrawal.

*Maryland students – Please see page 52.

REGISTERING FOR A COURSE

COURSE SCHEDULES

Since AGU has continuous enrollment, students may register for a course at any time. The time period to complete a course is five months. The start date for the course is five days after the course registration date. The start and completion dates are cited on your Student Enrollment Agreement.

COURSE REGISTRATION

Students are required to register for courses using the on-line registration form using the following steps:

- Access the AGU website at www.agu.edu
- Click on “for Current Students” in the top right hand corner
- Click on “Register for Courses” in the left hand column
- Select the course title from the “Course” drop down box at the center of the page
- Click on “Register” to the right of the course title
- Fill out the “Distance Course Registration” form and then click on the “Submit” link at the bottom of the page
- Fax (626-915-1709), e-mail (info@agu.edu), or mail your signed tuition assistance form to AGU, Attn: Debbie McDonald, Registrar
- If you are paying by check, please make the check payable to American Graduate University, 733 N. Dodsworth Ave., Covina, CA 91724

If you have any questions, please contact the Registrar, Debbie McDonald, at (877) 351-9060, Ext. 1001 or by email to debbiemcdonald@agu.edu.

COURSE PAYMENT

AGU requires receipt of payment (by check or credit card), tuition assistance (TA) form, or payment plan arrangement prior to registration.

AGU understands that Government funding issues may necessitate that a student register for more than one course at a time. If a student registers for more than one course and is not using VA benefits, they may change their start date on the Student Enrollment Agreement. This date must be no later than the five-month completion date for the previous course.

Any changes to your term dates granted by AGU does not alter the student’s TA agreement with, or financial responsibility to, their funding organization. Students are responsible for obtaining approval from their funding organization for any changes to their original TA agreement completion dates. Failure to secure this approval from their funding organization may result in the student having to repay the TA amount back to the funding organization.

STUDENT ENROLLMENT AGREEMENT

The Student Enrollment Agreement is a contract that defines essential terms and conditions related to your enrollment; such as refund information, start and completion dates, academic

integrity, etc. **Remember, you have five months to complete each course.** You must review and sign a Student Enrollment Agreement for each course. The Agreement will be sent to you as an attachment to your confirmation email from the Registrar. You are required to sign and return the Student Enrollment Agreement by fax (626-915-1709) or email (debbiemcdonald@agu.edu) as soon as you receive the confirmation email.

No materials will be shipped until the signed Student Enrollment Agreement is returned to the Registrar's Office. California State Regulations require that we maintain a copy of the Agreement as part of your permanent student record.

TERM OF STUDENT ENROLLMENT AGREEMENT

The Student Enrollment Agreement expires on the completion date listed on the student's course enrollment agreement.

MULTIPLE COURSE REGISTRATIONS

Enrollment in two courses is considered full-time at AGU. If a student wishes to enroll in an additional one or two courses, the student's current course(s) must be at least 80% complete before the student can be enrolled in any additional courses. No more than two additional courses will be allowed and students must be actively working on their current courses.

If a student registers for two courses on the same day, and wishes to change the start date of one course, they must indicate the revised start date in the "Course Completion Requirement" section on the copy of the Student Enrollment Agreement being returned to AGU. The five month completion period will start from that date. On the enrollment agreement that pertains to the additional course, cross out the original start date and indicate the revised start date. This date may not be more than five months after the original start date. Also cross out the listed completion date and mark it with a date five months from the revised start date. Sign, date and return this enrollment agreement to AGU.

Revisions to start dates must be made before any coursework is submitted.

SHIPMENT OF COURSE MATERIALS

Shipments within the United States and Canada are sent by UPS Ground service or Priority Mail. Military and government employees stationed overseas are sent materials by Priority Mail to APO, FPO and DPO addresses. Costs of these shipments are covered in the tuition fee. Other shipments outside the U.S. are not included in the tuition fee. Students requiring shipment to overseas countries should contact the Registrar (debbiemcdonald@agu.edu) for a shipping quote prior to registration.

SCHOOL PERFORMANCE FACT SHEET

The California Private Postsecondary Education Act (CPPEA) of 2009 requires under Section 94910 of CPPEA that a school provide information for each program offered in regards to completion rates, placement rates, licensure exam passage rates, and salary/wage information. Since AGU does not advertise or provide placement services nor does it express or imply that a particular salary may be earned after completing the degree or certificate program, data on placement information is not available.

Students are required to review the school performance fact sheet prior to initialing and signing the student enrollment agreement for each course. The school performance fact sheet is sent to all students in their acceptance package. One signed copy of the school performance fact sheet **must** be returned to the University before a student may register for a course.

TAKING YOUR COURSE

INITIAL ACTIONS

Once you have registered for a course three things will occur. Your instructor will be notified of your registration; you will be sent your student identification number and password for the CourseWebs online testing site; and your course materials will be sent to you.

TECHNOLOGY REQUIREMENTS

In order to fulfill the requirements of the AGU course curriculum all students are expected to have, or have access to:

- A personal computer
- An email account
- A word-processor software program such as the *Microsoft Office Suite*
- A web-browser such as *Internet Explorer, Firefox, Google Chrome, or Safari*

COURSE INSTRUCTOR

You have an assigned instructor. Your instructor will contact you by email shortly after your registration with his or her email address. You may contact the instructor for assistance at any time during the course. You should also copy the AGU Student Services Department (studentservices@agu.edu) on all correspondence with instructors so that they may monitor their responses.

COURSEWEBS ONLINE TESTING SITE

You will receive an email message containing your User ID (student number) and initial password in order for you to log onto the CourseWebs Online System. The subject examinations in each course are provided in your Study Reference Guide, which is emailed to you upon the return of your signed Student Enrollment Agreement. They are also available in AGU's CourseWebs online examination system at <http://agu.coursewebs.com>. More detailed instructions will be included under the section entitled "Using the Online Examination System" on page 22.

COURSE PACKAGE

Within 24 hours of your registration, and the return of your signed Student Enrollment Agreement, your materials will be shipped to you. The package will contain the following items:

- Course Textbook
- Packing Slip
- Welcome Letter

Please inspect your course materials to ensure that you have received everything and that they are in good condition.

STUDY REFERENCE GUIDE

Each Course includes a Study Reference Guide (SRG), which directs you through the course. The SRG contains introductory material which includes the Course Description, a list of Lesson Modules, and the Course Objectives, which will outline what you will have learned once you complete the course.

The SRG, along with the course Time Tracker Sheet, and any applicable Excel spreadsheets and PowerPoint presentations, are available at the AGU CourseWebs Learning Management System as soon as your course enrollment is complete.

Lesson modules constitute the major portion of the SRG. Each lesson module, other than Application Lessons, will contain:

1. Lesson Topic
2. Lesson Objectives
3. Lesson Assignment
4. Lesson Review Exercises
5. Subject Examination
6. Answers to the Lesson Review Exercises

LESSON ASSIGNMENTS

Always read the lesson assignment on the first page of each lesson module. The lesson numbers and chapter numbers do not always align. Some students assume that the lesson number and the chapter number are always the same and do not look at the lesson assignment. They end up reading the wrong chapter(s) and then are puzzled as to why the subject examination questions do not match what they have read and studied.

APPLICATION LESSONS

Most of the courses contain Application Lessons. These lessons include cases, exercises, problems and essays that allow the student to apply the knowledge learned in a previous set of lessons. The student's work in the Application Lesson is reviewed and graded by the course instructor. At times, the student will be requested to show his or her work, use special programs like spreadsheets, or access a CD or Internet materials that may come with the textbook for the Course.

FINAL COURSE EXAMINATION (See Page 27)

BEGINNING YOUR COURSEWORK

DEVELOPMENT OF STUDY SKILLS

There are many ways to study. Without direction, every student develops a method of his or her own which is more or less successful. If it is more successful than less, the student will continue to use and to improve it as he or she goes. After a period of trial and error the student produces a method that works most of the time. We want to eliminate that trial and error period for you, and give you a student method that will work if you follow it.

Over the years AGU has found the Five-Step Study Method to be very successful for distance learning. If you follow this method you will learn the material by taking small steps that will move you from the simple to the difficult. You will make steady progress in developing knowledge of the material. Each correct step you take will be reinforced several times, and each judgment you make about the subject matter will be confirmed or corrected by the approved answers to the Lesson Review Exercises, the Subject Examination and the course Final Examination.

THE FIVE-STEP STUDY METHOD

Upon receipt of your signed Student Enrollment Agreement you were emailed the Study Reference Guide (SRG). This guide directs you through the course. To begin your coursework go to the first lesson in the SRG and begin your steps.

Preview - The first page of each lesson includes the Lesson Topic, Lesson Objectives, and Lesson Assignment. **Read this page carefully.** The Lesson Objectives will indicate the information you will be expected to know upon completion of the Lesson. The Lesson Assignment will take you to the exact chapter(s) to read in order to complete the lesson. Turn to the assigned chapter and review the individual headings. Turn back to the beginning of the chapter and read it in its entirety.

Question - This is the second reading of the assigned chapter. Pen or pencil in hand you ask yourself as you read "What are the objectives of the lesson?" and "What are the important points?" Underline these points in the text materials, and then look at the second part of the Lesson, the Lesson Review Exercises (LREs), *but not the answers.*

Read - This is the third and most detailed reading. Now you have the Lesson Review Exercises in mind as you read, searching for the right answer for each LRE item.

State - In combination with the "read step" you state in your own words each Lesson Review Exercise answer.

Check - The "check" step is comparing your answer against the approved answer AGU has provided. If you did not interpret a question or the text correctly and have come up with a different answer, go back to the text and reread. If you still believe that your answer is the best response to the LRE contact your instructor using the email address he/she provided in the instructor welcome message.

After completing all these steps you're ready to log onto the CourseWebs Online Testing System and take the Subject Examination or Application Lesson.

ANSWERING THE SUBJECT EXAMINATIONS AND APPLICATION LESSONS

Now you are ready to take larger steps as you answer the Subject Examinations provided for each Lesson or complete an Application Lesson assignment. The Subject Examination items cover more content than the Lesson Review Exercises. Subject Examinations encompass the entire lesson and the relationships of the subject matter in it. Subject examinations are multiple choice and true-false objective-type items, and application lessons that include essays, exercises, problems or case analyses like those you found in the Lesson Review Exercises. Application lessons are graded by your instructor via the CourseWebs system. **All course assignments must be completed and turned in for grading. Students are not permitted to skip an application lesson or subject examination. Failure to complete a subject examination or application lesson will result in an Incomplete grade in the course.**

TIPS FOR COMPLETING AN APPLICATION LESSON

Application lessons provide a way for you to demonstrate what you've learned to your instructor. Ordinarily there are four to five application lessons in each course. They follow three or four objective (multiple choice/true-false) subject examinations. Unlike the objective examinations, application lessons aren't checking to see if you have learned certain pieces of information. Instead they give you an opportunity to show how you can apply what you've learned in the previous lessons. *For this reason it is very important that you complete your application lessons in the assigned sequence.*

There are certain steps you should take when you are preparing your response to an application lesson:

1. Read the directions from the instructor. Note whether there is a **required** word count.
2. Read the questions carefully.
3. Underline what you are being asked to do, paying particular attention to words such as: explain, discuss, compare, list, etc.
4. If the lesson requires essays or answers to case problems write at least three paragraphs including an introduction, body and conclusion.
5. In the introductory paragraph turn the question or statement into a thesis sentence adding your opinion to the statement.
6. Include at least three supporting statements in the body of your response. Back up your opinions with the facts and examples.
7. Keep your sentences short and watch for run-on sentences.

8. Break for a new idea with a new paragraph. Keep paragraphs short – no more than 4 to 5 sentences.
9. Be sure to proof your work. Don't assume that spell check will catch everything.
10. State your conclusions in your final paragraph. Sum up your points and provide a final perspective.
11. Before you send in your response to the application lesson be sure to include your name, course number and lesson number. Read what you have written out loud. Fix any awkward or unclear sentences before you post it to CourseWebs.

USING THE ONLINE EXAMINATION SYSTEM

The Subject Examinations in each course are available in your Study Reference Guide and in AGU's CourseWebs online examination system at <http://agu.coursewebs.com>.

To take an examination online, go to <http://agu.coursewebs.com>; log into the system with your user name and password, which you have received via email. Once logged in, choose the desired course. When the course main page comes up, click on the "Exams" link. This will bring up all the lesson exams for the course. Choose the appropriate lesson exam and take and submit the exam online. Detailed instructions for using the site are available below, and also in the CourseWebs site.

Taking An Exam

The course lessons must be completed in numerical order. Students must complete the lesson subject examination with a passing score before they can move on to the next lesson examination. For multiple choice and true-false questions, click on the bubble that corresponds to your selected answer. For essay, case study, and exercise questions, click on the link at the bottom of the page to upload your answer file.

You advance through the exam by clicking the **Next** button at the bottom of the screen to go forward, and by clicking the **Previous** button to go backward. Each time you click on the **Next** button, the system will automatically save your answers.

Exams are not timed. You can come back to an exam at any time by clicking the **Save and Exit** button. If you unexpectedly lose your Internet connection, the system will save the answers on completed pages. When you log back in to the course and click on **Exams**, you can simply click **Continue with this exam** to re-start the exam from the point where you left off. If you cannot continue with your exam, please contact Student Services (studentservices@agu.edu).

Printing An Exam

Every page on the exam has a **Printer Friendly Version** button. If you click on this button, the system will bring up another window which will have an option to **Print** or **Save As**.

Note: This view is for review only. Please correct or change your answers within the exam itself and not in this window.

Submitting An Exam For Grading

The final screen of an exam will have a **SUBMIT** button. When you are ready to submit the exam for grading, click on **SUBMIT**. Once you submit an exam for grading, you CANNOT go back and make any changes.

When you click **SUBMIT**, the system will ask: "Are you sure that you want to submit the exam?" Click "OK" if you are ready to submit the exam. If you are not ready to submit the exam for grading, click "Cancel." Use the **Previous** and **Next** buttons to change or review answers, or use the **Log Out** link to exit the system, so you can return to work on the exam at a later time.

Returning To An Un-submitted Exam

Until you click **SUBMIT** and "OK" at the last screen, you can log off and come back to continue the exam or change your answers as many times as you like. To return to an exam after logging out, log back into the course, click on **Exams** and click on the link that says **Continue with this exam**.

Receiving Your Grade And Reviewing Your Exam

If the exam contains multiple choice and true/false questions, but does not contain essay, case study, or exercise questions that require grading by the instructor, you will receive your grade on the screen immediately (as well as via email).

If the exam includes essay, case study, or exercise questions that require grading by the instructor, you will see a message telling you that the grading of the exam needs to be completed by the instructor (you will also get an email with this message).

You can review a submitted exam in two ways:

1. Immediately after submitting your exam, the screen with your grade will have a **Review this exam** button. Click this button to review the exam.
2. If you want to review your exam later, log back into the course, click on **Exams**, and click on the exam you want to review.

When you review an exam, all correct questions will have a green arrow and all incorrect questions will have a red X. Any question with a red exclamation point requires grading by your instructor. The Feedback section for each multiple choice or true-false question will show the page number where the material associated with the question can be found.

Examination Retakes

A score of at least 80% is required in order to pass any examination. Students are limited to examination retakes totaling 20% of the lessons for each course. For instance, if a course requires the completion of 25 lessons then the student would be permitted to retake 5 of the lesson examinations. If a student receives a score below 80% and has not exceeded the retake quota for that course an e-mail will be sent notifying the student that the exam is available for review (without the answers). If the student wishes to retake the exam they should contact Student Services (studentservices@agu.edu or (626) 966-4576, Ext. 1005) to request that the lesson exam be reset. When a student retakes an exam, he or she only needs to answer those questions that were wrong.

The score of a retake examination is capped at 80%. Even if a student gets all the answers correct, they will still be awarded a maximum score of 80% on the retake exam. If the student receives a score below 80% on the retake he or she will be awarded that actual score on the examination. If a student has reached the quota of retakes for the course, they will not be permitted to retake any further lesson examinations and will receive the grade earned on the initial submission of an examination.

Comments And Questions

If you have any comments, suggestions, or problems to report when using the system, please contact AGU Student Services by phone at (626) 966-4576, ext. 1005, or via email at studentservices@agu.edu.

CONFIRMING AND CORRECTING

You have now taken all the study steps for your lesson, answered the Lesson Review Exercises (LREs) correctly, and taken and submitted your Subject Examination or Application Lesson assignment. Move on to the next lesson and start working on it, using the Five-Step Study Method. Each lesson is a self-contained unit. It is difficult to establish good study habits. Once they are established they should be maintained.

AGU's online exam system instantaneously grades all objective exam questions, and any other questions or assignments that require grading by the instructor will be completed within AGU's established 24-72 hour turnaround time.

Once you have received your email stating your grade and any questions that you answered incorrectly, be sure to:

1. Look up each item you missed.
2. Reread the text material connected with that particular item.

Reviewing your graded exam is a major part of the learning process. First, you can see how well you have learned the lesson. Second, you should use the information in the email to review the right answer on the exam so that with some study you would not miss it again. However, if after rereading the text material on an item you have missed, you still think your choice was the best one, contact your instructor and copy the University by email (studentservices@agu.edu) or use the "Student Assistance Form" on the AGU website (click on "Student Center" and then on "Student Assistance). Identify yourself and your inquiry fully, giving the course, the specific question, and list the volume and the specific text reference by page and line on the page supporting your answer.

Explaining a problem via email requires that you provide a succinct statement of the problem or question. You should summarize the steps you have taken toward solving the problem on your own. Many times this effort alone will lead you to find the answer on your own.

Your instructor will respond to your email within 24 to 72 hours.

Sometimes email communication is not sufficient to solve your problem. In those instances the instructor will make an appointment for a telephone conference. The instructor will make arrangements with you via email.

Feedback is a vital step in the learning process. It not only *corrects*, showing where you were wrong and will need to do some more reinforcing, but also *confirms*, showing you where you were right. In the feedback process, knowing where you are right is of course as important as knowing where you are wrong.

REQUIRED TIME TRACKING OF STUDY AND ASSIGNMENT COMPLETION TIMES

Students are required to keep track of the time they spend in studying for and completing the various components of a Lesson – Reading Assignment, Lesson Review Exercises and Subject Examination – for each of the individual lessons in a course. They also must track the time spent on individual Application Lessons and the course Final Examination. The Time Tracker form is available through the CourseWebs LMS (please see sample form on page 26). This tracking of course completion time is a requirement of AGU's accrediting agency, the Distance Education Accrediting Commission (DEAC).

It is essential for accurate time recording that you enter your times on the Time Tracker form as you complete each Lesson Module. If you wait until completing the entire course you will probably not be accurate in your time entries.

You will be required to submit this form with your completed final examination at the end of your course. **A course final grade will not be issued until Student Services receives the completed Time Tracker form.** Additional information on submitting the form to Student Services is included on page 30.

SAMPLE -- AGU TIME TRACKER - COURSE 657 MANAGEMENT ACCOUNTING & CONTROL

Verifying an accurate course completion time is essential for accreditation. 90 hours of student preparation and 45 hours of student engagement time are required for a 3 credit course. Please track the time you spend on each lesson and final examination. Enter the time in hours and tenth of hours (1.0, 2.5, etc.). This form must be submitted electronically after completion of the course final examination to studentservices@agu.edu or faxed to (626) 332-8149. **A final grade will not be issued until this form is submitted.**

Student Name _____

Student ID Number _____



1	Managerial Accounting Overview
2	Managerial Accounting & Cost Concepts
3	Job-Order Costing
4	Activity-Based Costing
5	Process Costing
6	Application Lesson - Lessons 1 - 5
7	Course Project 1
8	Cost-Volume-Profit Relationships
9	Variable Costing and Segment Reporting
10	Application Lesson - Lessons 8 - 9
11	Course Project 2
12	Master Budgeting
13	Flexible Budgets, Standard Costs & Variance Analysis
14	Application Lesson - Lessons 12 - 13
15	Course Project 3
16	Performance Measurement in Decentralized Organizations
17	Differential Analysis: The Key to Decision Making
18	Capital Budget Decisions
19	Application Lesson - Lessons 16 - 18
20	Course Project 4
21	Statement of Cash Flows
22	Financial Statement Analysis
23	Application Lesson - Lessons 21 - 22
24	Course Project
	Final
	Total

Student Preparation	
Reading Assignment	0.00
Reviewing and Completing Lesson Review Exercises	0.00
Studying for Subject Exam or Application Lesson	0.00
Study for Final Exam (FE)	0.00
Preparing for Course Paper (if applicable)	0.00
Total Student Preparation	0.00

Student Engagement	
Completing Subject Exam or Application Lesson	0.00
Completing Final Exam (FE)	0.00
Communicating with Instructor	0.00
Preparing Course Paper (if applicable)	0.00
Total Student Engagement	0.00

COMPLETING YOUR COURSE

THE FINAL COURSE EXAMINATION

You must request the final examination after completion of the last lesson of the course. The exam will not automatically be sent to you and is not available on the CourseWebs Online System. Access the "Final Examination Request" form from the "Forms" link in the Student Center of the AGU website. Once you submit the form it will automatically be sent to Student Services for processing. Certain final examinations are proctored. All degree students are notified in their acceptance package which final exams must be proctored.

PROCTORED FINAL EXAMINATIONS

Our accrediting agency, the Distance Education Accrediting Commission, requires that a student's achievement be assessed by proctored final examinations appropriately spaced throughout the program. While we recognize that our students are motivated, ethical individuals we are still obligated to comply with this requirement.

If you are a degree student you received a proctor letter in your acceptance package which indicated which of your course final exams must be proctored. You also receive proctoring notification with your course textbook(s). If you have misplaced the list of required proctored exams, please contact the Director of Admissions (lauriemejia@agu.edu) for another list.

If you are a certificate student and plan to transfer your credits into a degree program, at least two of the six course final examinations must be proctored. Please contact the Director of Admissions (lauriemejia@agu.edu) for a list of your required proctored final examinations.

One week prior to taking your proctored exam, please submit the Final Examination Request form accessible from the "Forms" link in the Student Center of the AGU website. Be sure to mark the "Proctored Exam" bubble on the form. The student is responsible for arranging a test date with their chosen proctor. Proctors cannot be relatives, friends, subordinates, or other AGU students. They can be a supervisor, co-worker, librarian, or members of your human resources or education and training offices.

All examinations, including proctored examinations, are open book. You may bring to the test site your textbook, notes and lesson plans.

You will be required to provide proof of identification with two pieces of personal identification; at least one piece should have a recent picture. If the student cannot provide appropriate identification, the test must be notarized.

Student services will email your exam directly to the proctor along with an instruction sheet. The proctor will fax the test answer sheet and signed proctor form back to student services.

Proctor Guidelines

1. **Proctors cannot be a past or present family member, subordinate, current/previous student of American Graduate University, or related to a current/previous student of American Graduate University.**

2. Proctors shall arrange a suitable, secure, well-lighted area to administer the proctored exam.
3. Students must provide a Government-issued photo identification that includes their address. This photo identification must be copied by the proctor and submitted with the examination answer sheet.
4. **Exams are not allowed to be copied or taken home by anyone.** No one other than the proctor and the student shall view the proctored exam and can only be seen at time of testing.
5. Please allow at least four hours for the completion of the exam. Students may use a computer to complete any essays or case problems.
6. **These examinations are to be given open book.** Students may bring to the test site their textbooks, notes, and lesson plans for use in completing the examination.
7. Students must complete the exam and the proctor must sign the Proctoring Information sheet and return it with the exam answer sheet by email or fax. The proctor must also include a copy of the student's Government-issued photo identification and a copy of the proctor's Government-issued photo identification which includes the proctor's city and state. The proctor's street address and all identifying numbers should be blacked out. Scanned documents can be emailed to: studentservices@agu.edu. Faxed documents can be sent to: (626) 332-8149. **The examination should then be shredded by the proctor.**

Students will be suspended or terminated if any of the following violations of trust occur:

1. If the student obtains or attempts to obtain the proctored examination at any other time than scheduled with the proctor.
2. If the student is assisted knowingly by any other person in obtaining or attempting to obtain the proctored examination.
3. If the student is assisted during the examination in answering questions by using any unauthorized source, i.e., books, co-workers, etc.
4. If the student is allowed to take the final exam out of the testing area. Exams are absolutely not allowed to be taken home.

If any of the violations mentioned above should occur, the examination process must be immediately terminated and the examination, finished or not, shall be returned to American Graduate University.

OTHER FINAL EXAMINATIONS

If your final exam is not required to be proctored, submit the Final Examination Request form from the "Forms" link in the Student Center on the AGU website. Student Services will then email a copy of the exam directly to you.

HOW TO PREPARE FOR THE FINAL EXAMINATION

Students taking examinations are divided into two kinds: those who are comfortable in a testing situation and those who are miserable. Why is it sometimes the most conscientious scholar will "freeze" when he or she clutches the pencil and starts to "be examined"? Psychologists tell us that our thing about examinations is fear, and our fear is born of lack of confidence in ourselves and the way we perform under mental pressure. The following are some pointers for taking examinations more comfortably.

First, *Be Prepared*. Follow the Five-Step Study Method and make an overall review of all course material prior to taking the Final Examination. Carefully review the Lesson Review Exercises and the Subject Examinations. Don't take a chance on being prepared; give yourself every break and get ready for the examination as thoroughly as you possibly can.

The second point is *Slow Down and Read*. You can't answer an examination question correctly until you know what it says and what is being asked for. Look for key words in the item such as *not, except, first, only, all, every*, and the like.

The third point is *Don't Stall*. You have ample time if you are well prepared; however, you can lose a lot of this time by stalling on individual items. Answer those items you are sure of first. If an item appears to be difficult, go on to the next one. Go straight through the entire examination answering those items in which you are reasonably sure of the answer. Then, in the remaining time you can go back to the tough ones. Suppose your examination has 100 items and you stall on number 50. If you stop there and never finish you can guess what your score will be. Remember that your right answers count, not your wrong ones, so get as many right answers as you can. Do not make "wild guesses" but mark every item.

The fourth point is *Check and Recheck*. You have an answer sheet to mark. The grader scoring the sheet is going to respond to your actual marks or to blank answers, not to what you meant to make. If choice B is correct, mark B, not any other. Take a few extra minutes to check what you have marked on the exam form; this will pay heavy dividends. More simple transferal errors are made than any other kind.

Essay Questions

Before you start answering an essay question or case problem, make a short outline of your answer. The outline may be a list of the various points involved in the question or a list of subordinate questions. Don't make a detailed outline. Just jot down single words or short phrases to serve as a guide. Then number the words or phrases in a logical order and start to write. Don't use big words where a simple one will do. Imagine you are explaining the question to a friend. Don't go into too much detail. If you put down the main points in a logical fashion the instructor will give you credit for knowing the detail. When you finish, read your answer over. Don't hesitate to revise your answer.

Be sure to note whether there is a required word count. Do not submit your answer in a list or bullet format. An essay requires that you submit at least three paragraphs (please see "Tips for Completing an Application Lesson" on page 21).

SUBMISSION OF THE NON-PROCTORED FINAL EXAMINATION

Final examinations are submitted using the generic online exam form available from the Student Center on the AGU website at www.agu.edu/student_center/online_exam.html or by faxing (626-332-8149) or emailing (studentservices@agu.edu) the exam answer sheet to Student Services.

EXAMINATION RESULTS

The Student Services Department will send you a notification by email of your final examination grade as well as your final overall course grade. The score given on the final examination is given in percentage form. Grades must be 80% or better to be satisfactory. If the grade is 80% or above, the correct answers to questions will be indicated so you will be able to see where you are in error.

If the score is below 80%, the correct answers are not given. You will be asked to retake the final examination, submitting only the answers to questions that were missed. The score of a retake examination is capped at 80%. Even if you get all the answers correct, you will only be awarded a maximum score of 80% on the retake examination. If your retake score is below 80% you will be awarded that score on your examination.

Once you have successfully completed the final examination, your activity with AGU on that particular course is ended. If a completion letter and/or certificate is required by your employer, a written request must be submitted via email (studentservices@agu.edu), mail (AGU, 733 N. Dodsworth Ave., Covina, CA 91724) or fax (626-332-8149). Completion letters are sent via email attachment. If an original hardcopy of a completion letter and/or certificate of completion is required, please specify in a written request which document is preferred. You can expect your request to be processed within five business days after receipt unless otherwise specified.

Examination Score Review

If you think a given subject examination or final examination item has been scored incorrectly you may initiate a examination score review. Since examination scores more than six weeks old will **not** be reviewed you must act promptly.

The procedure for requesting an examination score review is:

1. Request Instructor Review. Submit a request to your instructor via email. State the subject (lesson) examination number or final examination on the subject line of the email message. Be sure to copy the Student Services Department (studentservices@agu.edu) in your message. The body of your message should include:
 - The question number and text of the question
 - Your answer choice
 - An explanation of why you believe your answer choice was correct. Include page references in the text to support your answer.
2. Instructor Review. Your instructor will review your request and supporting evidence and will respond within two business days. If it is determined that your examination was scored incorrectly, your score will be revised accordingly.
3. Education Director Review: If you believe your instructor's decision is incorrect you may appeal the decision to the Education Director. Email a copy of your original request for review and the instructor's reply to paulmcdonald@agu.edu. Additional information or new arguments will not be considered. The Education Director will communicate his decision to you, the instructor, and student services. His decision is final and additional appeals will not be considered.

SUBMISSION OF TIME TRACKER FORM

You must submit your completed Time Tracker Form (see pages 25 and 26) by email to studentservices@agu.edu or by fax to (626) 332-8149 after you complete the final examination for your course. A course final grade will not be issued until Student Services receives the form.

COURSE EVALUATIONS

Your grade notification will include a link to our end of course evaluation. It is very important that you take advantage of this opportunity to evaluate your instructor, the course materials, and student services. Our accrediting agency, the Distance Education Accrediting Commission (DEAC), now requires that we aim for at least a 30% response rate for our student evaluations, but more importantly, this enables us to maintain the high quality of our courses.

PROGRAM TRANSFER

After you are accepted into the degree or certificate program of your choice, you may decide you would like to pursue a different program. If you wish to change your program, you should fill out the “Degree/Certificate Program Transfer Form” accessible from the “Forms” page in the Student Center section of the website and submit it.

Students will not be charged for their first program transfer. Students who transfer their program more than once will be charged \$50.00 for each program transfer.

Transfer into another program may require the submission of additional information or requirements and may result in losing units if any of the courses taken are not required in the new program.

Advanced standing and challenge eligibility may be affected by a program transfer. Please see information on advanced standing on page 7.

TRANSFERABILITY OF AGU CREDIT

Since individual institutions determine their own credit transfer and degree acceptance policies, AGU cannot guarantee that other schools will accept its credits or degrees. Students who wish to transfer credits from AGU to another institution should contact the Registrar or Admissions Office at the university in question to determine whether credits from AGU will transfer to that institution.

TRANSCRIPTS

You can review and print out a list of your completed courses and grades through the Student Portal. However, some employers/education offices prefer to receive a transcript directly from the university. In this case, students should use the AGU Transcript Request form to arrange for a transcript to be sent to a designated third party.

To request a transcript, official or unofficial, download the AGU Transcript Request form from the “Forms” link in the Student Center section on the AGU website. Transcripts will not be released without the student’s signature at the bottom of the request form. Transcripts will be withheld if there are any outstanding obligations to American Graduate University.

There is a transcript processing fee of \$10.00 per transcript. This fee applies to all official (hard copy with university seal affixed) or unofficial (emailed) transcripts. Payment must be included with the request. Requests with credit card payment may be emailed to debbiemcdonald@agu.edu or faxed to 626-915-1709 (credit card number and expiration date must be provided with request). All other requests must be sent by mail with check or money order to American Graduate University, 733 N. Dodsworth Ave., Covina, CA 91724.

COURSE COMPLETION REQUIREMENTS/GRADES

COURSE GRADES

Your course grade is the average of your individual lesson examinations, projects, and final examinations. In most courses the lesson examinations (which may include a project) are worth 80%, while the final examination is worth 20%. AGU uses a “numerical” grading system. Students must receive a minimum grade of 80% for each course.

Grades	Quality Points
A (90-100%)	A = 4.0
B (80-89%)	B = 3.0
Below 80%	F = No credit

You may view your grades at any time by logging into the Student Portal from the Student Center on the website.

INCOMPLETE GRADE

If you do not complete a course by the day after the end date stated on your Student Enrollment Agreement, a grade of incomplete (I) will be recorded on your transcript. Even if you have an approved extension, the incomplete will remain on your transcript until a final course grade is issued.

FAILING GRADE

Students who receive a grade below 80% in a course do not receive any credit for that course, and a grade of “F” is noted on their transcript. If the course is a required course, students must register for and retake the full course.

ACADEMIC PROGRESS - NON-VA STUDENTS*

You must show regular progress toward completion of your degree or certificate program. If you do not show any academic progress for one year and have not requested a leave of absence, it is considered to be evidence that you have withdrawn from the University. Your progress is monitored by the assigned faculty and Student Services Department. If you fail to maintain adequate progress and wish to return to AGU, you may be required to re-apply.

COURSE COMPLETION REQUIREMENTS

The time period to complete a course is five months. The start date for the course is 5 days after the course registration date. The start and completion dates are cited on your Student Enrollment Agreement.

If a course is not finished within the five month deadline, the student’s access to the CourseWebs exam system for that course will be suspended until an extension is requested.

*Please see Appendix 3 for VA Academic Progress Requirements.

EXTENSION/RE-ENROLLMENT REQUIREMENTS

Students who do not complete their course within the original five month term **must** request an extension as follows.

First Extension - 45 days (Complimentary): This extension must start the day after your initial term ends.

Second Extension - 30 days (\$100): This extension must start the day after your first extension ends.

Students may combine the full 75 days available at the end of their initial term upon request. **The cost will be \$100.** No extensions beyond the first and second will be available. After the second extension, a re-enrollment extension is required.

Re-enrollment Extension - Five months (\$325).

Delays in Requesting Extensions/Re-enrollment: If a student delays requesting an extension, the number of days between the initial course completion date and the date of the extension request will be deducted from total days available for that extension.

Submission of Assignments: Students must submit work to the CourseWebs Online Learning Management System within ten days of their extension or re-enrollment. If work is not submitted within the first ten days, the student may lose access to the CourseWebs system; lose their extension or re-enrollment approval; be placed on academic probation; and/or be required to start the course over and pay the full course tuition. These actions will be taken at the discretion of the University.

About Tuition Assistance and Extensions/Re-enrollments: Any extension/re-enrollment granted by American Graduate University does not alter the student's tuition assistance agreement with, or financial responsibility to, their funding organization. Students are responsible for obtaining approval from their funding organization for any changes to their original tuition assistance agreement completion dates. Failure to secure this approval from their funding organization may result in the student having to repay the tuition assistance amount back to the funding organization.

VA Students: Any extension granted by AGU will not extend your VA benefits.

Requests for extensions/re-enrollments should be e-mailed (rachelruiz@agu.edu) or faxed (626-332-8149) to the Student Support Specialist in Student Services.

WITHDRAWAL

You may withdraw from a course without penalty up until midnight of the tenth day after registration for a course (cooling off period). Please see "Cancellations, Withdrawals and Refunds" on page 15.

Students who withdraw from a course after the 10-day cooling off period will receive a grade of "W" on their transcript. Students who have withdrawn from two courses must re-apply to the program.

You may withdraw from the University at your discretion. To obtain information on withdrawing send an email to the Registrar (debbiemcdonald@agu.edu) that includes your **full name, student number, and your reasons for wanting to withdraw.**

LEAVE OF ABSENCE REQUEST

American Graduate University realizes that even though our programs are designed to allow students to pursue their studies while they are working full time, managing their family responsibilities, traveling for business, or even being deployed overseas, there are instances when a student will need to suspend their studies in order to deal with unexpected hardships.

If you wish to request a leave of absence you are required to submit a letter to the Student Services Department by fax (626-332-8149) or email (rachelruiz@agu.edu). The letter should include your contact information and your reasons for requesting a leave of absence.

If a leave of absence is granted, access to the online CourseWebs system will be suspended for that student until such time as the student requests to resume their coursework.

PROBATION, DISMISSAL AND APPEALS

Probation - If a student receives a failing grade (less than 80%), or an F/I (Unresolved Incomplete), in two courses, they are placed on academic probation. The student may take only one additional course while clearing the failing or F/I grades on the two courses. If a student does not clear the probation within one calendar year, they will be subject to dismissal from AGU.

Dismissal - Students are subject to dismissal if they: do not enroll in their first course within 90 days of acceptance; do not register for a course or submit a lesson for over a year; or do not clear up an academic probation within one calendar year.

Appeals - If a student has been dismissed from AGU based on academic probation or unsatisfactory progress, the student may petition the University for readmission. Any decision to dismiss a student may be appealed to the President of the University.

FINAL DEGREE PROGRAM REQUIREMENTS

COMPREHENSIVE EXAMINATION

If you are enrolled in the Master of Acquisition Management, Master of Contract Management, Master of Supply Chain Management, Master of Leadership and Management, or Master of Project Management degree programs you will be required to either pass a comprehensive examination or complete a project upon completion of your required coursework.

The comprehensive examination is based on objective questions, short answer questions, exercises, and case problems which require you to demonstrate your ability to use the principles taught in the program. The comprehensive examination will be shipped to you and you have 50 days to complete it. Since the examination is intensive it is advisable that you arrange a significant block of free time to devote to working on it.

You must pass the comprehensive examination with a score of 80% or above.

When you have completed all your required coursework you can request the comprehensive examination by submitting the Comprehensive Examination Request form accessible from the "Forms" link in the Student Center of the AGU website.

There is a \$125 fee for processing and grading of the examination.

PROJECT

If you are enrolled in the Master of Business Administration degree program you must complete an approved project. Students in the other degree programs may elect to complete a project rather than take the comprehensive examination.

You can submit your project request by using the Project Request form accessible from the "Forms" link in the Student Center of the AGU website.

The project requires students to combine their academic with their life and business experience and successfully develop and implement a new effort in a real business situation. Since your topic must first be approved by the University administration it is advisable that you begin working on the project six months prior to completion of your coursework. Please see Appendices 4 and 5 for a copy of the **Project Guidelines**.

There is a \$125 fee for processing and grading of the project.

ACADEMIC INTEGRITY

AGU expects you to act with honesty and integrity in completing your course and program work. Distance learning requires a high level of self-discipline with regard to academic integrity. All work submitted must represent the original work. **Students found to have cheated or committed plagiarism may be suspended or dismissed from the University.**

Upon acceptance into the program all students are sent a copy of the *AGU Code of Conduct*. This document is to be reviewed carefully, signed and sent back to the University. The Code includes the following requirements for AGU student conduct:

A Code of Conduct for the American Graduate University Student

As a student of the American Graduate University, I recognize that in the pursuit of my educational goals and aspirations I have certain responsibilities toward my fellow students, my institution, and myself. To fulfill these responsibilities, I pledge adherence to this Code of Conduct.

I will observe fully the standards, rules, policies, and guidelines established by AGU, the Distance Education Accrediting Commission, the State Education Agency, and other appropriate organizations serving an oversight role for my institution.

I will adhere to high ethical standards in the pursuit of my education, and to the best of my ability will:

- 1. Conduct myself with professionalism, courtesy and respect for others in all of my dealings with the AGU staff, faculty, and other students.*
- 2. Observe the institutional policies and rules on submitting work, taking examinations, and conducting research.*
- 3. Never turn in work that is not my own, or present another person's ideas as my own.*
- 4. Never ask for, receive, or give unauthorized help on graded assignments and examinations.*
- 5. Never use short excerpts or quotations from books, articles, or other publications without citing the publication and author.*
- 6. Never divulge the content of or answers to examinations to fellow students.*
- 7. Never improperly use, destroy, forge or alter AGU's documents, transcripts, or other records.*
- 8. Never divulge my online username or password.*
- 9. Always observe the recommended study schedule for my program of studies.*
- 10. Always report any violations of this Code of Conduct to the Director of Academic Affairs, and report any evidence of cheating, plagiarism or improper conduct on the part of any student of AGU when I have direct knowledge of these activities.*

GRADUATION

GRADUATION REQUIREMENTS

In order to graduate you must complete the following requirements

Master's Degrees (Except MBA)

- Completion of 36 semester credits within seven years
- Minimum overall GPA of 3.0 (B average)
- Successful completion of the comprehensive examination or project with a score of 80% or above
- Payment of all tuition and fees

Master of Business Administration

- Completion of 48 semester credits within seven years
- Minimum overall GPA of 3.0 (B average)
- Successful completion of an approved project
- Payment of all tuition and fees

Master's Certificate Programs

- Completion of 18 semester credits of courses within the certificate subject area within four years
- Minimum overall GPA of 3.0 (B average)
- Payment of all tuition and fees

ALUMNI

American Graduate University will be in contact with you periodically to enable you to update us concerning new jobs, achievements, honors and celebrations. Students can also periodically check our LinkedIn page for updates and also connect with other AGU alumni.

Please be sure to keep us apprised of your contact information by writing to info@agu.edu.

DELTA EPSILON TAU INTERNATIONAL HONOR SOCIETY

The American Graduate University Chapter of the Delta Epsilon Tau Honor Society (DET) was established to recognize the extraordinary high academic achievements and leadership of AGU outstanding students. DET is an international honor society, which recognizes individuals who have worked diligently to acquire new knowledge and skills from an accredited distance learning institution. Graduating students from AGU who are qualified to gain membership will receive a personalized Certificate of Membership and the Delta Epsilon Tau gold Key of distinction.

Criteria to be recognized for DET:

1. Graduation from AGU with a minimum 3.75 GPA
2. Overall score of 90% or above on the comprehensive exam or rating of "Excellent" on the project
3. Active participation in AGU activities
4. Demonstrated leadership and commitment to distance education and learning

Graduates who meet the requirements for DET are sent an invitation for membership from the President of American Graduate University.

GRADUATION CEREMONY

AGU hosts a virtual graduation ceremony during the month of January for graduates of the previous year. This website is dedicated to the celebration of our graduates. The commencement site includes a message from the president, a profile of the graduate of the year, pictures and profiles of all the graduates, and a display of each graduate's diploma (<http://commencement.agu.edu>). AGU encourages its graduates to share their academic success with their family, friends, and colleagues by participating in the commencement ceremony.

APPENDIX 1

COURSE LIST

The following is a list of American Graduate University's distance education courses with their corresponding number of lessons.

Course Number and Title	No. of Lessons
600 - Government Contracting Business Arrangements (non-credit)	17
601 - Federal Government Contracting	30
602 - Essentials of Management	23
603 - Government Contract Law	21
605 - Supply Management	26
606 - Marketing	25
607 - Communication and Ethics	30
608 - Law and Contracts	29
609 - International Business Operations	25
610 - Operations Management	31
611 - Leading Creativity and Innovation	23
612 - Leadership - Principles and Practices	20
613 - Business Development & Proposal Preparation	28
614 - Logistics Management in Government Acquisition	26
615 - Supply Chain Management	21
616 - Global Logistics Management	22
619 - Pricing and Financial Management	26
621 - Applications in Supply Chain Management	22
625 - Program Management	30
627 - Managing Projects	17
628 - IT Project Management	20
629 - Technical Program Management	19
631 - Contract Management and Administration	22
632 - Contracting and Procurement	22
635 - Negotiation - Principles and Practices	27
636 - Negotiation and Conflict Resolution	27
647 - Earned Value Management Systems	18
651 - Source Selection and Contract Award	21
653 - Business Research Methods	23
657 - Management Accounting and Control	22
659 - Organizational Behavior and Human Resources	20
661 - Financial Management	28
663 - Management Economics	27
665 - Strategy and Business Policy	18
668 - Cross-Cultural Management	27
669 - Critical Thinking and Decision Analysis	23
670 - Organizational Theory, Design, and Change	19
671 - Building and Managing Project Teams	20
676 - Advanced Approaches in Leadership	21
679 - Risk Analysis and Management	21
687 - Project Quality Management	22
695 - Management Information Systems	26

Standard tuition is \$975.00; active duty military tuition is \$600; and tuition for international students is \$1,100 per course. All tuition includes textbooks, course materials and shipment of materials.

APPENDIX 2

PREPARING FOR A CASE STUDY

A case study is neither a textbook nor a novel. Although the author may have provided a few questions to ponder, there are no answers to memorize. So how, exactly, are you supposed to learn from it?

Before you approach a case study, it is useful to understand how a case is designed to work. Case study learning is more self-directed and experiential than textbook learning. Instead of passively reading a chapter, listening to a lecture, and asking questions, the participant develops opinions and recommendations about the people, issues and organizations in the case, and defends those opinions and recommendations.

Unlike textbooks, the case does not clearly spell out the lessons to be learned. While there will be questions for the participant to ponder, there are no definitively right or wrong answers. Participants approach cases with their own experiences and assumptions. The answers will be as varied as the participants themselves.

While there are no rights or wrongs on how to answer case questions, there are some “tried and true” ways to analyze the case and prepare for the discussion. The following are tips for approaching a case study.

READ AND ENJOY

Case studies at first glance may look deceptively simple. Most, if they are written well, read like a compelling story, portraying a protagonist at a crucial moment in his or her career. It is tempting to read the case passively. In fact, that’s the best way to start a case: sit back and just read – hopefully it will be a page-turner. Do not worry or think about the questions during the first reading; just get some general impressions. If something strikes you, highlight it or jot down some notes in the margins.

UNDERSTAND THE PROTAGONIST

Case studies attempt to offer the reader a vicarious leadership and managerial experience. Most cases are told from one or two person’s point of view. That person is the protagonist of the case. To get the most out of a case, the participant should try to get inside the protagonist’s head, to learn what he or she saw, understood and felt. Experiencing the protagonist’s dilemma or success will add to the participant’s understanding of managerial issues in a way that textbooks cannot.

THINK LIKE A TROUBLE-SHOOTER, CONSULTANT, OR CHANGE AGENT

Case studies are not textbooks. A textbook outlines exactly what the participant should learn, using a lot of bullet points and sub-titles to keep the reader’s thoughts organized. Case studies are a slice of life of a person, program, company and industry. Most case studies portray a protagonist in the throws of a decision or crisis. It is the participant’s job to organize the facts, make some realistic assumptions, analyze the issues and make recommendations for action.

ORGANIZE THE FACTS

Once you have read the case, the next step is to go back and dissect it. Reread the case, picking out names, dates, events and other important facts. Then, get out some paper, or your computer, and get organized. The participant should create several documents to help clarify people, roles, issues and events. Some of these documents may be attached to the case as exhibits; otherwise, create your own, such as:

- **Timeliness** – Get an idea of how much time elapsed during the events described in the case. Make note of important events and when they took place. Understand what occurred before that may have affected the event, and what happened afterward as a result of the event.
- **Who's Who** – Some cases can read like *War and Peace* – keeping track of the names can be a challenge. Take some time to write out the names of people featured in the case – note their background, motivations and attitudes toward other characters and events.
- **Organization and Team Charts** – Make organization and team charts for each entity portrayed in the case, noting formal and informal reporting relationships. Understand who has influence over whom, who holds formal authority and who has a strong informal power base. Also try to understand the cultures of the organizations or teams in the case. For example, do small horizontal units or large formal hierarchies characterize the teams or organization? What are the histories and traditions of the organizations and teams? How does structure, culture, history or traditions factor into the current situation?

ANALYZE THE FACTS

Once you have organized the facts, put on your trouble-shooter, consultant or change agent hat and analyze what all this means. Define the central problem, decision or opportunity to be analyzed. Try to state in a few sentences what you think the case is about. If the case deals with an organizational change, it can be helpful to determine what forces exist both for and against change. Note which forces are most compelling and what can be done to either augment or mitigate them. Do not forget about the environment in which the organization and program exist. Determine what external factors impact the people, teams, and organizations in the case. What is the industry like? Is it highly competitive? Who are the competitors? What are the organization's, program's and team's strengths and weaknesses compared to its competitors? What are the socioeconomic, environmental and technical considerations that impact the program?

READ THE COLLATERAL MATERIALS

Often additional readings are assigned to go along with the case study. They provide valuable insight and describe the theoretical underpinning of the issues in the case. The readings give the participant a frame of reference through which to view the case and define the learning goals of the case. For example, if the readings deal with successful attempts at implementing change, the central issue in the case is, most likely, also implementing change. Many readings offer guidelines and techniques that can be incorporated into the participant's analysis and recommendations.

READ THE EXHIBITS CAREFULLY

It is tempting to let your eyes glaze over when flipping through the charts, graphs and tables at the end of the case. Exhibits, however, can be the source of background, context and relevant data. This information can be used to clarify case issues. Be careful, however, not to get too bogged down in the details. Keep focused on what is important. In the real world, successful leaders and managers are able to use their time efficiently. Put your effort where it matters.

MAKE SOME ASSUMPTIONS

While reading the case, you may wish you knew more about the specific issues at hand. If you were successful in putting yourself in the protagonist's shoes, you might feel some anxiety about the crisis or decision faced. You will start to think about what you would do when faced with this situation at work, now, or in the past. While the facts cannot be ignored, you can fill in the blanks. You can make reasonable assumptions based on your own understanding of the case, the industry, the external environment and the technical considerations. You can also research certain aspects of the case to augment the material in the case. Do not spend a lot of time on issues that are not central to the case. Remember: you may be asked to defend your position by the instructor; so therefore, be prepared!

COME TO A CONCLUSION

Do not hesitate to actually make a decision; take a stand and recommend a course of action. That is the ultimate goal of the case study - to analyze and then recommend. Along with recommendations, include implementation strategies and ways to measure effectiveness. Finally, you can note where further research is needed. Simply saying that you need to look into things more is not an appropriate response to a case. The protagonist in the case had to come to a decision, and so must you.

APPENDIX 3

VA ACADEMIC PROGRESS REQUIREMENTS

Students must complete a course within five months of the start date. VA students must show satisfactory progress by completing a specific number of lessons in each one month period. Each VA student, when registering for a course, will receive a notice specifying how many lessons must be completed within each monthly period to maintain satisfactory progress.

VA students certified at full time (two courses) must complete **both** courses within the five month period.

If a student completes a course prior to the end date, the VA will be notified of the early completion and the benefits will be reduced or terminated.

Students who do not maintain satisfactory progress risk losing their VA benefits. If the required timelines are not met, the following actions will occur:

- Students who do not complete the required number of lessons by the first month of their term will be contacted by a member of the University staff to discuss a study plan.
- Students who do not complete the required number of lessons by the second month of their term will receive a formal warning from the University.
- Students who do not submit any lessons by the second month will be reported to the VA for lack of progress and their benefits will be terminated.
- Students who continually do not complete the required number of lessons, as indicated on the Notice of Satisfactory Progress sheet, could be placed on probation for 30 days. If, during the probationary period the student fails to submit ALL required lessons, and has not contacted the AGU certifying official to discuss a study plan the student will be reported to the VA for lack of progress and benefits will be terminated.
- Students who are not on track to complete their course by the end of the term must request an extension from Student Services **before the term end date**. If an extension has not been requested, the incomplete will be reported to the VA. The course must be completed within 7.5 months from the original term end date. If the student fails to complete the course within that time, the incomplete will become a grade of "F/I" (Unresolved Incomplete) on the student's transcript and **the student may be responsible for partial or full repayment to the VA for benefits received for the term**.
- Any course extension granted by AGU is not recognized by the VA and will not extend your VA benefits.
- Any VA student with two Course Incompletes on their Student Record will not be certified for additional courses until their Course Incompletes are cleared.

APPENDIX 4

PROJECT GUIDELINES FOR THE MAM, MCM, MLM, MSCM, AND MPM DEGREE PROGRAMS

Introduction

In partial fulfillment of their degree requirements, American Graduate University (AGU) master's degree candidates have the option to complete a project in lieu of the comprehensive examination. While the comprehensive examination requires students to rigorously review their entire course of study, a project requires students to combine their academic experience with their life and business experience and successfully develop and implement a new effort in a real business situation.

Examination vs. Project

Both the comprehensive examination and the project provide students with outstanding learning experiences from which to expand their professional skills. The project, however, can be a more rigorous and demanding undertaking.

Research indicates that the comprehensive examination will take an average of 80 hours to complete. AGU requires that the exam be completed within 50 days of student's receipt of the examination package. AGU has no meaningful data on the time requirements for completion of a project. Anecdotal information indicates that acceptable projects take at least *triple* the time commitment to complete due to the necessary planning, research, development, writing and review process. Students have 120 days to complete the project, not including final review.

Definition

The project, as defined by AGU, is the development, implementation, documentation and analysis of a new business undertaking. Examples might be the development of a business plan for a new business unit, the development and implementation of a contract analysis and negotiating position, the development of a program or project plan, or the development and implementation of a new business process. Projects are limited only by the innovation and resources of individual students.

It must be stressed that the project is a real activity, not a purely academic process; it is not a traditional master's thesis. Students may petition for a project that is purely academic in nature, such as the development of a computer model for a specified business operation, but all such requests must pass the University's review process.

Project Proposal

The first step in the project approval process is the project proposal. Degree candidates must petition the University for project approval using the Project Request Form found on the AGU website in the Forms section of the Student Center. This communication should contain a short description of the project. The registrar will open a project file for the student and assign a project file number.

The Registrar will forward the student's request to the Vice President, Academic Affairs who will review the request and approve it or request additional information on the topic. At this time the student will be assigned a faculty advisor.

Within 21 days of being notified, candidates must submit a detailed project proposal outlining the project. Project proposals must include a detailed explanation of the project to include:

Purpose of the Project – This element is the basis for the project and outlines what the project intends to accomplish and its business purpose.

Background of the Project – This element covers why the project is important in the short or long term success of the business or government organization. What goals can be expected to be reached?

Research – What needs to be known? How will the information be obtained? What methods will be used?

Schedule – What milestones must be reached? At what milestone will the project be implemented or completed?

Results and Benefits – What specific results and benefits are anticipated? How will they be measured?

If the project is assigned as part of the student's regular business activities, or will become part of a business, a letter from the candidate's immediate supervisor approving the effort is mandatory.

Projects that do not directly affect a current business activity will require a defense by the student as to the importance of the project as related to the education of the student or to the body of knowledge of the project's subject area.

Project Guidelines

Although all projects are unique, they will include some required elements. Each project will be designed in conjunction with the faculty advisor and must meet the approval of the evaluation committee.

A sample outline for the project report is furnished below. Also, the student is referred to the chapter on "Presenting Insights and Findings: Written Reports," in the Course 653 text, *Business Research Methods*. An additional source is the "Research Project Guide" on the Oxford University website at:

http://global.oup.com/uk/orc/busecon/business/brymanbrm4e/student/project_guide/

Project Report (Sample Outline)

- Title Page
- Executive Summary
- Table of Contents
- List of Figures
- List of Tables
- Introduction
 - Purpose of project
 - Describe the problem
 - Why is this analysis appropriate?
 - Importance of the problem
 - The scope of the review
 - How the results of the review will be applied
 - Identify the research questions you hope to answer
- Methodology
 - Identify the method used to identify and locate sources
 - Explain the rationale used for selecting the sources to analyze
 - Explain the procedures to be used for analyzing the sources
 - Identify the criteria for evaluating the information found
- Analysis and Discussion (general points to consider)
 - Present evidence and ideas from sources
 - Concepts are organized by sub-topics
 - Sources are grouped by concepts instead of individual entities
 - Grouping may be related to research questions
 - Validity of sources is stated to support your ultimate answers to your questions
 - Cite each of your statements by placing the number(s) identifying the reference(s) which support your statement
- Conclusions and Recommendations
 - Identify and synthesize findings
 - Systematically answer your research questions
 - Provide recommendations for:
 - Future research
 - Applications
 - Policies and procedures
 - Program revisions
 - Other warranted situations
- References
 - List each of your references using APA format (www.apastyle.org), or as close to it as you can get
 - Number each of your references so you can cite your evidence in the Analysis and Discussion section.

This is a sample format. Students may use another similar format. However, students should use the APA style as much as possible for headings, margins, references, etc.

The body of the project report must be from 30 to 50 pages in length. This does not include the Title Page, Table of Contents, List of Figures, List of Tables, References or Appendices.

Project Schedule

Like all business endeavors, the project must have a realistic schedule that also dovetails with the 120-day project schedule. Projects needing greater time periods may be too extensive for the educational goals of the student and University.

The schedule, with major milestones, must be submitted to the faculty advisor within 21 days of the project's approval. Each part of the project – each milestone, each project chapter, or each section – must be submitted to the faculty advisor for approval as they are completed. Students may, of course, continue project work while the advisor is reviewing the project submissions. Each project section will not be considered finished until the section has been approved by the faculty advisor.

It may be that there will be faculty changes or suggestions that will be returned to students for evaluation and revision. Where appropriate, these changes must be instituted before the section is considered complete. All project sections must be completed before the project can be considered completed and credit earned. Following successful completion of the project, the student may petition for award of degree.

The difficulty of a project often leads to students underestimating the amount of time needed to complete. In certain instances, students may petition for additional time to complete the project. Such requests are not granted automatically, and students must prove that the additional time is needed due to business situations, rather than lack of planning or underestimation of resources by the student.

The goal of the University is not to force students to conform to a specific schedule for completion, but rather to avoid projects stretching out to unmanageable lengths. That is why the University forces a realistic evaluation of projects prior to approval.

Submission Of Copies

Following completion of the project, the student is required to submit the project in a professional format. The final document will be archived in the University's library. The University reserves the right to cite and quote from the final document, and to review the project in its publications.

Faculty Advisor

Since all projects are unique, much project design and structure will be developed with the faculty advisor. Students will be able to communicate with their advisor by e-mail, or depending on the schedule of the faculty member, by phone. Direct meetings with the faculty advisor are desired, but all expenses associated with such meetings are borne by the student.

Questions

Any questions concerning these guidelines should be addressed to: AGU Faculty Project Committee, or the designated faculty advisor. Phone: (626) 966-4576, Ext. 1006; FAX (626) 915-1709.

APPENDIX 5

PROJECT GUIDELINES FOR THE MBA DEGREE PROGRAM

Introduction

In fulfillment of their MBA degree requirements, American Graduate University (AGU) degree candidates have to complete a project. The project requires students to combine their academic experience with their life and business experience and successfully develop and implement a new effort in a real business situation.

Definition

The project, as defined by AGU, is the development, implementation, documentation and analysis of a new business undertaking. Examples might be the development of a business plan for a new business unit, the development and implementation of a contract analysis and negotiating position, the development of a program or project plan, or the development and implementation of a new business process. Projects are limited only by the innovation and resources of individual students.

It must be stressed that the project is a real activity, not a purely academic process; it is not a traditional master's thesis. Students may petition for a project that is purely academic in nature, such as the development of a computer model for a specified business operation, but all such requests must pass the University's review process.

Project Proposal

The first step in the project approval process is the project proposal. Degree candidates must petition the University for project approval using the Project Request Form found on the AGU website in the Forms section of the Student Center. This communication should contain a short description of the project. The registrar will open a project file for the student and assign a project file number.

The Registrar will forward the student's request to the Vice President, Academic Affairs who will review the request and approve it or request additional information on the topic. At this time the student will be assigned a faculty advisor.

Within 21 days of being notified, candidates must submit a detailed project proposal outlining the project. Project proposals must include a detailed explanation of the project to include:

Purpose of the Project – This element is the basis for the project and outlines what the project intends to accomplish and its business purpose.

Background of the Project – This element covers why the project is important in the short or long term success of the business or government organization. What goals can be expected to be reached?

Research – What needs to be known? How will the information be obtained? What methods will be used?

Schedule – What milestones must be reached? At what milestone will the project be implemented or completed?

Results and Benefits – What specific results and benefits are anticipated? How will they be measured?

If the project is assigned as part of the student's regular business activities, or will become part of a business, a letter from the candidate's immediate supervisor approving the effort is mandatory.

Projects that do not directly affect a current business activity will require a defense by the student as to the importance of the project as related to the education of the student or to the body of knowledge of the project's subject area.

Project Guidelines

Although all projects are unique, they will include some required elements. Each project will be designed in conjunction with the faculty advisor and must meet the approval of the evaluation committee.

A sample outline for the project report is furnished below. Also, the student is referred to the chapter on "Presenting Insights and Findings: Written Reports," in the Course 653 text, *Business Research Methods*. An additional source is the "Research Project Guide" on the Oxford University website at:

http://global.oup.com/uk/orc/busecon/business/brymanbrm4e/student/project_guide/

Project Report (Sample Outline)

- Title Page
- Executive Summary
- Table of Contents
- List of Figures
- List of Tables
- Introduction
 - Purpose of project
 - Describe the problem
 - Why is this analysis appropriate?
 - Importance of the problem
 - The scope of the review
 - How the results of the review will be applied
 - Identify the research questions you hope to answer

- Methodology
 - Identify the method used to identify and locate sources
 - Explain the rationale used for selecting the sources to analyze
 - Explain the procedures to be used for analyzing the sources
 - Identify the criteria for evaluating the information found
- Analysis and Discussion (general points to consider)
 - Present evidence and ideas from sources
 - Concepts are organized by sub-topics
 - Sources are grouped by concepts instead of individual entities
 - Grouping may be related to research questions
 - Validity of sources is stated to support your ultimate answers to your questions
 - Cite each of your statements by placing the number(s) identifying the reference(s) which support your statement
- Conclusions and Recommendations
 - Identify and synthesize findings
 - Systematically answer your research questions
 - Provide recommendations for:
 - Future research
 - Applications
 - Policies and procedures
 - Program revisions
 - Other warranted situations
- References
 - List each of your references using APA format (www.apastyle.org), or as close to it as you can get
 - Number each of your references so you can cite your evidence in the Analysis and Discussion section.

This is a sample format. Students may use another similar format. However, students should use the APA style as much as possible for headings, margins, references, etc.

The body of the project report must be from 30 to 50 pages in length. This does not include the Title Page, Table of Contents, List of Figures, List of Tables, References or Appendices.

Project Schedule

Like all business endeavors, the project must have a realistic schedule that also dovetails with the 120-day project schedule. Projects needing greater time periods may be too extensive for the educational goals of the student and University.

The schedule, with major milestones, must be submitted to the faculty advisor within 21 days of the project's approval. Each part of the project – each milestone, each project chapter, or each section – must be submitted to the faculty advisor for approval as they are completed. Students may, of course, continue project work while the advisor is reviewing the project submissions. Each project section will not be considered finished until the section has been approved by the faculty advisor.

It may be that there will be faculty changes or suggestions that will be returned to students for evaluation and revision. Where appropriate, these changes must be instituted before the section is considered complete. All project sections must be completed before the project can be considered completed and credit earned. Following successful completion of the project, the student may petition for award of degree.

The difficulty of a project often leads to students underestimating the amount of time needed to complete. In certain instances, students may petition for additional time to complete the project. Such requests are not granted automatically, and students must prove that the additional time is needed due to business situations, rather than lack of planning or underestimation of resources by the student.

The goal of the University is not to force students to conform to a specific schedule for completion, but rather to avoid projects stretching out to unmanageable lengths. That is why the University forces a realistic evaluation of projects prior to approval.

Submission Of Copies

Following completion of the project, the student is required to submit the project in a professional format. The final document will be archived in the University's library. The University reserves the right to cite and quote from the final document, and to review the project in its publications.

Faculty Advisor

Since all projects are unique, much project design and structure will be developed with the faculty advisor. Students will be able to communicate with their advisor by e-mail, or depending on the schedule of the faculty member, by phone. Direct meetings with the faculty advisor are desired, but all expenses associated with such meetings are borne by the student.

Questions

Any questions concerning these guidelines should be addressed to: AGU Faculty Project Committee, or the designated faculty advisor. Phone: (626) 966-4576, Ext. 1006; FAX (626) 915-1709.

APPENDIX 6

INDIVIDUAL STATE REQUIREMENTS

Maryland Refund and Complaint Policy

Refunds - Maryland students seeking a refund for an AGU course are subject to the following refund policy:

13B.05.01.10

.10 Refund Policy

A. Except as provided in §B of this regulation, an institution's refund policy shall conform to this regulation and the institution shall provide for refunds of tuition to Maryland students as provided in this regulation.

B. If an institution's refund policy is more beneficial to Maryland students, the institution shall follow its refund policy and provide for refunds of tuition to Maryland students as provided in that policy.

C. Minimum Refund.

(1) The minimum refund that an institution shall pay to a Maryland student who withdraws or is terminated after completing only a portion of a course, program, or term within the applicable billing period is as follows:

Proportion of Total Course, Program, or Term Completed as of Date of Withdrawal or Termination	Tuition Refund
Less than 10%	90% refund
10% up to but not including 20%	80% refund
20% up to but not including 30%	60% refund
30% up to but not including 40%	40% refund
40% up to but not including 60%	20% refund
More than 60%	No refund

(2) A refund due to a Maryland student shall be based on the date of withdrawal or termination and paid within 60 days from the date of withdrawal or termination.

D. An institution's refund policy for Maryland students shall be clearly disclosed to and acknowledged by students at enrollment.

E. An institution shall maintain documentation to verify that a refund has been made.

Complaints - Maryland students may file a complaint with the Office of the Attorney General of the Maryland Higher Education Commission. 13B.05.01 6.(A.)(6.). Office of the Attorney General, 200 St. Paul Place, Baltimore, MD 21202.