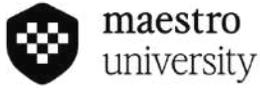


# Maestro University

## 2026 - 2027 Catalog





## ***Welcome to Maestro University!***

Congratulations on embarking on or rebooting your journey to achieve your educational and career goals! May your courage, grit, and grace hold you in good stead so you can do good work, face the uncomfortable, learn something new, and find your own path.

We will do our best to honor your journey and support you every step of the way. As you work toward your goals, we will be working toward our goal of providing you unprecedented learning experiences through our distance education, competency-based learning approach. At Maestro University we want graduates to pursue their career opportunities with confidence and competence.

Maestro's faculty bring their professional experience and their commitment to teaching into every course, and they prioritize your learning, your progress, and your experience. Our programs build on practical competencies intended to improve your employability. To ensure the relevance of your studies, we regularly engage professionals through our advisory councils to improve our curriculum and shape the core competencies essential in your chosen field. In addition, we are driven to improve access to quality education that leads to meaningful employment and self-reliance because we know how debt dampens aspirations. Keeping our tuition as affordable as possible is part of our mission.

We know achieving your degree will take hard work. You're making an investment in yourself, and most likely you asked others in your immediate sphere to bear with you through this big bet. I want to assure you that all of us at Maestro University are committed to helping you reach your goal. We understand what you are taking on, and we respect your learning, your time, and your resources.

Maestro's student body is our greatest strength. Indeed, we are grateful to serve students from around the world, who are working to improve their own lives as well as their communities. We enjoy hearing your stories about how you are making your way, finding your path, and contributing your uniqueness to our world. We want to add to your story, and we are stronger when we celebrate the variety of backgrounds, learning styles, and life experiences in our classes. Thank you for choosing Maestro University! And thank you for trusting us with your education.

Mahalo!

Dr. Tim Harrington  
CEO/President, Maestro University

# About Us

Maestro University (MU) is a private, post-secondary institution accredited by the Distance Education Accrediting Commission (DEAC), offering certificates and associate-, bachelor-, and master-level degrees in select disciplines.

## Board of Directors for Maestro University

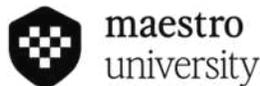
Tim Harrington, Ed.D.	Chair
Michael Assor	Vice-Chair
Rona Davidov	Secretary/Treasurer

## Maestro University Administration

Tim Harrington, Ed.D.	CEO/President; Compliance Officer
Michael Assor	COO
Rona Davidov	CFO
Marc Porter, Ph.D.	CAO/Academic Director
Margaret Portmann, M.A.	Director, Business Operations

*Maestro University's 2026-2027 Catalog provides information regarding certificate, undergraduate, and graduate programs offerings from January 2026 to December 2027. Maestro's catalog is for informational purposes and should not be construed as the basis of a contract between a student and the University. Although Maestro University has made every reasonable effort to present the information contained in this catalog with factual accuracy, no responsibility is assumed by the University for editorial or clerical errors. At the time of posting, the text of this catalog accurately described course offerings, programs, faculty listings, policies, procedures, regulations, and requirements of the University. Maestro University reserves the right to change any provision listed in this catalog, including but not limited to academic requirements for graduation, without actual notice to individual students. That said, Maestro's Academic Office will make every effort to keep students advised of any such changes. It is the student's individual responsibility to be aware of graduation requirements for their specific degree or certificate program.*

**Maestro University is owned by Masterschool, Inc.**



# Mission, Vision, and Core Values

## Mission

*Our mission is to leverage advances in innovative technologies and educational models to provide high-quality, flexible, and affordable distance education programs so students can attain recognized degrees that advance their careers and improve their lives.*

The requisites for our mission include:

- Competency-based education which measures demonstrated achievement of learning outcomes through objective performance assessments
- Technology-assisted learning environments, where students learn at their own pace and according to their personal learning style
- Peer-to-peer learning communities in which students share their knowledge and skills and help each other obtain recognized degrees and credentials
- Adult-learning models in which the faculty serve as mentors and coaches, as well as subject matter experts
- Evaluation systems that measure student achievement against clearly articulated, rigorous, and recognized standards
- Affordable tuition models

## Vision

Maestro University charts a course to more freedom, flexibility, and financial stability without sacrificing work-life balance. Maestro University provides a quality education that is accessible and of high value to an international audience. Maestro University aims to be innovative and flexible in providing strategic higher education programs that meet the needs of today's workforce. In order to accomplish this, we hold true to our core values to

- Value integrity and ethical behavior in all matters
- Value improvement, continuous assessment of credential and degree programs to meet global needs, professional and personal growth
- Value quality distance education and learning
- Value growth and development of all learners and those facilitating the experience and their achievement of full academic, professional, and societal potential
- Offer the highest quality, most affordable education possible
- Create an engaging and intellectually stimulating culture through a professional and supportive work environment
- Approach challenges with humility and perseverance
- Embrace change fearlessly and drive innovation both administratively and technologically while valuing cost-effective growth and return on investment
- Operate with integrity and openness through a collegial and interactive process in planning and decision-making
- Value diversity, equality, and service.

# History

In 1994, Maestro University (MU) was founded under its original name, Andrew Jackson University (AJU). The vision for AJU originated with Robert McKim Norris, Jr., and D. Michael Barrett, both graduates of the Cumberland School of Law and colleagues at a Birmingham, Alabama, law firm. After completing his law degree, Norris embarked on an intense program of self-directed study. He compiled a personal library of thousands of books, videotapes, and audiotapes, and he concluded that he gained more education through ongoing, independent learning than he ever learned in formal classroom experiences. Norris and Barrett founded a university together and named it after U.S. President Andrew Jackson to symbolize their belief that any determined individual can succeed in life, despite adversity. Andrew Jackson University was founded as a not for profit.

UniversityNow, Inc. acquired the school in December 2010 and officially changed its name to New Charter University (NCU) in early 2011. UniversityNow's funding to relaunch the university came from investors including Kapor Capital, University Ventures, Novak Biddle Venture Partners, Charles River Ventures, Greylock Partners, SV Angel, Floodgate, and 500 Startups. The university relocated its headquarters to San Francisco, California. In June 2012, NCU was awarded a grant from The Bill & Melinda Gates Foundation, through its Next Generation Learning Challenges organization, to fund research into innovative delivery models in higher education with the potential to generate high student outcomes at an affordable cost.

In 2015, the school was acquired by Global Heritage Education (GHE), and NCU was relocated to Salt Lake City, Utah. GHE was founded by a group of educators, entrepreneurs, and business executives, passionate about learning and improving people's lives through education. Members of GHE had successfully established universities, colleges, and schools in the United States, Malaysia, China, and Australia. NCU continued to carry out this mission by offering flexible and affordable online education to students from around the world.

In 2019, Bottega, LLC, acquired NCU. Bottega, LLC, is a Salt Lake City, Utah, corporation and training institution delivering best-in-class programs backed by The American Council on Education (ACE). The DEAC approved the name change to Bottega University in the June 2020 Commission meeting. In 2021, the University's Associate Degree in Communication achieved certification through QA Commons for the Essential Employability Qualities, one of the first DEAC schools to become certified.

In October 2025, the DEAC approved the name change to Maestro University. Then, in December 2025, Masterschool, Inc. fully acquired Maestro University. The University is headquartered in Salt Lake City, Utah.

# Accreditation and Approvals

## Accreditation



Maestro University is 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 a private, non-profit organization founded in 1926 that operates as an institutional accreditor of distance education institutions. *The Distance Education Accrediting Commission is recognized by the Council for Higher Education Accreditation (CHEA).*

*For further information about accreditation, contact:*

Distance Education Accrediting Commission  
1101 17<sup>th</sup> Street, NW, Suite 808  
Washington, D.C. 20036  
(202) 234-5100  
[www.deac.org](http://www.deac.org)

## Licensure

Maestro University is licensed by the Utah Department of Commerce, Division of Corporations and Commercial Code, Registration Number 10917570-0151.



# Affiliations/Memberships

As an accredited, degree-granting member of DEAC, Maestro University is an institutional member of the following organizations:



Council for Higher Education Accreditation – CHEA is a non-profit organization serving as the national advocate for self-regulation through accreditation. The Distance Education Accrediting Commission is recognized by the Council for Higher Education Accreditation (CHEA).



National Council for  
State Authorization  
Reciprocity Agreements

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Approved Institution

National Council for State Authorization Reciprocity Agreement – NC-SARA is a voluntary, regional approach to state oversight of postsecondary education. Maestro University has been approved by Utah to participate in the National Council for State Authorization Reciprocity Agreement.

Standard Maestro University terms begin on the 1<sup>st</sup> Tuesday, monthly. Degree program terms are 12 weeks long. Terms for certificate programs in software development may vary based on enrollment choice. The official Add/Drop period is seven calendar days from the first official date of the term. The last day to request an incomplete/withdrawal is two weeks prior to term end.

<b>Term Code</b>	<b>Start Date</b>	<b>End Date</b>
2025.Q4.03	12/2/25	2/23/26
2026.Q1.01	1/6/26	3/30/26
2026.Q1.02	2/3/26	4/27/26
2026.Q1.03	3/3/26	5/25/26
2026.Q2.01	4/7/26	6/29/26
2026.Q2.02	5/5/26	7/27/26
2026.Q2.03	6/2/26	8/24/26
2026.Q3.01	7/7/26	9/28/26
2026.Q3.02	8/4/26	10/26/26
2026.Q3.03	9/1/26	11/30/26
2026.Q4.01	10/6/26	12/28/26
2026.Q4.02	11/3/26	1/25/27
2026.Q4.03	12/1/26	2/22/27
2027.Q1.01	1/5/27	3/29/27
2027.Q1.02	2/2/27	4/26/27
2027.Q1.03	3/2/27	5/24/27
2027.Q2.01	4/6/27	6/28/27
2027.Q2.02	5/4/27	7/26/27
2027.Q2.03	6/1/27	8/23/27
2027.Q3.01	7/6/27	9/27/27
2027.Q3.02	8/3/27	10/25/27
2027.Q3.03	9/7/27	11/29/27
2027.Q4.01	10/5/27	12/27/27
2027.Q4.02	11/2/27	1/24/28
2027.Q4.03	12/7/27	2/28/28
2028.Q1.01	1/4/28	3/27/28
2028.Q1.02	2/1/28	4/24/28
2028.Q1.03	3/7/28	5/29/28

## Holiday Calendar

Instructors and staff, including technical support, are not available during holidays. The University observes the following holidays:

1. New Year's Day
2. Martin Luther King, Jr. Day
3. Presidents' Day
4. Memorial Day
5. Juneteenth
6. Independence Day
7. Labor Day
8. Veterans Day
9. Thanksgiving Day
10. Native American Heritage Day (the day following Thanksgiving)
11. Christmas Day

Except for these holidays, the University is open from 9:00 a.m. to 5:00 p.m. Monday through Friday, Mountain Time (MT).

# Admissions and Enrollment

## Admissions

A student who applies for admission to MU must have all admissions paperwork submitted before the student will be considered accepted to the University. Prospective students wishing to attend Maestro University shall submit a complete application package:

- A completed application in Diamond
- A copy of a valid, current government ID
- An official high school transcript or equivalent (such as GED) and any other official transcripts from other post-secondary institutions attended for undergraduate applicants, and
- An official post-secondary transcript for graduate applicants
- A signed Enrollment Agreement (submitted through DocuSign).

Applications can be completed online from the website. In the case of an exception where a student is allowed to start before all paperwork has been submitted, MU will follow the DEAC requirement that all documents must be present before the student completes his/her first 12 semester credit hours, or prior to the second term of enrollment. Without a complete application package, the student will be withdrawn from the program. Exceptions must be approved by the Academic Director.

Prospective undergraduate students must provide **official** transcripts from other colleges for evaluation of transfer credits prior to the admission's decision, including any AP scores. ACT or SAT scores are not required for admission. Written permission from a legal guardian is required for admission of persons who are under the age of 18.

Prospective graduate students must possess a baccalaureate degree from an appropriately accredited institution and provide **official** transcripts for each institution attended. GRE or GMAT scores are not required.

## Dual Enrollment

High school students can earn a degree while going to high school through our dual enrollment program. Students may begin accumulating college credits while still in high school, thus, providing a smoother transition to college after high school graduation. Imagine earning a Certificate or an Associate degree by the time you finish high school. High School students must meet admissions document requirements before a degree can be issued. Dual Enrollment students are considered Non-Degree Seeking students until they have completed high school and become eligible for enrollment as a post-secondary enrollment. Dual Enrollment transcripts are available and may be used to support or fulfill high school enrollment at the discretion and only upon approval of the student's high school administration.

## International Students

Maestro University cannot provide Visa services to international students or vouch for student immigration status due to Maestro University's online university status. Instruction through Maestro is provided in English, and the University does not provide English as a Second Language services. Applicants for whom English is a second language must take the Test of English as a Foreign Language (TOEFL®) (or equivalent) and students must have their official TOEFL® score report sent to the Office of Registrar under a separate cover. Applicants must receive a TOEFL® score of 500 on the paper-based test or 61 on the internet-based test (IBT), and the score must be received by the University to be part of the student's application package. Alternatively, an applicant may enroll in the University's online EN111 Composition

I course as a non-degree student. The University will accept a grade of C or better as proof of English proficiency in lieu of the TOEFL® score.

Applicants with transcripts not in English must have transcripts evaluated by an appropriate third party and translated into English or evaluated by a trained transcript evaluator fluent in the language on the transcript. In this case, the evaluator must have expertise in the educational practices of the country of origin and include an English translation of the review. Foreign credential evaluation can be obtained from any member of the National Association of Credential Evaluation Services ([www.naces.org](http://www.naces.org)). International students who do not have a U.S. government photo identification will need to produce one form of alternative photo identification during the admission process for proof of identification at enrollment and for identity verification for the proctored examinations to verify identity. If you are an international student, we also recommend that you create an account at [www.myiee.org](http://www.myiee.org) and have your official transcripts evaluated and sent to Maestro University.

### **Sending Transcripts**

To be accepted, transcripts must be official (meaning, sent directly from the institution to Maestro University under seal, or via secured electronic transmission) and must be confirmed by the Office of the Registrar as valid. Prospective students should have the school's officials send transcripts or other documents electronically to [Registrar@Maestro.edu](mailto:Registrar@Maestro.edu). If electronic transmission is not available, send official transcripts or foreign credential evaluations to

Office of the Registrar  
Maestro University  
50 West Broadway, Suite 300  
Salt Lake City, Utah, 84101

Electronic documents sent to [Registrar@Maestro.edu](mailto:Registrar@Maestro.edu) are preferred.

### **Admission is Not Guaranteed**

Under the following circumstances, admission will not be granted:

- The prospective student does not meet the University's requirements for admission.
- There are discrepancies in the provided admission documents that cannot be resolved, including false or missing information.
- The student is a threat or disruptive to the University's community or its operations, including breach of Maestro University's code of ethics and/or other inappropriate actions.

### **Transfer Credit**

The acceptance of transfer credits between institutions is at the discretion of the receiving college or university. An applicant who wishes to receive a transfer and/or equivalent credit evaluation prior to enrollment must provide official college transcripts and training certificates. Transfer credit evaluations will not be performed using unofficial transcripts. After a student enrolls in the University, there is no charge for a transfer credit evaluation. The transfer credit evaluation serves as a guide for determining the remaining coursework required for the student to complete their desired program of study. The Academic Director is the final authority on all transfer credits. Students wishing to transfer Maestro University credits to another institution should check first with that institution regarding its policy on transfer credit.

Course content and instructional quality vary across institutions. For this reason, Maestro University does not consider grade points for work completed at other colleges or universities. Therefore, transfer credit neither raises nor lowers a student's grade point average. A "TR" on the transcript next to the course name will indicate the course is transferred from another institution. Only grades of C (70 or above) or better will be considered for undergraduate credit, and B (80 or above) or better for graduate credit. In addition, the University has established the following limits on the maximum credits allowed for transfer into the degree programs. Transfer credit may not exceed more than 75% of the program requirements for undergraduate

and 50% of the program requirements for graduate programs. Computer and technology courses must have been taken within the last five years to be eligible for transfer credit.

### Maximum Transfer Credits that May be Awarded from All Sources

- Associate Degree – up to 45 credits (15 courses)\*
- Bachelor's Degree – up to 90 credits (30 courses)\*
- Master's Degree – up to 18 credits (6 courses)\*\*

\*For Associate and Bachelor's degrees, transfer credit may be awarded through a combination of transfer and/or credit by examination.

\*\*For Master's degrees, credit by examination does not apply.

Because of the specific information contained in the Full Stack Development Certificate Program, Maestro University does not allow credits to transfer into the program.

### Military/Law Enforcement Training

The University accepts military/law enforcement and other training for academic credit based on American Council on Education (ACE) College Credit Recommendation Service evaluations, as outlined in The National Guide to Educational Credit for Training Programs and The Guide to Educational Experiences in the Armed Services.

### Credit by Examination

Maestro University accepts the recommendations of the American Council on Education (ACE) for approved agencies offering credit by examination. These include:

- CLEP (College Level Examination Program)
- Excelsior College Exams
- DANTES subject exams
- AP (Advanced Placement) Credit for a score of 3 or above on the AP test (must be validated by receipt of official scores)

### Prior Learning Assessments

Students may challenge up to 25% of their undergraduate degree program. Students can potentially fulfill some elective, interdisciplinary, and/or general education courses by completing a Prior Learning Assessment (PLA). To be eligible for PLA credits, students must be enrolled in an undergraduate degree program at Maestro University. Additionally, the student must have submitted their official transcripts to the university and must have remaining general education and/or elective credits required to complete their degree program at Maestro University. Before requesting a PLA, Maestro University suggests the student contact their advisor to discuss whether PLA would be beneficial to them and how credits are applied towards the chosen degree program. Students must notify MU staff before they start the course they wish to challenge. Students must complete the PLA for each course they wish to challenge. Students must indicate mastery of the course concepts by being able to effectively describe the prior learning activities and expertise they have attained relevant to the course objectives. Students must demonstrate mastery by providing exhibits of their own work that indicate the level of mastery pertaining to the course objectives. **Students must defend their mastery by completing an assigned project and achieving a score of 70% or better.**

Students who successfully complete the PLA will receive credit towards their degree. Students have four (4) weeks to complete each PLA. Absolutely no extensions will be given for incomplete assessments at the end of the allotted time. If a student fails to complete the PLA within this time frame, they are not allowed to re-attempt and will have to complete the applicable Maestro University course. There is a \$300 assessment fee for each PLA attempted by the student.

Maestro University does not award credit for prior experiential learning. Students may transfer and/or challenge up to 25% of an undergraduate degree program in any combination of Transfer Credit, Credit by Examination, and Prior Learning Assessment. Transfer credit by examination is not available at the graduate level.

## **Transferability of Maestro University Credits**

**Notice Concerning Transferability of Credits and Credentials Earned at Maestro University:** The transferability of credits earned at Maestro University is at the discretion of the institution to which the student may seek to transfer. Acceptance of the degree is also at the complete discretion of an institution to which the student may seek to transfer. If Maestro University credits are not accepted in transfer, the student may be required to repeat some or all coursework at that institution; and if the other institution participates in Title IV, the transferring student should meet with the institution's financial aid officer regarding tuition adjustments for repeating a course. It is prudent to weight how attendance at Maestro University will meet one's educational goals, and the plan may include contacting an institution to which they may transfer to determine in advance its transfer credits guidelines.

## **Course Load**

For degree-seeking students, Maestro University's policy allows undergraduate students to register for up to four courses in a term. Exceptions to the number of courses taken in the term are at the discretion of the Academic Director. For degree-seeking students, any course begun in the same term must be completed within that term.

## **Continuous Enrollment**

A degree-seeking student is considered actively enrolled or "Active" if they are registered for at least one course, has been assigned an instructor, and has not been administratively withdrawn for any reason. A student must enroll in at least one course in each consecutive term during their program of study. If a student does not complete the course and does not enroll in at least one term in the subsequent term, they will be considered "Inactive." A student who is considered Inactive must communicate with their advisor and enroll in at least one course within 60 days to be considered Active again. Students who do not enroll in at least one course within two terms of their previous enrollment will be withdrawn—either upon request by the student or by administrative withdrawal by the University. Once a student withdraws or is administratively withdrawn, they must re-enroll and will be subject to the terms and conditions of the new enrollment agreement, including new tuition rates and new program of study requirements, if any updates or changes exist.

## **Taking a Break between Terms**

A student may take a break between terms as long as they notify their advisor 30 days prior to the end of the current term, and the next term's start date is within 60 days after completion of the previous term. A student who has an extraordinary circumstance and needs a break of more than 60 days may request a Leave of Absence (LOA), described elsewhere in this catalog. The exception to taking a break between terms is for those programs no longer actively being offered or supported by external funding resources. A student must remain continuously enrolled to keep prior enrollment or tuition arrangements.

## **Student Orientation**

Undergraduate students are required to participate in Maestro University's New Student Orientation course (NS101), which is accessible throughout a student's program. This course introduces students to the Canvas Learning Management Platform, highlights University policies and procedures, and provides student success strategies.

## Technology Requirements

**For the Full Stack Development (FSD) Program, the specifications are:**

- **Computer:** Desktop or laptop computer
  - Device less than three (3) years old
  - Minimum 16 GB RAM required
  - Minimum 256 GB storage (SSD recommended)
  - MacOS or Windows operating system
    - MacOS within the last three major updates (e.g., Tahoe)
    - Window 11 or later
    - Linux, Chromebooks, and tablets are not supported
- **Processor:** Multi-core processor recommended (e.g., Intel, AMD, Apple Silicon)
- **Monitor:** Students are expected to have a secondary monitor to be able to follow along effectively while typing and/or video conferencing
- **Audio/Video:** Webcam and microphone required for remote instruction and conferencing
- **Internet:** Reliable high-speed internet connection of at least 10–15 Mbps
- **Browser:** Google Chrome strongly recommended
  - Microsoft Edge or Mozilla Firefox also acceptable

**For Maestro’s non-software development academic programs:**

- **Computer:** Desktop or laptop computer
  - Minimum 8 GB RAM recommended
  - MacOS or Windows operating system
    - MacOS within the last three major updates (e.g., Tahoe)
    - Window 11 or later
    - Linux and Chromebooks permitted, but Maestro University provides technical assistance primarily for Windows and MacOS environments
    - Tablets are not recommended as a primary device
- **Audio/Video:** Webcam and microphone required for remote instruction and conferencing
- **Internet:** Reliable high-speed internet connection of at least 10–15 Mbps
- **Browser:** Google Chrome, Microsoft Edge, Mozilla Firefox or Safari are acceptable
- **Recommended Software**
  - Microsoft Office (Word, Excel, PowerPoint) or Google Office Suite
  - PDF reader such as Adobe Acrobat Reader or MacOS Preview

It is the student’s responsibility to ensure these technology requirements are met. If you use technology that does not meet requirements, you may have difficulty completing and satisfying course requirements. Failure to complete a course due to technology that does not meet these specifications may result in a failing grade, academic probation, and/or dismissal.

## Housing

Maestro University’s programs are delivered completely online and are non-residential.

## Learning Management Systems

Maestro University delivers its programs online using Instructure’s Canvas Learning Management System (LMS), and Diamond Student Information System. Students may be required to download and install specialty software to either complete coursework or demonstrate proficiency relate to projects and assignments.

Canvas allows students to:

- Access online e-textbooks and other learning resources (e.g., videos)
- Take low-stakes, formative assessments (such as end-of-unit quizzes)
- Submit final exams, projects, and assignments via Canvas uploads
- Interact with peers and faculty

# Tuition and Fees

Maestro University operates 12-week terms for its degree-based courses in Canvas. The University charges a per term tuition for degree-based courses that can be paid in monthly installments. Tuition may change at any time with a 90-day notice to the student body.

## Full Stack Development Certificate Tuition

Maestro University's Full Stack Development Certificate (FSDC) Program appeals to people wanting to learn software development skills and increase their employability in a job market where computer science knowledge matters. Maestro University offers three paths for completing the FSDC. Students may pursue certificate completion over 13 weeks, 26 weeks, or 40 weeks. Regardless of the path, the tuition is an affordable \$12,000. All students in the FSDC programs have access to the instructional team as they work asynchronously through the coursework and on their capstone project and comprehensive exam.

The 13- and 26-week completion plans appeal to students who want to earn their certification more quickly and have the time to commit to regular attendance in full stack learning sessions during the day or evening. The 40-week plan stretches out the lessons and works best for students who need more flexibility for reaching learning milestones due to competing priorities. Whichever plan the student chooses, Maestro's full stack development instructional team provides both synchronous and asynchronous learning support to help them navigate the concepts and master the software development skills necessary for becoming a certified full stack software developer.

## Undergraduate Tuition

Tuition is \$1,300 per term, paid in three installments of \$434 per month for students enrolled in a degree program. Tuition for non-degree seeking students is \$500 per course. The technology fee is valued at \$100 per term and is a nonrefundable fee included in tuition.

The average complete program cost for a Bachelor's degree is \$20,832\* plus any applicable fees. The average complete program cost for an Associate's degree is \$10,416\*\* plus any applicable fees.

*\*Average time to completion for an undergraduate student is calculated at 48 months or four years. It is expected the average student will complete 10 courses per year with 40 courses required to earn a Bachelor's degree. This assumes no transfer credit is applied. Where transfer credit is accepted, the time to completion will be reduced by the amount of transfer credit, thus reducing the overall program cost. Where students enroll as part-time (less than four courses per term), the expected total tuition may be more than the average noted above.*

*\*\*Average time to completion for an Associate's degree is calculated at 24 months or two years. It is expected the average student will complete 10 courses per year with 20 courses required to earn an Associate's degree. This assumes no transfer credit is applied. Where transfer credit is accepted, the time to completion will be reduced by the amount of transfer credit, thus reducing the overall program cost. Where students enroll as part-time (less than four courses per term), the expected total tuition may be more than the average noted above.*

Tuition for non-degree-seeking students taking undergraduate-level courses is \$500 per course, plus a \$100 per term technology fee. This fee also applies to degree-seeking undergraduate students repeating a course.

Tuition for the Full Stack Development Certificate is \$12,000, and the coursework is completed sequentially, with no concurrent enrollment in other academic degree courses at Maestro University. Upon completion of the Full Stack Development program, a student may apply the 18-credit hours to the Associate of Science in Computer Science or the Bachelor of Science in Computer Science Business. A

student currently enrolled in a degree program who elects to pursue the computer science emphasis in the A.S. or B.S. degree programs, may enter the Full Stack Development Certificate program for the last 18-credit hours of their program with an amended enrollment agreement updating the tuition costs reflecting the separate FSDC tuition.

## **Graduate Tuition**

Graduate tuition is \$1,750 per term (2 to 3 courses per term), paid in three installments of \$584 per month for students enrolled in a degree program. The technology fee is valued at \$100 per term and is a nonrefundable fee included in tuition. The average complete program cost for a Master's degree is \$14,016\*, plus any applicable fees. Students may register for three courses per term. Any additional courses will have to be approved by the Academic Director. Courses not completed within the 12-week term will be issued a failing grade and the course must be repeated in a subsequent term.

*\*Average time to completion for a graduate student is calculated at 24 months or two years. It is expected the average graduate student will complete six courses per year with 12 courses required to earn a Master's degree. This assumes no transfer credit is applied. Where transfer credit is accepted, the time to completion will be reduced by the amount of transfer credit, thus reducing the overall program cost. Where students enroll as part-time (less than four courses per term) the expected total tuition may be more than the average noted above.*

Tuition for non-degree-seeking students taking graduate-level courses is \$1,000 per course, plus a \$100 per term technology fee. This fee also applies to degree-seeking graduating students repeating a course.

## **Technology Fees**

Technology fees are added to the price of tuition as distance education may not be delivered without use of service and support technologies, such as the learning management systems, electronic library, exam proctoring, and project originality verification technologies. The technology fee is \$100 per term and is a non-refundable portion of the per term tuition.

## **Enrollment and Reenrollment Fees**

Enrollment Fees are non-refundable. The enrollment fee for new students may be waived or applied to tuition upon matriculation. New enrollment fee may be automatically waived for alumni.

The reenrollment fee for the Full Stack Development (FSD) Program is \$500, specifically to allow for completion of the capstone project and comprehensive final exam. The re-enrollment fee may be higher if additional coursework needs to be completed.

## **Terms and Conditions of Payment Plans**

Students who sign an authorization of deduction of money from their account, payment on a credit card, or who agree to make payments on specific dates are responsible for the terms of the agreement. To make our courses affordable for as many people as possible, payment plans are available for balances not covered by other sources.

## **Changing Your Credit Card Information**

Any account or credit card updates must be done through a notification to the Accounting Director at [Accounts@Maestro.edu](mailto:Accounts@Maestro.edu). Upon notification the university will send a new Tuition Authorization form through a secured document management service, currently Docusign.

## Duration and Conditions of Payment Plan

Payment plans run the duration of the program. However, the balance must be completely paid, as agreed, by the end of the program. Payments are to be made each month of the program unless weekly payments are requested by the student. Delayed payments or payment plans not complete by the end of the program may result in a hold on graduation status and transmission of a certificate or diploma. Requests for transcripts may also be placed on hold for outstanding balances.

Maestro will allow students to pay tuition over four (4) months. This option is available for students who need to keep to a fixed monthly expense for education. However, students will not be allowed to enroll in the next consecutive term until the prior term's tuition is paid. Students may take a month between planned terms and still be considered continuously enrolled.

## Unsuccessful Automated Payments (Defaulted Payments)

If a payment defaults, the student will be contacted by the Accounting Director. Several attempts will be made to secure payment through your chosen payment method. After two weeks of attempted contact with no response, the LMS account will be suspended until the student responds and makes arrangements for the defaulted payment. If the student does not respond and correct the default within four weeks, the student will be withdrawn from the University.

The student will have to reenroll, sign a new enrollment agreement, and a tuition authorization form to return to school after withdrawal. The student's account will be turned over to collections if the student continues to not respond to clear up the past due tuition balance.

## Completion Timeframes for Programs

<b>Programs</b>	<b>Standard Completion</b>	<b>Maximum Completion</b>
Associate	2 years	3 years
Bachelor	4 years	6 years
Master	2 years	3 years

If the student obtains a loan from any source to pay for an educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund. If the student is eligible for a loan guaranteed by the federal or state government and they default on that loan, both of the following may occur: (1) The federal or state government or a loan guarantee agency may act against the student, including applying any income tax refund to which they are entitled to reduce the balance owed on the loan. (2) The student may not be eligible for any other federal student financial aid at another institution or other government assistance until the initial loan is repaid.

## Transfer Credits

Students who have approved transfer credit will likely spend fewer months in the program, reducing their overall cost.

## Fees

Course Fee – Individual Undergraduate for Non-degree seeking student. Retake fee for an undergraduate course is the same cost.	\$500
Course Fee – Individual Graduate for Non-degree seeking student. Retake fee for a graduate course is the same cost.	\$1,000
	\$50*

New Student Enroll Fee (non-refundable) Full Stack Development Reenrollment Fee (non-refundable, for completing the capstone and final exam)	\$500
Extension Fee (after first extension up to 45 days)	\$250
Prior Learning Assessment (non-refundable)	\$300
Graduation Application – Domestic student (non-refundable)	\$65
International Graduation Application (non-refundable)	\$125
Duplicate Diploma (Domestic, Maestro U. only, plus shipping, non-refundable)	\$65
Duplicate Diploma (International, Maestro U. only, plus shipping, non-refundable)	\$125
Official Electronic Transcript – Parchment (Shipping costs for transcript are paid by requesting student or entity, non-refundable)	\$15 each
Returned Checks/Declined Credit Card Charge	\$50
Late Monthly Payment Charges	\$35
Technology Fee (assessed per term; non-refundable)	\$100**
Lab Fees (when indicated by course catalog)	\$50-75***

*\*Enrollment Fees are non-refundable. Enrollment Fee may be waived or applied to tuition upon matriculation. The new enrollment fee may be automatically waived for alumni.*

*\*\*Technology fees are assessed to the student's account upon enrollment in each new term. Technology Fees are non-refundable. Non-degree seeking students pay the technology fee separate from their tuition.*

*\*\*\*Varies per course and materials.*

## Textbooks

**Textbooks are not included in the price of tuition.** Obtaining books and study materials for courses is the student's responsibility. Textbook fees for purchase or rental through VitalSource vary per term and course enrollments. Estimate \$50-\$200 per term for textbook leases.

## Scholarships

The University's scholarships are listed on the [University's website](#). The scholarship application is found under the "Tuition & Payments" section. The application must be completed by the student and submitted online. Supporting documents *when requested* by the Scholarship Committee are to be emailed to [Academics@Maestro.edu](mailto:Academics@Maestro.edu). The committee meets when there are scholarship applications and documents to review. Maestro University's Scholarship Committee consist of the President, the Academic Director, the Registrar, and the Accounting Director, plus two faculty members, who collectively determine whether to grant or deny the scholarship application. No single person can guarantee scholarships or has the authority to approve a scholarship on behalf of the University.

## Financial Aid

Maestro University does not participate in federal or state financial aid programs (i.e., Title IV programs). However, Maestro accepts checks, credit cards, debit cards, and third-party financing partners. The Financial Services Team can also set up monthly installment payments at 0% financing.

# University Withdrawal and Refund/Cancellation Policy

## Undergraduate

Per term, students are charged \$1,300 for tuition, which includes a \$100 non-refundable technology fee (regardless of the number of courses enrolled for the term).

Students enrolled in the Full Stack Development Program may be charged differently from degree-seeking undergraduates.

The non-refundable technology fee applies to all programs where a technology fee is assessed.

Students seeking a full programmatic withdrawal for the term will be eligible for a percentage of tuition paid for the term corresponding with the week of withdrawal, based on tuition previously paid in advance or owed for the term. Courses assigned for the term not yet begun shall be eligible for full refund depending on the actual course delivery schedule. Students must complete and submit the withdrawal form online on Maestro's website. [Student Request Change of Status Form](#)

## Graduate

Per term, students are charged \$1,750 for tuition, plus a \$100 non-refundable technology fee (regardless of the number of courses enrolled per term). Students seeking a full programmatic withdrawal for the term will be eligible for a percentage of tuition paid for the term corresponding with the week of withdrawal, based on tuition previously paid in advance or owed for the term, but must complete the withdrawal form. [Student Request Change of Status Form](#)

## The Drop/Add Period

The Drop/Add Period is the first seven days of the term. A student has five days to withdraw after signing the Enrollment Agreement (EA) or the first seven days of the term to receive 100% refund of all monies paid to the University, for courses not yet started. For a per course withdrawal, the student will be eligible for a percentage of tuition refund corresponding with the week of withdrawal based on the per term tuition divided by the total number of courses enrolled for that term. If a student seeks to withdraw from additional courses for the same term, the student will continue to be eligible for a tuition refund based on the same initial number of course enrollments in the same term following the Refund Percentage Schedule (Table 1) below.

Maestro University requires that a student must inform the Registrar (Registrar@Maestro.edu) in a documented manner (e.g., withdrawal form, mail, email, or other written forms of communication). Tuition refunds are made within 30 days of notice of withdrawal. The student is notified if a balance is due to the University. Technology fees are non-refundable. The percentage of tuition minus the technology fee is returned to the student after each week based on the schedule below and is calculated on a per course basis.

## Cancellation/Refund Policy

**Cancellation Prior to the Commencement of Classes:** A student will be entitled to a full refund if the student cancels their enrollment within five days of signing the University Enrollment Agreement or within the first seven days of the term.

**Cancellation After the Commencement of Classes:** The first day of class through Sunday of week one 11:59 p.m. MST is considered the trial period for all new, reentry, and graduate reenrolled students. If a new, reentry, or graduate reenrolled student attends after the first day of courses but withdraws before Monday of week two at 12:00 a.m. MST, the student will be unregistered from their courses and will be entitled to a refund of all tuition and applicable fees.

Withdrawal from the University in the first eight weeks of a term (of a 12- to 13-week term) shall follow the refund table as outlined below. For Full Stack Development students enrolled in the 26- to 40-week

term enrollments see Table 2. Special re-entry enrollments will not be eligible for a refund as the re-entry fee is not refundable unless mitigating and uncontrollable circumstances contribute to withdrawal.

**Table 1 – Refund Percentage Schedule**

<b>Cancellation Date</b>	<b>Refunded % of Tuition</b>
Week 1	80% of any course started; 100% of courses not yet started where sequential order is set
Week 2	70% of any course started; 100% of courses not yet started where sequential order is set
Week 3	60% of any course started; 100% of courses not yet started where sequential order is set
Week 4	50% of any course started; 100% of courses not yet started where sequential order is set
Week 5	40% of any course started; 100% of courses not yet started where sequential order is set
Week 6	30% of any course started; 100% of courses not yet started where sequential order is set
Week 7	20% of any course started; 100% of courses not yet started where sequential order is set.
Week 8	10% of any course started; 100% of courses not yet started where sequential order is set.
Week 9	0% of any course started; 100% of courses not yet started where sequential order is set.

Maestro University follows a Flexible Time Scheduled Refund Policy, as outlined by its accrediting agency the Distance Education Accrediting Commission (DEAC), for students enroll in the 26- to 40-week Full Stack Development (FSD) Certificate program. In these cases, the refund policy follows the Course Completion Percentage Schedule when withdrawing from or canceling enrollment. Maestro uses the following table to further support a student’s satisfactory progression within the FSD Program, as defined by the enrollment option. Maestro’s FSD Program is defined as a set of 700+ integrated lessons leading to 18 to 21 credit hours (i.e., six to seven transferable courses in the FSD Program).

<b>Course Name</b>	<b>Credits</b>	<b>Program % &amp; Course Completion Schedule</b>
CS100 - Coding Foundations	3	End of (EO) Week (Wk) 2
CS277 - Introduction to Python	3	EO Wk 6
CS301 Front End Foundations - JavaScript	3	EO Wk 10
CS382 - Database Foundations	3	EO Wk 14
CS384 - Advanced Python	3	EO Wk 18
CS497 - Adv. Web Development - React	3	EO Wk 22
CS499 FSD Capstone Experience (optional)	3	EO Wk 26

If withdrawing from the University’s 26- or 40-week Full Stack Development (FSD) Program for courses started, but not yet completed, see Table 2. Completed courses are not eligible for a refund.

**Table 2 – Refund Percentage Schedule for 26- and 40-week FSD Program**

Withdrawal/Cancellation Date	Tuition Refund Percentages
Up to 10%	90% of any course started; 100% of courses not yet started where sequential order is set
>10% to 25%	75% of any course started, 100% of courses not yet started where sequential order is set.
>25% to 50%	50% of any course started, 100% of courses not yet started where sequential order is set.
>50 to 100%	0% of any course started, 100% of courses not yet started where sequential order is set.
No refund after Week 18	<b>Completed courses are not eligible for a tuition refund.</b>

Refunds, if applicable, will be made by the Accounting Department within 30 days of the student’s withdrawal. The withdrawal becomes official when the student receives final written notification and a final statement from the University. Before the university will release any transcripts, any balance due must be paid in full by the student. If the student has any questions about the status of their refund or about the statement balance, please contact the Accounting Department.

**Sample Refund Calculations in USD**

1. Tamika began class in the bachelor’s program and paid \$1300 for her term tuition, which includes the \$100 technology fee. She was scheduled for three courses. Three days later, she withdrew from the program, during the “five-day cooling off period,” and received a full refund equaling \$1200.
2. Vincent signed his student enrollment agreement for the bachelor’s program and paid his \$1300 tuition and fees, signing up for two courses. In the second week, he withdrew from his program through an email sent to the Registrar. His technology fee of \$50 was not refundable. He was refunded 80% of the \$1200 (\$1300 - \$100 technology fee) he paid, equaling a total of \$960.
3. Lacy began class in the bachelor’s program and paid \$1300 for her term tuition and technology fee. She was scheduled for three courses. In the third week, she formally withdrew from two of the three courses. Her technology fee of \$100 was not refundable. She was refunded \$1200 divided by three (# of courses scheduled in the term) x 2 (courses withdrawing) x 70% (percentage for that week of withdrawal). Lacy received a tuition refund of \$340.
4. Terrance began class in the master’s program and paid his tuition of \$1750 for the term, \$1650 plus \$100 in technology fees. He was scheduled for two courses. In the 8<sup>th</sup> week, he formally withdrew from one of his courses. His technology fee of \$100 was not refundable, and he received a 10% refund of the tuition rate because the withdrawal from the course was after the 49<sup>nd</sup> day and before the 56<sup>th</sup> of the term.
5. Dannie began class in the 13-Week FSD Program, and completed 25% of Coding Foundations prior to her official enrollment and finished Coding Foundations with her class at the end of the first week. Her program tuition (\$12,000) includes all associated program tuition and fees equal to the program’s 18 credits. In the 5<sup>th</sup> week, Dannie withdrew from the program. When Dannie withdrew, the class had started learning programming in Python and programming for databases. The class had not yet begun learning in three program areas for advanced programming, advanced database design and programming in React for mobile design. Dannie was eligible for the equivalent of full refunds for the three course areas not yet started and 70% of any coursework started though not yet finished at the time of the withdrawal based on the above schedule. Each course module is valued at \$2,000 for refund purposes (6 modules worth 3 credits each divided into the \$12,000 tuition).

Dannie's total tuition costs would be 100% of coding foundation, and 70% of programming in Python and introduction to database design. Dannie would be eligible for a full refund of the final three modules not yet begun. Of the \$12,000 tuition, Dannie would receive a refund of \$8,800.

The Accounting department issues the refund payment within 30 days of the request for the withdrawal. Once officially withdrawn, a student must re-enroll and will be subject to the terms and conditions of the new enrollment agreement, including any new tuition rate and all applicable fees, and any changes in the program of study.

### ***For California Residents Only***

*The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition. You are not eligible for protection from the STRF and you are not required to pay the STRF assessment if you are not a California resident or are not enrolled in a residency program. It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.*

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

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

*To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF. A student whose loan is revived by a loan holder or debt collector after a period of non-collection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law. However, no claim can be paid to any student without a social security number or a taxpayer identification number.*

### **Extensions Requests and Fees**

If extenuating circumstances arise where the student is unable to progress, the student must meet with the instructor and complete the Change of Status form located under "Student Forms" on the website. See [Student Request Change of Status Form](#). The academic team with the instructor's input presents recommendations to the Academic Director. The Academic Director will make the final decision and notify the student and faculty. The Registrar will upload the status change document and note the Academic Director's decision in the student's file.

Extensions are granted within the limits of an active Enrollment Agreement (EA). The first extension affords a student up to 45 days to complete coursework without a fee. A \$250 fee is incurred after the first 45-day extension for any given course or program. Program extensions may only be offered twice, and only for up to 45 days per request. Program extension may not exceed the Enrollment Agreement expiration date. Should a reenrollment be required, the program reenrollment fee is \$500.

Failure to complete the program within the enrollment agreement contracted timeframe or apply for an approved extension may result in an incomplete or failing grade for the course/program and termination of the enrollment.

## **Financial Probation**

It is Maestro University's policy that students' financial accounts must be current. Students who default on their financial arrangements will be put on financial probation and a hold will be placed on their courses until their accounts are current. Students on financial probation will not be able to register for additional courses or a new term. No transcripts will be issued to students on financial probation, or who are administratively withdrawn for nonpayment. If a student defaults on their arrangement while on financial probation, they will be administratively withdrawn from the University. If difficulties arise, appropriate arrangements must be made with the Accounting Office ([Accounts@Maestro.edu](mailto:Accounts@Maestro.edu)) before the account falls past due.

## **Military Assistance**

Maestro University accepts Veterans Education Benefits for eligible students, providing support for veterans and their families to pursue their academic goals. The University also provides access to other funding options, such as low-cost student loans and non-interest-bearing payment programs. For general questions regarding your VA Educational Benefits, please contact Maestro University's School Certifying Official (SCO) at [SCO@Maestro.edu](mailto:SCO@Maestro.edu). You may also obtain your records from the VA by visiting <https://www.va.gov/records/>, or by contacting the [Veterans Benefits Administration](#).

# Student Policies

All members of our university community are expected to strive for personal and academic integrity, to treat others with dignity and respect, and to take responsibility for individual behavior as responsible citizens in the community and larger society. The following policies are created to ensure the integrity of the degree you earn.

## Satisfactory Academic Progress (SAP)

Satisfactory Academic Progress (SAP) is measured using four standards:

1. Grade Point Average (GPA) for the current term. The end of term Grade Point Average for courses taken in each term must be at least a 2.0 grade point average for undergraduate students and a 3.0 grade point average for graduate students.
2. Cumulative Grade Point Average (CGPA) – the cumulative grade point average at any time during the program of study must be at least a 2.0 grade point average for undergraduate students and a 3.0 grade point average for graduate students.
3. Percentage Ratio of Credits Attempted to Credits Earned must remain above 67%. For example, 180 credits attempted would be the maximum number allowed in pursuit of a 120-credit hour bachelor's degree).
4. Program Length refers to the maximum program length allowed by Accreditation, which is 150% the typical length of the degree program. In other words, maximum program length is 3 years for an associate degree, 6 years for a bachelor's degree, and 3 years for a master's degree, from the time of enrollment. Transfer credits will impact the overall allowed maximum length of enrollment.

While on probation, a student may not receive a grade of Incomplete in a course or take a leave of absence. SAP is evaluated after each term and at the time of withdrawal from the University. A student requesting admission to a new degree program after graduation begins as a first-term student with a new SAP history.

Students who fall below the SAP threshold have two terms to improve their GPA. The first term will be an academic probation term. If the student does not improve their GPA to the standard, the second term will be considered an academic warning term. Students who do not improve their GPA to the minimum standard (2.0 for undergraduates and 3.0 for graduates) after the academic warning term will be dismissed from the University. Prior to dismissal, a student may request a change to another academic program and a SAP re-evaluation based on the requirements of the new program. Students who have been administratively withdrawn for failure to meet SAP may not re-enroll in the same program. A student who has a compelling rationale for reenrollment may submit an appeal to the Academic Director per the University's Appeals and Grievances policy. If you have any questions about Satisfactory Academic Progress, write to [Academics@Maestro.edu](mailto:Academics@Maestro.edu).

## Maximum Program Length

A student must complete the entire program within 150% of the program length or the successful completion of 67% of courses attempted.

## Unit of Credit

The unit of credit at Maestro University is the semester hour.

## Fully Online Courses

Online asynchronous courses mirror the learning outcomes and academic standards of the traditional face-to-face courses. Although Maestro students may not spend face-to-face time “in class,” they complete the equivalent amount of work. Federal regulations recognize the special nature of “class time” in the online environment. Students may be administratively withdrawn if they are not registered nor attending a course(s) within a 90-day period.

## Academic Integrity and Honesty

### Importance of Having an Academic Authenticity Policy

Maestro’s Academic Authenticity Policy protects the integrity of student work and the degrees offered by the University by ensuring each student’s work is the student’s original thoughts and ideas, and that their degree is earned through their commitment to education and demonstration of learning outcomes.

### Purpose

Maestro University’s Academic Authenticity Policy and Procedures establish a process for identifying breaches of academic honesty and specifies consequences students will have for violating the policy. Maestro University uses applications (apps) for assessing plagiarism and artificial intelligence (A.I.). These apps compare a student’s work against original sources and other databases. Students may be expected to submit their work for originality checks. Exam responses may be reviewed by the academic administration if plagiarism or A.I.-generated content is suspected. See the “plagiarism” definition below. To ensure academic integrity, the faculty may supplement the evaluate a student’s summative assessments (e.g., final exams and final projects) by hosting a videoconference to allow students to defend in real time the content of their projects and final exams and to demonstrate their mastery of course competencies.

### What is Academic Authenticity?

The University insists on academic integrity and honesty and requires all student submissions reflect the honest, ethical, and accurate representation of a student’s academic work and record. Students are required to attest to the originality of all project submissions.

The Council of Writing Program Administration defines plagiarism as follows: *“When a writer deliberately uses someone else’s language, ideas, or other original material (not common knowledge) without acknowledging its source.”*

Plagiarism includes copying someone else’s work without using correct citation and/or attribution for example, copying materials without attribution from Wikipedia is plagiarism. Course competencies are clearly articulated, so a student who attempts to modify a project prepared for one course so that it will meet the requirements of another course is likely to find the results unsatisfactory. Maestro’s plagiarism apps compare prior submissions of a student’s project with previous submissions by the student and others at the University.

Maestro University recognizes that instances of plagiarism can occur due to a student misunderstanding or lack of knowledge about standards and practices of citation and attribution. However, it is the student’s responsibility, as part of their academic development, to learn about and to adhere to rules of appropriate citation and attribution. When evidence suggests that plagiarism has occurred due to the lack of a student’s understanding of citation guidelines, faculty are encouraged to work with the student to provide them with an opportunity to correct the issues and resubmit work. It is within the faculty’s discretion to determine whether to allow the student to resubmit the assignment, fail the student on the assignment, or fail the student in the course. The faculty is expected to consult the Academic Director so previous events can be reviewed and weighed.

Examples of academic dishonesty include, but are not limited to:

- Unauthorized collaboration between two or more students on a course project, assessment, or assignment.
- Sharing quiz or final examination questions or answers in public forums (e.g., internet sites, blogs, etc.) without the University's express written consent.
- Using Internet access, resources, A.I. apps, or any other source while taking a final exam.
- Submitting academic records (e.g., transcripts) that have been altered in any way or are fraudulent.
- Submitting work not written or created by the student. Examples are papers purchased from others, prepared by ghost-writers, or produced by A.I. apps (e.g., ChatGPT, Genesis, Grammarly, CoPilot, or Grok).

Violations of the Academic Authenticity policy will become part of the student's record. Depending on the severity and/or frequency of the violation(s), Academic Director and faculty may take disciplinary action. This could include submitting a formal recommendation to the University administration that the student be withdrawn from the University. A student who has become subject to disciplinary action may submit an appeal to the Academic Director, per the University's Appeals and Grievances policy.

### **Cited Material**

The University's guideline is that no more than 30% of a student's work be cited material. Of that 30%, no more than 15% can be from one single source. It is noted that some courses may have content that brings up a higher match to other sources due to the same material needed to pass the assignment, such as math formulas or theories. Each occurrence of a match outside these parameters will result in an evaluation by a qualified evaluator and/or the Academic Director.

Cited material is documented within the student's work following APA style. A student must properly cite unoriginal work (e.g., ideas, opinions, claims), making patently clear the original source. APA's style manual provides guidance on proper citations, and students are expected to follow APA style. A student's projects/papers may not be graded if an originality report shows a percentage higher than 30% of cited materials and may be considered "unoriginal" when it exceeds 30%. APA provides guidance on how to properly site writing tools or A.I. language generation apps. Besides referencing the A.I. app on the Reference Page of a project, Maestro strongly encourages students to proofread closely, verify content, and double-check accuracy and links to references because A.I. apps make mistakes, but the student has to own them.

### **Measuring and Ensuring Academic Authenticity**

Students must take exams in a quiet room where they will not be interrupted during the examination period. If there are concerns with an exam, the University reserves the right to flag the exam for review. The instructor may determine not to grade an exam due to infractions, and then requests the Academic Director's assistance for further investigation. Severe infractions will result in a failing grade on the final exams, and by calculation a failing grade for the course. The student will be permitted to repeat the course on a first infraction. If it is a second infraction, the student may be terminated from the University. All infractions are recorded in the student's record.

Maestro University uses plagiarism and originality software to evaluate the authenticity of performance assessments and project work. Students may use plagiarism software before final submission of their work to check for originality and make corrections to their work. In the case where a plagiarism report suggests a score of 30% or above (non-original/sited single source), the submission may not be graded by the instructor. The report will be used to determine the action taken if the matches are higher than the set guideline. Once students have turned in their work under Final Submission, the project is recorded in Maestro's Canvas LMS. In cases where the instructor deems the infraction as severe (i.e., copying another student paper entirely, second or third infractions, purchased papers, A.I.-generated work, etc.), the instructor will make a recommendation to the Academic Director and refer the submission to them for a final decision.

## Evidence

Evidence consists of the originally submitted student paper, along with a plagiarism and/or originality check for a performance assessment or project. Copies of evidence will be provided to the student upon request and put in the student record.

## Consequences for Academic Authenticity Violations on Projects

**First Violation:** Student receives feedback with their submission where the percentage is too high for originality. The instructor cautions the student on their work. The instructor informs the student that they need to reduce the cited material to be within university guidelines by using their own original thoughts and ideas. The instructor will mark the gradebook with an incomplete until a resubmission is made, and the violation is cleared. An incomplete on the assignment may change to a failing grade if the student does not resubmit the document before the course closes.

**First Written Warning:** The student receives a formal letter of warning from the Academic Director informing the student that they submitted work over the allowed originality percentage as a Final Submission. A first warning will be given, and the student will be given a “0” for the assessment. A copy of documentation will be attached to the student’s file in the Student Information System.

**Second Written Warning:** The student automatically fails the course. They will get a second written warning and will be required to meet with the Academic Director before they can continue their studies.

**Severe Infractions:** The student is referred to the Academic Standards Committee. The Academic Standards Committee will decide what action to take, which may include expulsion and potential removal of a student’s degree.

All written warnings become part of the student’s record and will remain on file until the student graduates or is withdrawn from the University.

## Appeals

For either a verbal or written violation, a student may appeal the instructor’s decision by writing a formal explanation of the offense and providing documentation by emailing the Academic Director (Academics@Maestro.edu). Grade appeals must be made within 90 days of the posting of the final course grade.

The Academic Standards Committee is comprised of the President, Academic Director, Registrar, and Accounting Director. The Academic Director may invite faculty to participate in an Academic Standards Committee. The Academic Standards Committee hears appeals for a Second Written Warning or a Severe Infraction.

Students have the right to request a meeting to review material regarding the offense if they believe the ruling of the Academic Director is incorrect.

- If the student fails to appear at the agreed-upon time or within 30 days of the written warning, the consequence will stand.
- The burden of proof rests with the student.
- The Academic Standards Committee will review the new information, hear the student’s case, and decide to reverse, impose other terms, or uphold the decision.

The Academic Dean in accordance with the Academic Standards Committee will notify the student within five business days, in writing, of the decision on the appeal.

## Continuance of Coursework

A student accused of a violation but under appeal may continue to work in their course until the Academic Standards Committee decides the case. If the final decision results in expulsion or dismissal from the school, the student will be given a withdrawal (WN) in the course on the official transcript and any work in the course will be void.

## Other Ways Academic Authenticity Violations May be Identified

If the student is suspected of paying someone or an application to produce a project (e.g., used a ghostwriter or A.I. application like ChatGPT), Academics (e.g. faculty and the Academic Director) may conduct an internet search and/or use originality testing apps find and compare content and assess originality. The student's previous work may also be reviewed. If evidence is found that the student paid for a ghostwriter or generative language app to produce a paper, concealing the original author or creator, the student will be referred to the Academic Standards Committee and may receive the same consequences as stated above.

## Sanctions

- **Expulsion:** A student is withdrawn from the University with no provision for readmission. The student will be withdrawn from all current courses and will receive a "WN" grade in each.
- **Dismissal:** A student is administratively withdrawn from the University for at least one year. The student will be withdrawn from all courses, including courses outside of the one in question, and will receive a "WN" grade in each. WN stands for "withdrawn failing."
- **Course Failure:** A student will receive an "F" for a second warning or a severe infraction for the course in which the infraction occurred.

## Student Code of Conduct

As members of Maestro University's academic community, students are expected to adhere to the established standards related to communication, academic integrity, and honesty. By signing the Enrollment Agreement, students agree to abide by these standards and all University policies. In addition, students are to abide by the Code of Conduct as it relates to all communications.

The exchange of diverse opinions and freethinking ideas and the practice of debate are core elements of the academic environment. Maestro University fully supports these ideals and requires all communication between and among students, faculty, and administration reflect civil discourse and respectful dialog.

Each student is responsible for the content of all text, audio, or images that they place, post, or send over the internet, including (but not limited to) any websites or applications used by or through the University. Fraudulent, harassing, or obscene messages, communication, or actions of any kind are prohibited. Information published on the internet should not violate or infringe upon the rights of others. Abusive, profane, or offensive language transmitted through the system is not tolerated.

Any student who feels harassed is encouraged to immediately inform the alleged harasser that the behavior is unwelcome. If the informal discussion with the alleged harasser is unsuccessful in remedying the problem, or if the individual experiencing the behavior does not feel comfortable with such an approach, the individual should immediately report the conduct to their student advisor, their instructor, the Title IX Coordinator, or any administrative official of the University. All reports of harassment or discrimination will be promptly investigated.

Violations of the Student Code of Conduct will become part of the student's record. Depending on the severity and/or frequency of the violation(s), the faculty may take disciplinary action. This action could include submitting a formal recommendation to the University Administration that the student be

withdrawn from the University. A student who has become subject to disciplinary action may submit an appeal to the Academic Director, per the University's Appeals and Grievances policy.

## Appeals and Grievances

Maestro University administration and staff meet with a student to resolve complaint to the general satisfaction of the parties involved. A grievance is a more serious issue that may necessitate the involvement of a third party for resolution. Maestro University encourages students to contact their student advisor with administrative and logistical issues. If the student advisor cannot resolve the issue, the student can follow the appeal and grievance process described below.

### Right to Appeal

Grade appeals must be made within 90 days of the posting of the final course grade. Students have the right to appeal. If a student alleges that a grade has been given in an arbitrary or capricious manner, the student must first discuss the situation with the instructor responsible for the course within ten (10) business days of receiving the grade.

If a student remains dissatisfied after such required discussion, then the student may file an allegation of arbitrary or capricious grading with the Academic Director. Complaints are to be made in writing to the Academic Director within 30 calendar days of the student's receipt of the grade.

Appeals of disciplinary actions and other University decisions must also be made in writing to the Academic Director ([Academics@Maestro.edu](mailto:Academics@Maestro.edu)). The student must provide evidence and/or a compelling explanation for why the disciplinary action should not be executed.

Students have five (5) working days from the notification of the disciplinary action to submit their appeal. During those five days, no action will be taken to dismiss the student or suspend the student from access to courses or services, unless the Administration determines that allowing the student to remain engaged with MU students, staff, or faculty would be harmful. The Academic Director will respond to the student appeal no later than ten (10) working days from the receipt of the written appeal. The decision of the Academic Director will be final.

### Grievance

A grievance may arise out of a decision reached or action taken by a member of the faculty, staff, or the administration of Maestro University. A basic grievance is that the college has violated a published policy. Grievances do not include grade appeals. The purpose of the Student Grievance Policy is to provide a process for an impartial review and to ensure that the rights of students are properly recognized and protected. The first step to resolve a grievance is to ensure that all informal channels of resolution and the Student Complaint Policy have been exhausted. If the student believes the resolution received was unsatisfactory, the student has a right to appeal. (See the *Right to Appeal*.) If the student is still not satisfied with the appeal results, the student may contact any of the agencies below. These agencies require that a complainant work with the institution first to exhaust all avenues for resolution. Information on filing a grievance is available on the University's website, along with a grievance/complaint form located [here](#) ([Student Grievance Form](#)).

#### **Utah State Agency: Utah Division of Consumer Protection**

160 East 300 South, Salt Lake City, UT 84111

(801) 530-6601

<http://consumerprotection.utah.gov/complaints/index.html>

#### **Distance Education Accrediting Commission (DEAC)**

1101 17<sup>th</sup> Street NW, Suite 808, Washington, DC 20036

(202) 234-5100 or (202) 332-1386 (fax)

[www.deac.org](http://www.deac.org)

**Better Business Bureau** [www.bbb.org](http://www.bbb.org)

**NC SARA/Student Consumer Complaints** <https://www.nc-sara.org/sara-student-complaints>

Students who have a complaint against Maestro University should first file a complaint with the institution. If Maestro University does not resolve the complaint, students may file a complaint with the Utah Board of Higher Education at [www.higheredutah.org](http://www.higheredutah.org). The Board of Higher Education will only consider complaints previously unresolved by the institution and may refer a complaint to another agency for investigation.

## **Copyright**

The University complies with the copyright laws of the United States, which prohibit the making or reproduction of copyrighted material except under certain specified conditions. Acts of copyright infringement include, but are not limited to, misusing copyrighted material in coursework and misusing material for which the institution owns the copyright (e.g., website materials, course materials, publications, etc.).

## **Disabilities**

Maestro University is committed to complying with all applicable provisions of the Americans with Disabilities Act of 1990 (ADA). It is the University's policy not to discriminate against any qualified applicant because of such individual's disability or perceived disability. In keeping with ADA, the regulations in 29 CFR Part 1630 (1992), and the Rehabilitation Act of 1973 (Section 504), MU will provide reasonable academic accommodations for students who provide formal documentation outlining their disabilities and their reasonable and appropriate requests. It is the student's responsibility to seek available assistance and to make their needs known to their Enrollment Specialist or Academic Advisor at the time of enrollment or as the need arises. The Enrollment Specialist or Academic Advisor will then inform the Academic Director. Documentation to support the disability must be provided to the Academic Director at the time of the request. Information regarding a student's disability is voluntary and confidential. The University's LMS has accessibility features built into the software and can accommodate most disability hardware and software.

## **Intellectual Property**

Maestro University is committed to excellence and innovation in teaching and scholarship. The University encourages academic scholarship resulting in papers, publications, and presentations and respects student's ownership of materials developed within the scope of their coursework.

## **Leave of Absence (LOA)**

A student who has an extraordinary circumstance and needs a break may request a Leave of Absence (LOA) at the end of a term. A Leave of Absence is an enrollment break of at least 30 days. If granted, the Leave of Absence may be for a period up to 60 days. A student who takes an LOA becomes Inactive and will not be billed during the leave, but otherwise retains the rights and responsibilities detailed in the current enrollment agreement. The student must return from the leave and start a term within the arranged time to return to Active status. Failure to do so could result in the student being administratively withdrawn from the University. Once withdrawn, a student must re-enroll and will be subject to the terms and conditions of the new enrollment agreement, including new tuition rates and all applicable fees. Students should also review fees for extensions, applicable if additional time is required to complete coursework interrupted by the LOA.

## **Military Deployment Leave of Absence**

Maestro University understands the special needs of military service members. When military deployment prohibits satisfactory progress, students may request a Military Deployment Leave of Absence by

submitting the request with a copy of the official orders. In the event the Leave of Absence must be extended beyond the original reactivation date, a new Request for Military Deployment Leave of Absence must be submitted. Contact an academic advisor to access this form. To return to Active status, the student must submit a Request for Reactivation form. No reactivation fee will be required after a properly requested Military Deployment Leave of Absence.

## **Nondiscrimination**

Maestro University does not discriminate against individuals and provides equal employment opportunities to all employees and applicants without regard to race, color, religious creed, sex, national origin, ancestry, citizenship status, pregnancy, childbirth, physical disability, mental disability, age, military status or status as a Vietnam-era or special disabled veteran, marital status, registered domestic partner or civil union status, gender (including sex stereotyping and gender identity or expression), medical condition (including, but not limited to, cancer-related, or HIV/AIDS-related), genetic information, or sexual orientation, in accordance with applicable federal, state, and local laws. In addition, Maestro University complies with applicable state and local laws governing nondiscrimination in employment in every location in which the institution has facilities. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.

## **Sexual Harassment and Gender Discrimination**

It is the policy of Maestro University to maintain an environment that encourages mutual respect and promotes respectful congenial relationships among students, faculty, and staff. The University extends protections from harassment to include supervisors, coworkers, vendors, contractors, and students. Harassment, even when not explicitly unlawful or directed at a protected category, will not be tolerated. The University's administration is committed to vigorously addressing complaints of harassment and sexual harassment at all levels within the institution. Reported or suspected occurrences of harassment will be promptly and thoroughly investigated. Following an investigation, the institution will take necessary and appropriate disciplinary action. Maestro University will not permit or condone acts of retaliation against anyone who files harassment complaints or cooperates in the investigation of same.

## **Definitions**

The term "harassment" includes harassment based on any category protected by federal, state, or local law, which may include, depending on the jurisdiction, but is not limited to, unwelcome slurs, jokes, or verbal, graphic, or physical conduct relating to an individual's race, color, religious creed, sex, national origin, ancestry, citizenship status, pregnancy, childbirth, physical disability, mental disability, age, military status or status as a Vietnam-era or special disabled veteran, marital status, registered domestic partner or civil union status, gender (including sex stereotyping and gender identity or expression), medical condition (including, but not limited to, cancer-related or HIV/AIDS-related), genetic information, or sexual orientation.

Sexual harassment consists of unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when

1. Submission to such conduct is an explicit or implicit term or condition of employment or of a student's success
2. Employment decisions or student outcomes are based on an employee's or student's submission to or rejection of such conduct
3. Such conduct unreasonably interferes with an individual's work or school performance or creates an intimidating, hostile, or offensive working or learning environment.

Reported or suspected occurrence of harassment will be promptly and thoroughly investigated. Following an investigation, the University will take necessary and appropriate disciplinary action. The University will not permit or condone any acts of retaliation against anyone who files harassment complaints or cooperates

in the investigation of same. Please contact the Academic Director (Academics@Maestro.edu) or the Title IX Coordinator if you have any questions.

## **Record Retention**

Maestro University requires student academic and course records be retained for specific periods of time. These academic records must be managed according to the guidelines outlined in this policy. This policy establishes guidelines that set forth the minimum length of time records should be retained. This will allow Maestro to

- Meet its business and legal needs
- Optimize the use of space and minimize the cost of academic records retention
- Ensure that outdated or useless records are deleted/destroyed

Record retention periods for selected academic records may be increased for various reasons, including government regulation, judicial or administrative orders, contracts, pending or threatened litigation, or audit requirements. Such changes in the records retention schedule supersede the requirements listed in this schedule and will be so noted.

**Purpose:** The purpose of this policy is to allow the University to make sensible decisions about what information to keep and what information to discard, and to establish procedures for the maintenance, retention, preservation, and disposal of academic records.

**Roles and Responsibilities:** All employees, faculty members, and staff members of the University are responsible for being aware of, and adhering to, the provisions outlined within this policy.

**Procedure:** Records for which there is a retention requirement in the retention schedule are recommended to be deleted/destroyed when they have reached the conclusion of their retention period. Academic records not specifically identified in this document should be retained a minimum of five (5) years if there is a legitimate business reason to do so and deleted/destroyed if there is not.

Academic records should be deleted/destroyed in ways commensurate with their confidentiality and with methods that do not permit recovery, reconstruction, or future use of confidential information. For example, paper records should be cross-shredded and not placed in recycle bins; and electronic or machine-readable records should undergo multiple overwrites, physical destruction, or degaussing. Emails should be handled as any other record in terms of retention and disposal.

Student education records at Maestro are kept confidential in accordance with university best practices. Written student consent is required for access and release of student records information.

## **FERPA Student Right to Privacy**

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to education records. These rights include:

1. The right to inspect and review the student's education records within 45 days of the University receiving a request for access. A student should submit the request in writing to the University Registrar, Academic Director, or President. The request must identify the record(s) the student wishes to inspect. The University official will arrange for access and notify the student of the time and place where records may be inspected. If records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.
2. The right to request the amendment of the education records the student believes are inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA. A student who wishes to ask the University to amend a record should write the University official responsible for

the record, clearly identify the part of the record the student wants changed and specify why it should be changed. If the University decides not to amend the record, the University will notify the student in writing of the decision and inform the student of their right to a hearing to challenge the University's decision and/or offer additional evidence as to why the record should be amended.

3. The right to provide written consent before the University discloses personally identifiable information from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

The University discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic, research, or support staff position (including law enforcement, unit personnel, and health staff); a person or company with whom the University has contracted as its agent to provide a service instead of using University employees or officials (such as an attorney, auditor, or collection agent); a person serving on the Board of Directors; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

The University forwards education records to other agencies or institutions that have requested the records and in which the student seeks or intends to enroll or is already enrolled, as long as the disclosure is for purposes related to the student's enrollment or transfer.

A school official has a legitimate educational interest if the official needs to review an education record to fulfill their professional responsibilities for the University.

The student's educational records will also be disclosed to individuals or organizations if the student has a signed authorization listing those specific individuals or organizations.

Students also have the right to file a complaint with the U.S. Department of Education concerning alleged failures by the University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue SW Washington, DC 20202-5901

# Student Support

Maestro University commits to providing students with the support they need to achieve their educational goals. The roles and responsibilities of the supporting teams are described here.

## Instructors, Student Advisors, and Teaching Associates

Student advisors, teaching associates, and instructors provide academic guidance as students develop and personalize their study and degree plans. They are the first point of contact for helping students successfully complete their programs and resolve issues involving their program of study. The University's instructors and staff are expected to answer student inquiries within 24 hours during the work week. Weekends and holidays extend response times. Student advising requests are supported by [Academics@Maestro.edu](mailto:Academics@Maestro.edu), and [Registrar@Maestro.edu](mailto:Registrar@Maestro.edu).

## Instructors and Teaching Associates

Maestro's instructors (e.g., adjunct faculty) work closely with students and provide instruction synchronously and asynchronously. Instructors actively initiate interaction with students and expect students to communicate with them and engage in learning activities on a weekly basis. Our instructors use a "flipped classroom" teaching model where course materials traditionally covered in a lecture format are introduced on the learning platform. Course texts, resource materials, exercises, and assessments are hosted in the online classroom environment. Instructors continually add resources to keep courses relevant and engaging. Discussions between instructors and students occur via online tools allowing real-time (synchronous) and split-time (asynchronous) communication. Instructors are subject matter experts in their assigned courses and, as such, identify, evaluate, and create learning resources across a variety of media. Maestro's instructors are the principal content and informational resource prepared to answer academic questions so students may successfully complete their coursework and demonstrate learning outcomes. Instructors answer student inquiries within 24 hours during the work week and within 48 hours on the weekend, except during school vacations or holidays.

The course instructor is responsible for evaluating the student's original work. Instructors compare student's submissions to rubrics, which are available to students. Rubrics help to ensure a fair evaluation of a student's level of competency and to give substantive feedback. Assignments are typically graded within 24- to 48-hours. Final grades are submitted within seven (7) days of the end of a term. Students may contact [Academics@Maestro.edu](mailto:Academics@Maestro.edu) if a final grade is not posted in a timely manner.

## Career Development

The University's Career Development Center helps students and alumni prepare for employment through consultation on resumes, networking, and interviewing skills. The Career Development Center's email is [CareerDevelopment@Maestro.edu](mailto:CareerDevelopment@Maestro.edu).

## Librarian

The University's Librarian serves as a resource to assist students with the digital library and other questions regarding research. Students may contact Maestro's librarian by email at [Librarian@Maestro.edu](mailto:Librarian@Maestro.edu). The Librarian assist with web searches when the student is conducting research for a University assignment.

## Registrar

The Office of the Registrar serves as the institutional administrator for academic information and records. To contact the Registrar, email [Registrar@Maestro.edu](mailto:Registrar@Maestro.edu). Registrar services include:

- Management of student academic records
- Determination of transferability of credit with final approval by the Academic Director
- Degree plan services
- Course registration and enrollment verification
- Providing official and unofficial transcripts. {To request your official transcript, please go to [Parchment](#) on Maestro's website.}
- Assessment of degrees and conferral, with the review of the Graduation Committee
- Consultation on academic policies and procedures
- Information for students, faculty members, and staff regarding their rights and responsibilities related to educational records, access, and privacy

## Support Desk & Technical Help

Maestro University's Tech Support Desk allows students to request technical assistance for the Canvas LMS by emailing [TechSupport@Maestro.edu](mailto:TechSupport@Maestro.edu). To find other emails for University offices, go to the [Contact](#) tab on the [University's website](#) for email addresses for Academics, Accounts, Advising, Career Development, and Registrar.

# Programs & Courses Information

## Program Objectives

Maestro University offers competency-based degree programs focused on the knowledge, skills, and abilities needed in a 21<sup>st</sup>-century workforce. The University meets regularly with industry experts to identify shifting work trends, emerging competencies, and professional learning objectives in their respective fields. The industry advisory group help improve the relevance of the educational offerings at Maestro University. An outcome-focus means graduation is based on demonstrating competence, not on how much time one sat spent in a classroom. Maestro's academic model measures a set of skills to determine whether a student has gained the competencies to find their success through meaningful work and rich relationships.

## Course Overview

Maestro University courses are designed around a set of learning outcomes that align with program-level competencies. Unit topics within the courses map to specific learning objectives. Students master the course outcomes through a variety of learning resources (e.g., textbooks, readings, journal articles, videos, and webinars) and formative assessments (e.g., quizzes and exercises). Students demonstrate mastery through objective assessments (examinations) and performance assessments (projects, papers, presentations). For each course, assessments are designed to measure achievement of course outcomes. Discussion posts allow the exchange of ideas among students.

## Course Scheduling

Standard terms begin on the first Tuesday of every month, except for national holidays where the term may begin on Wednesday. Terms are approximately twelve weeks long. All coursework is to be completed prior to midnight Mountain Time (MT) on the closing date of the term.

## Course Participation and Academic Engagement

Students are expected to be in regular communication with instructors and to engage weekly in learning activities. Posting substantive responses to prompts from course materials and instructors contributes to active learning in a course.

Instructors are expected to initiate regular and substantive interaction with all class members. Canvas provides tools to measure student progress and engagement. This information helps instructors provide more specific guidance and coaching.

Instructors and students are expected to be in contact with one another on a weekly basis throughout the duration of the course. Students should anticipate contact with instructors by Canvas platform messaging, video conference, email, or phone. Just as students are expected to be responsive, they can expect the same for their instructors. The standard measure is to respond within one business day during weekdays and two business days on standard weekends. While the instructors are content experts in their courses, if a student is experiencing a technical glitch with the LMS, then click on "Student Technical Support" in Canvas or email [TechSupport@Maestro.edu](mailto:TechSupport@Maestro.edu).

## Pacing for Success

Successful students pace themselves throughout their courses. Maestro online learning model respects that adults need to maintain work-life balance, and good habits start with setting specific completion goals for assignments. The Canvas dashboard will show due dates for assignments. The major assignments (e.g., a

final exam and project) are typically due by the last day of the term, and Canvas will prevent access or late uploads. Pacing oneself and setting assigned time to study helps manage the unexpected stress and unwanted disruptions that may occur. Students must complete courses on schedule and earn passing grades to maintain Satisfactory Academic Progress (SAP). At a minimum, undergraduates must maintain a 2.0 GPA and graduate students must maintain a 3.0 GPA. (See the *Satisfactory Academic Progress* section.) For student success strategies, refer to the New Student Orientation Course (NS101) where resources are provided on developing study skills. Students have access to NS101 during the length of their program.

## Assignments

Students work in the Maestro University's Canvas LMS, where coursework, course discussions, instructor-led interactions, quizzes, exercises, and summative assessments reside. If you experience technical trouble when uploading an assignment, send an email describing the problem to [TechSupport@Maestro.edu](mailto:TechSupport@Maestro.edu) or submit a Student Technical Support ticket from your Canvas's dashboard.

## Comprehensive Final Examinations and Final Course Projects

The two summative assessments in a course are typically the final exam and final course project. Combined they usually constitute 80% of the final course grade. Minimum scores required to pass courses are 70% for undergraduates and 80% for graduates. Maestro's examinations are administered online and can be taken at a student's home, place of employment, or other convenient location. A computer with high-speed internet access is required to take the exam. Plagiarism and originality checkers will be used for both the essay exams and project submissions.

If a student passes the final examination and final project, and their final grade is high enough to receive course credit, the student may not re-take the final examination or resubmit the final project. If a student fails the final exam or final project, and/or if their final grade is not high enough to receive credit toward the program, the student may attempt the final exam or resubmit a corrected final project a second time if time permits before the term expires. The progression exam cannot be retaken.

While registered in a course, a student may take the final exam no more than two times and may submit the final project only two times. If a student does not pass after the second attempt, they will receive the earned grade for the course. The student may re-register for the course one additional time in a subsequent term and will have to pay a course retake fee.

Students may repeat once a completed course when they have received a non-passing final grade. If the student fails the course on the second attempt, the student is either terminated from their program, or the student, in consultation with the Academic Director, may attempt the course elsewhere as a potential transfer credit. Students must pay the course retake fee to retake any course. When a student repeats a course, the higher of the two grades will be used for calculating the GPA. If a student withdraws from a course, that choice does not affect the course repetition number. (See the *Course Withdrawal* section.) Once a final grade is entered into the student record by the instructor, only the Academic Director is authorized to make a change to this grade, as documentation to substantiate the change must be also be recorded.

Students may take their course examinations through an online proctoring service that verifies their identity through webcam and government photo identification. A valid government-issued ID is required when you enroll at Maestro University.

## Grading System

### Undergraduate Grading System

Percentage	Grade Point	Grade	Grade Description
90%-100%	4.0	A	Outstanding
80%-89%	3.0	B	Above Average
70%-79%	2.0	C	Competent
60%-69%	0.0	D	Not Proficient (no credit)
Below 59%	0.0	F	Not Passing (no credit)

### Graduate Grading System

Percentage	Grade Point	Grade	Grade Description
90%-100%	4.0	A	Outstanding
80%-89%	3.0	B	Above Average
70%-79%	0.0	C	Not Proficient (no credit)
60%-69%	0.0	D	Not Proficient (no credit)
Below 59%	0.0	F	Not Passing (no credit)

A final course grade of “Not Proficient” or “Not Passing” means no credit is earned toward a degree. A course may only be repeated once to earn credit. A “WN” signifies a withdrawal at the time of failing academic performance.

### Grade of “I” (Incomplete) and Extension Requests

A grade of “I” (Incomplete) may be granted under exceptional circumstances

1. if a student can provide a compelling rationale
2. the student has successfully completed and passed at least the project or the final exam, and
3. the student is not on probation.

Students must request the “Incomplete” from the appropriate instructor and submit an [Extension Request Form](#) on the University’s website. The Academic Director in consultation with the instructor determines whether an Incomplete is warranted. Students must resolve an Incomplete before they may begin a new term. If an incomplete is not resolved by the deadline, the final grade will revert to an F. Students should review fees for Extension Requests.

### Add/Drop Period

The official Add/Drop period is seven (7) calendar days from the official start date of the term. A new student who drops out of all courses during this period may be listed as a “non-start” and should review their Enrollment Agreement (EA) regarding refunds.

### Grade of “W” or “WN” (Course Withdrawals)

If a student fails to begin a course (i.e., does not login), the student may be dropped as a “non-start.” If the student ceases attending, they can be institutionally withdrawn, and receive a “WN,” indicating the student was failing at the time of the withdrawal. A student-initiated withdrawal with justification (other than to avoid a failing final grade) is noted with a “W.”

The course withdrawal period is Week 2 through Week 8. Students seeking to withdraw from a course within the first eight weeks may notify the University by submission of a course withdrawal form. The form is on Maestro’s website: [Student Enrollment Status Change Form](#). Students seeking to withdraw from their academic program may send a written request to the Registrar’s Office. If a withdrawal is requested after

the withdrawal period, a withdrawal may be granted per the exception process. If a student fails to withdraw within the withdrawal period, fails to receive a withdrawal exception, or fails to complete the course, a grade for the course will be posted.

An undergraduate student may withdraw from a course and take a “W” grade a maximum of six (6) times. A graduate student may withdraw from a course and take a “W” grade a maximum of three (3) times. The maximum Withdrawals is tracked over the course of a student’s entire MU program and includes re-enrolling after separation from the University for any reason. Exceptions to this withdrawal limit for both undergraduate and graduate students include courses dropped during the Add/Drop period and courses taken at other institutions. Once a student’s total number of “W” and/or “WN” grades reaches the maximum, any subsequent Request for Course Withdrawal will be denied. The student will then remain enrolled in the course(s) and will receive a final grade.

Exceptions to this policy will be considered for extenuating circumstances, such as a documented medical condition or military deployment. These circumstances should be explained and documented on the [Student Enrollment Status Change Form](#) on the website.

### **Graduation Requirements**

A student completes an [Application for Graduation](#) no sooner than 30 days prior to program completion. Students must be in good academic and financial standing to graduate. The Registrar’s Office confirms that the student has met all academic requirements, and the Accounting Office verifies financial standing. Then, the Graduation Committee meets monthly to review the recommendations for graduation. Once confirmed, the Registrar’s Office sends the student confirmation of graduation, and the University will send a digital diploma and an official transcript. Maestro periodically holds online graduation ceremonies at which faculty celebrate all students who have graduated since the last event. Students may attend the online event, but they are not required to and will not need to wait until the graduation ceremony to receive their credentials.

Degrees are conferred during the month following the completion of all degree requirements. Students must attain a minimum cumulative grade point average (CGPA) of 2.0 for undergraduate students or 3.0 for graduate students to meet graduation requirements.

- Associate’s degrees require the completion of 60 credits. Up to 45 credits (15 courses) can be awarded through a combination of transfer and equivalency credit, and/or credit by examination.
- Bachelor’s degrees require the completion of 120 credits. Up to 90 credits (30 courses) can be awarded through a combination of transfer and equivalency credit, and/or credit by examination.
- Master’s degrees require completion of 36 credits (12 courses). Up to 18 credits (6 courses) can be awarded through a combination of transfer and equivalency credit. Credit by examination does not apply to graduate programs.

### **Honor Society**

Maestro University is proud to be a member of the [Delta Epsilon Tau](#) Honor Society. Candidates must:

- Have a minimum of a 3.5 GPA for undergraduates and have completed 24 credits with MU, or a minimum of a 3.7 GPA for graduate students and have completed 12 credits with MU.
- Actively participate in University activities, and
- Demonstrate leadership and commitment to distance education and learning.

### **Graduation with Honors**

Academic honors will be conferred upon students who complete work for the bachelor’s degrees with academic distinction. The categories are as follows:

- Summa cum laude: Graduating students with an earned CGPA of 3.8 or higher
- Magna cum laude: Graduating students with an earned CGPA of 3.5-3.79
- Cum laude: Graduating students with an earned CGPA of 3.2-3.49

# Academic Programs

The University's curricula provide applicable skills and knowledge for adult learners seeking professional credentials. The Academic Programs include:

1. Full Stack Development Certificate
2. Associate of Science in Business
3. Associate of Science in Communication
4. Associate of Science in Computer Science
5. Bachelor of Arts in Communication
6. Bachelor of Science in Business – Entrepreneurship
7. Bachelor of Science in Business – General Business
8. Bachelor of Science in Business – Management/Leadership
9. Bachelor of Science in Business – Sales and Sales Management
10. Bachelor of Science in Computer Science – Business Software Development
11. Master of Business Administration – Entrepreneurship
12. Master of Business Administration – Finance
13. Master of Business Administration – Healthcare Management
14. Master of Business Administration – Human Resource Management
15. Master of Business Administration – Information Technology
16. Master of Business Administration – Management
17. Master of Business Administration – Marketing
18. Master of Business Administration – Sales Management
19. Master of Business Administration – Strategic Leadership

## Institutional Learning Outcomes

Institutional Learning Outcomes are used to assess knowledge, skills, and abilities across the curricula. The General Education component emphasizes cognitive development in the following ways:

- **Communication and Adaptability:** to enhance ethical and professional oral and written communication so each student can communicate effectively in individual or collaborative events.
- **Inquiring, Thinking, Problem-solving, and Learning:** to apply critical, logical, creative, aesthetic, or quantitative analytical reasoning to formulate a judgment or conclusion.
- **Social Consciousness, Collaboration, and Principles and Ethics:** to impart understanding of what it means to be an ethical, socially conscious person, locally and globally.
- **Responsibility and Professionalism:** to develop recognition of how personal choices affect self and society.

## Program Learning Outcomes

Maestro's academic programs are specifically focused on business, communication, and technology. The successful Maestro University graduate will demonstrate the attributes according to their program of study. Those Program Learning Outcomes are described below.

## Business Program Learning Outcomes

Upon successful completion of Maestro's Business programs, the student should be able to

- Demonstrate depth of knowledge of the economic and business climate in the modern workforce as expected by employers.
- Demonstrate competencies applicable across business, industry, and government for satisfactory performance at entry- to mid-level positions.
- Identify and analyze economic climate and business trends in a global business context.

- Apply quantitative and behavioral tools of business analysis and decision-making.
- Employ information technology to improve communication and management decision-making.

### **Communication Program Learning Outcomes**

Upon successful completion of the Communication programs, the student should be able to

- Exhibit a broader understanding of the functional fields of communication and their interrelationships in complex organizations.
- Analyze theoretical and practical aspects of communication in the context of a liberal arts education with an emphasis on communication skills that help individuals obtain a competitive edge in the information age.
- Demonstrate ability to analyze theoretical foundations of communication to forecast trends in society.
- Employ quantitative and qualitative understanding of research methods within the field of communication.
- Compare and contrast legal implications of communication types and styles.
- Identify and analyze organizational climate and cultural trends in a global context.
- Use information technology to improve communication and management decision-making.
- Prepare logically constructed, relevant, and culturally appropriate written arguments and oral presentations.

# Full Stack Development Certificate

## Full Stack Development (FSD) Certificate Program Learning Outcomes

The Full Stack Development (FSD) Program focuses on the use of front-end libraries and frameworks, building backend sites programming, managing deployment and installation on servers, and running SQL queries on databases. The FSD Certificate requires completion of 18 semester credit hours plus the successful completion of a comprehensive final examination and a capstone project. Upon successful completion of the FSD program, the student should be able to

- Demonstrate an ability to employ advanced concepts and theories of computer science including issues of computability, data organization, binary data manipulation, data storage, and data retrieval.
- Employ high-level computer languages that incorporate object-oriented design techniques.
- Demonstrate advanced problem-solving and critical-thinking techniques to design, develop, and use complex computer applications, data analytics systems, and security protocols.
- Apply advanced numeracy and economic management skills in business and technology industry settings.

## Potential Job Titles for FSD Certificate Graduates

Junior Developer, Freelance Developer, Full Stack Developer, Zoho Developer, Software QA Engineer, Software Tester, Software Developer, Support Specialist, Tech Support Specialist, Backend Developer, Front End Developer, App Developer, or Associate Software Engineer.

## Program Curriculum: Full Stack Development Certificate

Course #	Course Name	Credits
CS100	Coding Foundations	3
CS277	Intro to Programming in Python	3
CS301	Front End Foundations – JavaScript	3
CS382	Principles of Database Architecture	3
CS384	Python Software Development	3
CS497	Advanced Web Development - React	3
CS499*	FSD Capstone Experience	3

\*The FSD Program includes 18 credits (6 courses). The FSD Capstone (CS499) is required of students seeking to earn the FSD Certificate or, in special cases, with individuals moving from career training seeking academic credit from the University

## Attendance Policy for the FSD Program Only

Maestro University offers three study plans for completing the Full Stack Development (FSD) Program. Students may pursue certificate completion over 13, 26, or 40 weeks. The progression rate and attendance are tracked to ensure the student meets completion requirements.

The 13-week online study plan runs eight hours per day, Monday through Friday, and is typically a daytime online class. The 26-week online study plan runs four hours per day, Monday through Friday, and may be held during the day or evening. The 40-week online study plan allows the student to attend day or evening sessions and meet weekly with a FSD mentor or teaching assistant to ensure satisfactory progress. The student elects their study plan at the time of enrollment, and their Enrollment Agreement (EA) will show start and end dates based on the 13-, 26-, or 40-week online study plans. Regardless of the plan, students should not miss more than 40 hours during the 13-week or 26-week study plan to prevent being dismissed due to attendance, and students following the 40-week study plans should not be inactive for more than two weeks from meetings with mentors and/or teaching assistants and from completing work in devCamp (the FSD's learning management system).

13-Week Benchmarks	26-Week Benchmarks	Expected Satisfactory Percentage of Completion	Unsatisfactory Progress
Week 1	Week 1-2	100% - Coding Foundations completed	
Week 2	Week 3-4	17.5% completion	15% or below
Week 3	Week 5-6	25% completion	20% or below
Week 4	Week 7-8	32.5% completion	27% or below
Week 5	Week 9-10	40% completion	35% or below
Week 6	Week 11-12	47.5% completion	41% or below
Week 7	Week 13-14	55% completion	49% or below
Week 8	Week 15-16	62.5% completion	55% or below
Week 9	Week 17-18	70% completion	62% or below
Week 10	Week 19-20	77.5% completion	69% or below
Week 11	Week 21-22	85% completion	76% or below
Week 12	Week 23-24	95% completion	85% or below
Week 13	Week 25-26	100% completion by the end	90% or below

Students who fail to progress within suggested benchmarks face remediation, which may include:

1. The student commits to an academic plan to catch up in the course.
2. If the student's progress does not improve, the student receives a warning that academic dismissal is pending if sufficient progress is not made within specific parameters.
3. Finally, further unsatisfactory progress may result in the student being dismissed from the University, unless the Academic Director approves documented extenuating circumstances.

Teaching associates and peer mentors track progression rates and attendance for designated class and tutoring sessions. Any change to a student's academic standing is documented in academic records. The FSD instructional team also track progression rates in devCamp, which the student can also view.

### The 40-week FSD Study Plan Development

The 40-week Study Plan allows a student to complete the FSDC in 10 months; the start and end dates will be reflected in the student's Enrollment Agreement (EA). Students should complete Coding Foundations in the first 4 weeks to maintain satisfactory progress and advance to the FSD curriculum. The 40-week Study Plan follows monthly progress milestones to track a satisfactory rate of achievement. The FSD instructional team track and report a student's progression rate. If the milestones are not met, the Academic Director or a FSD advisor will notify the student of unsatisfactory academic progress, which if not corrected can lead to dismissal from the program.

Monthly Benchmark	Percent Completion	Unsatisfactory
Month 1	100% - Coding Foundations completed	Non-completion of CS100
Month 2	15% completion by the EOM	7% or below
Month 3	20% completion by the EOM	16% or below
Month 4	35% completion by the EOM	30% or below
Month 5	45% completion by the EOM	39% or below
Month 6	55% completion by the EOM	49% or below
Month 7	70% completion by the EOM	63% or below
Month 8	85% completion by the EOM	76% or below
Month 9	95% completion by the EOM	85% or below
Month 10 (including Capstone)	100% completion by the EOM	90% or below

Students who fail to progress within suggested benchmarks face remediation, which may include:

1. The student commits to an academic plan to catch up in the course.

2. If the student's progress does not improve, the student receives a warning that academic dismissal is pending if sufficient progress is not made within specific parameters.
3. Finally, further unsatisfactory progress may result in the student being dismissed from the University, unless the Academic Director approves documented extenuating circumstances.

Teaching associates and peer mentors track progression rates and attendance for designated class and tutoring sessions. Any change to a student's academic standing is documented in academic records.

# Degree Programs

## Associate of Science in Business (ASB)

The Associate of Science in Business (ASB) degree program focuses on today's increasingly complicated business environment. It introduces students to basic knowledge of the economic and business concepts. The ASB degree requires completion of 60 credit hours (20 courses). The same course may not be used to fulfill multiple requirements in general education or major areas of this degree program.

## General Education (GE) Requirements

The GE requirements are designed to

- Enhance critical thinking, research, and writing across the curriculum.
- Be an essential part of every course of study, regardless of an area of emphasis.
- Impart common knowledge, intellectual concepts, and perspectives foundational to a higher education learning experience

## ASB Program Objectives

- Develop an understanding of functional fields of business and their interrelationships in complex organizations.
- Identify and analyze economic climate and business trends in a global business context.
- Demonstrate the depth of knowledge sought by employers for entry level in the business field.

## ASB Program Curriculum: Associate of Science in Business

Course #	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA205	Principles of Management	BA201	3
BA210	Organizational Behavior	BA201	3
BA220	Principles of Marketing	BA201	3
BA252	New Venture Creation	BA280	3
BA271	Macroeconomics	BA201	3
BA272	Microeconomics	BA271	3
BA280	Accounting	BA201	3
BA375	Ethical Decision Making	BA201	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM258	Conflict Management	CM101	3
CS110	Introduction to Computers	None	3
EN111	Composition I	None	3
EN112	Composition II	EN111	3
GS150	General Biology	None	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1
PF101	Academic Strategies	None	2
PY141	General Psychology	None	3
	<b>Total Credits Required</b>		<b>60</b>

## Associate of Science in Communication (ASC)

The Associate of Science in Communication (ASC) degree program focuses on the communication skills highly sought in business and industry. Individuals who communicate well, adapt to social and economic change, function as team players, analyze issues critically, and solve problems rationally, are essential talents for today's workforce. This program helps develop these qualities and provides the groundwork for further study toward a baccalaureate degree. The ASC degree requires completion of 60 credit hours (20 courses). The same course may not be used to fulfill multiple requirements in general education or major areas of this degree program. Potential Job Titles include Social Media Specialist, Technical Writer, Promotion Specialist, Digital Marketing Specialist, Event Planner, and Content Marketer.



*The Associate of Science degree in Communication is EEQ Certified since Fall 2021.*

### ASC Program Objectives

- Analyze the theoretical foundations of communication to forecast trends in current society.
- Develop an understanding of the quantitative and qualitative research methods in the field of communication.
- Apply communication effectively in the workplace.
- Compare and contrast the legal implications of the use of all types of communication.
- Apply research methods in the field of communication.

In addition, General Education (GE) requirements are designed to

- Enhance critical thinking, research, and writing across the curriculum.
- Be an essential part of every course of study, regardless of an area of emphasis.
- Impart common knowledge, intellectual concepts, and perspectives foundational to a higher education learning experience

### Program Curriculum: Associate of Science in Communication

Course #	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA271	Macroeconomics	BA201	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM225	Research Methods in Communication	CM101	3
CM241	Public Relations	CM101	3
CM251	Mass Communication	CM101	3
CM258	Conflict Management	CM101	3
CM285	Diversity and Inclusion	None	3
CM301	Survey of Communication	CM101	3
CM310	Communication Ethics	CM101	3
CS110	Introduction to Computers	None	3
EN111	Composition I	None	3
EN115	Technical Writing for Business	EN111	3
GS150	General Biology	None	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1
PF101	Academic Strategies	None	2
PY141	General Psychology	None	3
	Electives CM346 or CM431 (must take one)		3
<b>Total Credits Required</b>			<b>60</b>

## Associate of Science in Computer Science (ASCS)

The Associate of Science in Computer Science (ASCS) degree program prepares students for entry-level positions in the computing field, with particular emphasis placed on software development. The skills taught include programming logic, object-oriented programming, applications development, database applications, security concepts, and network and computer architecture. The ASCS degree requires completion of 60 credit hours (20 courses). The same course may not be used to fulfill multiple requirements in general education or major areas of this degree program.

The Full Stack Development (FSD) Program may be completed before starting the ASCS. A student may elect to complete the FSD Certificate requirements for the last 18-credit hours of their program with an amended enrollment agreement (EA) updating tuition costs.

### ASCS Program Objectives

- Demonstrate knowledge of fundamental concepts and theories of computer science including issues of computability, data organization, binary data manipulation, data storage, and data retrieval.
- Collaborate with key players to identify user requirements and functionality for development projects.
- Use various problem-solving and critical-thinking techniques to design and develop computer applications.
- Communicate meaningfully in interpersonal, professional, and industry environments.
- Apply numeracy and economic reasoning skills in business and industry settings.
- Function effectively as a member of a team in business and industry environments.
- Utilize high-level, computer languages that incorporate object-oriented design techniques.
- Develop complex computer applications to meet consumer specifications.
- Demonstrate advanced knowledge of concept and theories of computer science.
- Demonstrate required general education knowledge and skills requisite for an accredited associate degree.

### ASCS Program Curriculum

Course No.	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA205	Principles of Management	BA201	3
BA271	Microeconomics	BA201	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM285	Diversity and Inclusion	None	3
CS100*	Coding Foundations	None	3
CS110	Introduction to Computers	None	3
CS277*	Introduction to Programming in Python	CS100	3
CS301*	Front End Foundations – JavaScript	CS100	3
CS382*	Principles of Database Architecture	CS100	3
CS384*	Python Software Development	CS277	3
CS497*	Advanced Web Development – React	CS277	3
EN111	Composition I	None	3
EN112	Composition II	EN111	3
GS150	General Biology	None	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1

PF101	Academic Strategies	None	2
PY141	General Psychology	None	3
<b>Total Credits Required</b>			<b>60</b>

\*CS499 FSD Capstone (required to earn the FSD Certificate)

## Bachelor of Arts in Communication (BAC)

The Bachelor of Arts in Communication (BAC) is designed to reflect the theoretical and practical aspects of communication in the context of a traditional liberal arts education. This program emphasizes the development of communication skills that help individuals obtain a competitive edge in a hyper-connected world. The BAC requires completion of 120 credit hours (about 40 courses). The same course may not be used to fulfill multiple requirements in general education or major areas of this degree program.

### BAC Program Objectives

- Develop a broad-based understanding of the functional fields of communication and their interrelationships in complex organizations.
- Identify and analyze economic climate and business trends in a global business context.
- Apply quantitative and behavioral tools of communication analysis and decision-making.
- Use information technologies to improve communication and management decision-making.
- Prepare logically constructed, relevant, and culturally appropriate written arguments and oral presentations.

Course No.	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA205	Principles of Management	BA201	3
BA210	Organizational Behavior	BA201	3
BA220	Principles of Marketing	BA201	3
BA235	Business Statistics	MA125	3
BA271	Macroeconomics	BA201	3
BA420	Business Law	BA201	3
BA448	Team Development & Motivation	BA205	3
BA490	Project Management	BA448	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM225	Research Methods in Communication	CM101	3
CM241	Public Relations	CM101	3
CM251	Mass Communication	CM101	3
CM258	Conflict Management	CM101	3
CM285	Diversity and Inclusion	None	3
CM301	Survey of Communication	CM101	3
CM310	Communication Ethics	CM101	3
CM346	Advertising and Promotion	BA201	3
CM425	Introduction to Media Writing	CM101	3
CM431	Communication Theory	CM101	3
CM436	Group Communication	CM101	3
CM437	Nonverbal Communication	CM101	3
CM456	Effective Communication Tools	None	3
CM457	Intercultural Communication	CM101	3
CS110	Introduction to Computers	None	3
EN111	Composition I	None	3
EN112	Composition II	EN111	3

EN115	Technical Writing for Business	None	3
EN221	American Literature I	EN112	3
GS150	General Biology	None	3
GS210	Earth Science	None	3
HI171	World Civilization I	None	3
HI172	World Civilization II	HI171	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1
PF101	Academic Strategies	None	2
PF499	Career Strategies	End of Program	3
PY141	General Psychology	None	3
SO241	General Sociology	None	3
<b>Total Credits Required</b>			<b>120</b>

## Bachelor of Science in Business (BSB)

The Bachelor of Science in Business (BSB) provides a balanced between liberal arts-based education and a comprehensive survey of the business world. Students gain skills and knowledge applicable across business, industry, and government, and they receive the preparation necessary for pursuing graduate-level business studies. The BSB degree requires completion of 120 credit hours (about 40 courses). The same course may not be used to fulfill multiple requirements in general education or major areas of this degree program. The BSB offers specialties in four areas:

1. General Business
2. Sales & Sales Management
3. Management & Leadership
4. Entrepreneurship

### Program Objectives for BSB-General Business

- Develop a broad-based understanding of the functional fields of business and their interrelationships in complex organizations.
- Identify and analyze economic climate and business trends in a global business context.
- Apply quantitative and behavioral tools of business analysis and decision-making.
- Use information technology to improve communication and management decision-making.
- Demonstrate the depth of knowledge sought by employers for entry to mid-level positions in the business field.

### Program Objectives for BSB-Sales & Sales Management

- Develop a broad-based understanding of the functional fields of business and their interrelationships in complex organizations.
- Identify and analyze economic climate and business trends in a global business context.
- Develop a plan for organizing, staffing, and training a sales force.
- Understand the distinction between the skills required for selling and sales management.
- Identify the key factors in establishing and maintaining high morale in the sales force.

### Program Objectives for BSB-Management & Leadership

- Demonstrate a fundamental knowledge and application of management concepts and approaches including the four managerial functions of planning, organizing, leading, and controlling organizational resources.
- Apply tools and techniques for management decision-making.
- Identify and apply ethical principles in management decision-making.
- Analyze information for management/leadership decision-making.

## Program Objectives for BSB-Entrepreneurship

- Identify accounting concepts that enable them to interpret financial data and use it to make informed decisions.
- Apply leadership and workplace relationship skills that will enable them to deal with customer, employee, and supplier issues.
- Identify successful marketing efforts that will enable the business to succeed.
- Complete a comprehensive business plan that will enable the business to secure adequate financing.

## BSB- General Business Program

Course #	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA205	Principles of Management	BA201	3
BA210	Organizational Behavior	BA201	3
BA220	Principles of Marketing	BA201	3
BA235	Business Statistics	MA125	3
BA252	New Venture Creation	BA280	3
BA271	Macroeconomics	BA201	3
BA272	Microeconomics	BA271	3
BA280	Accounting	BA201	3
BA316	Cost Accounting	BA280	3
BA356	Human Resource Management	BA205	3
BA358	Production and Operations Management	BA205	3
BA375	Ethical Decision Making	BA201	3
BA410	Intro to Management Information Systems	CS110	3
BA420	Business Law	BA201	3
BA436	International Business	BA201	3
BA445	Effective Leadership	BA205	3
BA448	Team Development & Motivation	BA205	3
BA464	Marketing Strategy	BA220	3
BA471	Money and Banking	BA201	3
BA486	Business Policy	BA420	3
BA490	Project Management	BA448	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM258	Conflict Management	CM101	3
CM285	Diversity and Inclusion	None	3
CS110	Introduction to Computers	None	3
EN111	Composition I	None	3
EN112	Composition II	EN111	3
EN221	American Literature I	EN112	3
GS150	General Biology	None	3
GS210	Earth Science	None	3
HI171	World Civilization I	None	3
HI172	World Civilization II	HI171	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1
PF101	Academic Strategies	None	2
PF499	Career Strategies	End of Program	3
PY141	General Psychology	None	3
SO241	General Sociology	None	3
<b>Total Credits Required</b>			<b>120</b>

## BSB– Sales and Sales Management Program

Course #	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA205	Principles of Management	BA201	3
BA210	Organizational Behavior	BA201	3
BA220	Principles of Marketing	BA201	3
BA235	Business Statistics	MA125	3
BA252	New Venture Creation	BA280	3
BA271	Macroeconomics	BA201	3
BA272	Microeconomics	BA271	3
BA280	Accounting	BA201	3
BA300	Introduction to Selling	BA201	3
BA316	Cost Accounting	BA280	3
BA356	Human Resource Management	BA205	3
BA375	Ethical Decision Making	BA201	3
BA410	Intro to Management Information Systems	CS110	3
BA420	Business Law	BA201	3
BA425	Finance	BA201	3
BA436	International Business	BA201	3
BA445	Effective Leadership	BA205	3
BA448	Team Development & Motivation	BA205	3
BA464	Marketing Strategy	BA220	3
BA486	Business Policy	BA420	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM258	Conflict Management	CM101	3
CM285	Diversity and Inclusion	None	3
CM346	Advertising and Promotion	BA201	3
CS110	Introduction to Computers	None	3
EN111	Composition I	None	3
EN112	Composition II	EN111	3
EN221	American Literature I	EN112	3
GS150	General Biology	None	3
GS210	Earth Science	None	3
HI171	World Civilization I	None	3
HI172	World Civilization II	HI171	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1
PF101	Academic Strategies	None	2
PF499	Career Strategies	End of Program	3
PY141	General Psychology	None	3
SO241	General Sociology	None	3
<b>Total Credits Required</b>			<b>120</b>

## BSB – Management and Leadership

Course #	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA205	Principles of Management	BA201	3
BA210	Organizational Behavior	BA201	3
BA220	Principles of Marketing	BA201	3
BA235	Business Statistics	MA125	3
BA252	New Venture Creation	BA280	3
BA271	Macroeconomics	BA201	3
BA272	Microeconomics	BA271	3
BA280	Accounting	BA201	3
BA316	Cost Accounting	BA280	3
BA356	Human Resource Management	BA205	3
BA358	Production and Operations Management	BA205	3
BA375	Ethical Decision Making	BA201	3
BA410	Intro to Management Information Systems	CS110	3
BA420	Business Law	BA201	3
BA436	International Business	BA201	3
BA445	Effective Leadership	BA205	3
BA448	Team Development & Motivation	BA205	3
BA456	Strategic Entrepreneurial Management	BA205	3
BA464	Marketing Strategy	BA220	3
BA486	Business Policy	BA420	3
BA490	Project Management	BA448	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM258	Conflict Management	CM101	3
CM285	Diversity and Inclusion	None	3
CS110	Introduction to Computers	None	3
EN111	Composition I	None	3
EN112	Composition II	EN111	3
EN221	American Literature I	EN112	3
GS150	General Biology	None	3
GS210	Earth Science	None	3
HI171	World Civilization I	None	3
HI172	World Civilization II	HI171	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1
PF101	Academic Strategies	None	2
PF499	Career Strategies	End of Program	3
PY141	General Psychology	None	3
SO241	General Sociology	None	3
	<b>Total Credits Required</b>		<b>120</b>

## BSB- Entrepreneurship Program

Course #	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA205	Principles of Management	BA201	3
BA210	Organizational Behavior	BA201	3
BA220	Principles of Marketing	BA201	3
BA235	Business Statistics	MA125	3
BA252	New Venture Creation	BA280	3
BA271	Macroeconomics	BA201	3
BA272	Microeconomics	BA271	3
BA280	Accounting	BA201	3
BA300	Introduction to Selling	BA201	3
BA316	Cost Accounting	BA280	3
BA375	Ethical Decision Making	BA201	3
BA410	Introduction to Management Information Systems	CS110	3
BA420	Business Law	BA201	3
BA425	Finance	BA201	3
BA436	International Business	BA201	3
BA445	Effective Leadership	BA205	3
BA448	Team Development & Motivation	BA205	3
BA456	Strategic Entrepreneurial Management	BA205	3
BA464	Marketing Strategy	BA220	3
BA486	Business Policy	BA420	3
BA490	Project Management	BA448	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM258	Conflict Management	CM101	3
CM285	Diversity and Inclusion	None	3
CS110	Introduction to Computers	None	3
EN111	Composition I	None	3
EN112	Composition II	EN111	3
EN221	American Literature I	EN112	3
GS150	General Biology	None	3
GS210	Earth Science	None	3
HI171	World Civilization I	None	3
HI172	World Civilization II	HI171	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1
PF101	Academic Strategies	None	2
PF499	Career Strategies	End of Program	3
PY141	General Psychology	None	3
SO241	General Sociology	None	3
	<b>Total Credits Required</b>		<b>120</b>

## Bachelor of Science in Computer Science (BSCS)

The Bachelor of Science in Computer Science (BSCS) degree program prepares students for entry-level positions in the computer field, with particular emphasis placed on software development. The skills taught include programming logic, object-oriented programming, applications development, database applications, security concepts, and network and computer architecture. The BSCS provides a balanced, liberal arts-based education including a comprehensive survey of the business world. Students gain skills and knowledge applicable across business, industry, and government and receive the preparation necessary for satisfactory performance in business studies. The BSCS requires completion of 120 credit hours (about 40 courses). The same course may not be used to fulfill multiple requirements in general education or major areas of this degree program. The BSCS offers one specialty track: Business Software Development. The 18-credit Full Stack Development Certificate (FSDC) courses may be completed before starting this B.S. degree program. A student currently enrolled in a B.S. degree program who elects to pursue the computer science emphasis may enter the Full Stack Development Certificate program for the last 18-credit hours of their program with an amended enrollment agreement and tuition costs.

### BSCS Program Objectives

- Develop a broad-based understanding of the functional fields of business and the interrelationships in complex organizations.
- Identify and analyze economic climate and business trends in a global business context.
- Utilize information technology to improve communication and management decision-making.
- Demonstrate knowledge of fundamental concepts and theories of computer technology including program and development concepts.
- Collaborate with key players to identify user requirements and functionality for development projects.
- Use advanced problem-solving and critical-thinking techniques to design, develop, and use complex computer applications, data analytics systems, and security protocols.
- Through degree completion, demonstrate the depth of knowledge sought by employers for entry to mid-level positions in the business technology field.

### BSCS- Business Software Development Program

Course #	Course Name	Prerequisites	Credits
BA201	Introduction to Business	None	3
BA205	Principles of Management	BA201	3
BA210	Organizational Behavior	BA201	3
BA271	Macroeconomics	BA201	3
BA272	Microeconomics	BA271	3
BA280	Accounting	BA201	3
BA375	Ethical Decision Making	BA201	3
BA436	International Business	BA201	3
BA448	Team Development & Motivation	BA205	3
BA490	Project Management	BA448	3
CM101	Principles of Communication	None	3
CM110	Developing Critical Thinking Skills	None	3
CM220	Presentation Skills	None	3
CM258	Conflict Management	CM101	3
CM285	Diversity and Inclusion	None	3
CM436	Group Communication	CM101	3
CM457	Intercultural Communication	CM101	3
CS110	Introduction to Computers	None	3
CS100*	Coding Foundations	None	3
CS277*	Intro to Programming in Python	CS100	3

CS301*	Front End Foundations – JavaScript	CS100	3
CS300	Network and Internet Security	CS110	3
CS382*	Principles of Database Architecture	CS100	3
CS384*	Python Software Development	CS277	3
CS497*	Advanced Web Development - React	CS277	3
EN111	Composition I	None	3
EN112	Composition II	EN111	3
GS150	General Biology	None	3
HI171	World Civilization I	None	3
HI172	World Civilization II	HI171	3
MA125	College Algebra	None	3
NS101	New Student Orientation	None	1
PF101	Academic Strategies	None	2
PF499	Career Strategies	End of Program	3
PY141	General Psychology	None	3
SO241	General Sociology	None	3
	Elective 1	See electives below	3
	Elective 2	See electives below	3
	Elective 3	See electives below	3
	Elective 4	See electives below	3
	Elective 5	See electives below	3

**Total Credits Required**

**120**

\*CS499 FSD Capstone (required to earn the FSD Certificate)

**BSCS- Business Software Development Electives**

- **First Elective Pool, choose 2**
  - CS 383, Advanced Database Management
  - CS498, Mobile Development with REACT Native
- **Second Elective Pool, choose 3**
  - BA235, *Business Statistics*
  - BA356, *Human Resource Management*
  - BA358 *Production and Operations Management*
  - BA420 *Business Law*
  - BA445 *Effective Leadership*
  - CM437 *Nonverbal Communication*

## Master of Business Administration (MBA)

The Master of Business Administration (MBA) is a professional degree recognized across industries. Students first participate in an integrated curriculum examining functional areas of business and then pursue specific knowledge and skills by selecting a degree emphasis. The MBA requires completion of 36 credit hours (12 courses). The same course may not be used to fulfill multiple requirements in general education or major areas of this degree program.

**Program Prerequisites:** A baccalaureate degree in any discipline will qualify a student to enter this program. Individuals from diverse educational backgrounds bring unique combinations of leadership potential, professional experience, and personal perspective. That said, MBA students are expected to demonstrate a common set of skills and knowledge necessary for success in business.

**MBA Degree Emphasis:** Maestro University's MBA Program offers nine areas of emphasis.

1. **Sales Management:** Learn executive techniques and skills needed to effectively develop and lead a competitive sales organization.
2. **Strategic Leadership:** Learn leadership, negotiation, and decision-making skills necessary to strategically lead an organization in the competitive marketplace.
3. **Management:** The general management degree focuses on leadership and management skills for positions of increasing managerial responsibility.
4. **Finance:** Evaluating the risks of doing business and the prospects of earning a suitable rate of return is essential for survival and growth. The finance degree provides up-to-date knowledge of financial theory, analytical techniques, institutional practices, and practical applications and allows students to become effective decision-makers regarding fiscal policy and strategy.
5. **Healthcare Management:** Management of healthcare organizations is a complex and dynamic field requiring knowledgeable and flexible administrators. This degree prepares students to successfully encounter the challenges and opportunities unique to this demanding environment.
6. **Human Resource Management:** Designed for students entering the managerial workforce as specialists in human resource management (HRM), this degree considers traditional personnel functions from strategic and tactical management perspectives in the context of today's diverse, global talent management business challenges.
7. **Entrepreneurship:** Learn advanced methods and skills for launching your own business or capitalizing on your creative ideas.
8. **Marketing:** The marketing emphasis is designed for those involved in marketing, advertising, or public relations. Students examine issues routinely confronting marketing managers and the constantly changing role of various marketing functions in a firm.
9. **Information Technology Management:** The emphasis in information technology (IT) develops management skills for the effective use of enterprise technologies. IT is built on technical and managerial skills drawn from the fields of business management, computer technology, finance, economics, and quantitative methods.

### Program Learning Outcomes by MBA Emphasis

#### MBA-Sales Management Program Objectives

- Develop a plan for organizing, staffing, and training a sales force.
- Understand the distinction between the skills required for selling and sales management.
- Identify the key factors in establishing and maintaining high morale in the sales force.
- Demonstrate a thorough knowledge of management skills specifically needed to develop a proactive, ethical approach to the organizational management of a business.
- Gain knowledge of advanced theory and applications of business practices; analyze business trends to predict the global economic climate.
- Perform critical analysis of business-oriented research and research design.

### MBA-Strategic Leadership Program Objectives

- Demonstrate a fundamental knowledge and application of management concepts and approaches including the four managerial functions of planning, organizing, leading, and controlling organizational resources.
- Apply tools and techniques for management decision-making.
- Identify and apply ethical principles in management decision-making.
- Analyze information for management/leadership decision-making.
- Develop analytical and critical thinking and interpersonal skills applicable to real world business.

### MBA-Management Program Objectives

- Analyze basic core business concepts.
- Prepare written arguments and presentations.
- Create solutions that consider global competition and various cultural perspectives.
- Use data to drive decision-making and propose solutions to complex business problems.

### MBA-Finance Program Objectives

- Demonstrate a fundamental knowledge and application of management concepts and approaches including the four managerial functions of planning, organizing, leading, and controlling organizational resources.
- Apply tools and techniques for management decision-making.
- Analyze information for financial decision-making.
- Develop analytical and critical thinking and interpersonal skills applicable to real world business.

### MBA-Healthcare Management Program Objectives

- Develop strategic skills to advance leadership role in a healthcare-related organization.
- Demonstrate specialized knowledge and expertise in modern healthcare issues, trends, and tools.
- Apply tools and techniques for management decision-making.
- Demonstrate an in-depth understanding of legal, ethical, and compliance issues in healthcare.

### MBA-Human Resource Management Program Objectives

- Apply human resource management foundations to make informed decisions.
- Formulate strategies that will enable organizations to achieve both operational and strategic goals.
- Apply tools and techniques of talent management for HR strategic planning.
- Assess opportunities to improve and sustain organizational performance through management of human capital.

### MBA-Entrepreneurship Program Objectives

- Analyze core business concepts.
- Create business solutions to begin new ventures.
- Use data to drive decision-making and propose solutions to business problems.

### MBA-Marketing Program Objectives

- Demonstrate a thorough knowledge of management skills specifically needed to develop a proactive, ethical approach to the organizational management of a business.
- Gain knowledge of advanced theory and applications of business practices; analyze business trends to predict the global economic climate.
- Develop an effective marketing strategy assessing consumer behavior.

### MBA-Information Technology Management Program Objectives

- Recommend and implement IT strategic security solutions.
- Develop a strategic technology plan.
- Demonstrate an in-depth knowledge of network solutions and security.

## MBA – Sales Management Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA547	Management Skills and Styles	BA500	3
BA621	Business Law and Ethics	BA500	3
BA655	Advanced Marketing Strategy	BA521	3
BA661	Intermediate Selling	BA655	3
MG631	The Global Economy	BA500	3
MG641	Leadership and Organizational Behavior	BA500	3
MG671	Strategic Management	BA655	3
MG672	Sales Management	MG641	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

## MBA – Strategic Leadership Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA547	Management Skills and Styles	BA500	3
BA621	Business Law and Ethics	BA500	3
BA635	Economic Analysis	BA500	3
BA655	Advanced Marketing Strategy	BA521	3
MG631	The Global Economy	BA500	3
MG641	Leadership and Organizational Behavior	BA500	3
MG671	Strategic Management	BA655	3
MG673	Entrepreneurial Strategy	BA500	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

## MBA – Finance Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA526	Financial Institutions and Markets	BA521	3
BA531	Investment Analysis & Portfolio Management	BA526	3
BA533	Risk Analysis & Insurance	BA531	3
BA621	Business Law and Ethics	BA500	3
BA655	Advanced Marketing Strategy	BA521	3
MG631	The Global Economy	BA500	3
MG641	Leadership and Organizational Behavior	BA500	3
MG671	Strategic Management	BA655	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

## MBA – Management Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA621	Business Law and Ethics	BA500	3
BA655	Advanced Marketing Strategy	BA521	3
MG631	The Global Economy	BA500	3
MG641	Leadership and Organizational Behavior	BA500	3
MG647	Managing the Global Workforce	MG631	3
MG656	Operations Management	BA521	3

MG671	Strategic Management	BA655	3
MG672	Sales Management	MG641	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

### MBA – Human Resource Management Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA621	Business Law and Ethics	BA500	3
BA655	Advanced Marketing Strategy	BA521	3
MG631	The Global Economy	BA500	3
MG636	Cross-Cultural Management	MG641	3
MG637	Human Resources for Managers	MG636	3
MG641	Leadership and Organizational Behavior	BA500	3
MG647	Managing the Global Workforce	MG631	3
MG671	Strategic Management	BA655	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

### MBA – Information Technology Management Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA621	Business Law and Ethics	BA500	3
BA655	Advanced Marketing Strategy	BA521	3
IS500	Systems Analysis & Design	BA500	3
IS502	Database Management	IS500	3
IS503	Computer & Network Security	IS500	3
MG631	The Global Economy	BA500	3
MG641	Leadership and Organizational Behavior	BA500	3
MG671	Strategic Management	BA655	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

### MBA – Marketing Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA621	Business Law and Ethics	BA500	3
BA651	Marketing Research and Analysis	BA655	3
BA653	Consumer and Buyer Behavior	BA655	3
BA655	Advanced Marketing Strategy	BA521	3
BA657	E-Marketing	BA655	3
MG631	The Global Economy	BA500	3
MG641	Leadership and Organizational Behavior	BA500	3
MG671	Strategic Management	BA655	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

## MBA – Healthcare Management Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA553	Health Care Finance	BA521	3
BA621	Business Law and Ethics	BA500	3
BA623	Legal and Ethical Issues in Health Care	MG651	3
BA655	Advanced Marketing Strategy	BA521	3
MG631	The Global Economy	BA500	3
MG641	Leadership and Organizational Behavior	BA500	3
MG651	Health Care Management	BA500	3
MG671	Strategic Management	BA655	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

## MBA – Entrepreneurship Program

Course #	Course Name	Prerequisites	Credits
BA500	MBA Foundations	Entrance in MBA	3
BA521	Managerial Finance	BA500	3
BA538	Advanced New Venture Creation	BA500	3
BA539	New Venture Finance	BA521	3
BA621	Business Law and Ethics	BA500	3
BA655	Advanced Marketing Strategy	BA521	3
MG631	The Global Economy	BA500	3
MG641	Leadership and Organizational Behavior	BA500	3
MG671	Strategic Management	BA655	3
MG673	Entrepreneurial Strategy	BA500	3
BA698	Research Methodology	BA655	3
BA699	Capstone Project	BA698	3
<b>Total Credits Required</b>			<b>36</b>

# Certificates

## **Business Entrepreneurship**

Undergraduate Certificate – Business / Entrepreneurial Business Certificate

- BA220 Principles of Marketing
- BA252 New Venture Creation
- BA375 Ethical Decision-Making
- BA420 Business Law

## **Business, Management, Operations & Leadership, Organizational Management**

Undergraduate Certificate – Business / Business Administration Certificate

- BA201 Introduction to Business
- BA272 Microeconomics
- BA280 Accounting
- BA410 Introduction to Management Information Systems

Undergraduate Certificate – Business / Management Certificate

- BA205 Principles of Management
- BA271 Macroeconomics
- BA436 International Business
- BA448 Team Development & Motivation

Undergraduate Certificate – Business / Operations & Leadership Certificate

- BA316 Cost Accounting
- BA356 Human Resource Management
- BA358 Production and Operations Management
- BA445 Effective Leadership

Undergraduate Certificate – Business / Organizational Management Certificate

- BA210 Organizational Behavior
- BA425 Finance
- BA456 Strategic Entrepreneurial Management
- BA486 Business Policy

## **Business Information Technology**

Graduate Certificate – Business / Information Technology Certificate

- IS500 Systems Analysis and Design
- IS501 Networking and Data Communication
- IS502 Database Management
- IS503 Computer and Network Security

## **Full Stack Development Certificate**

Undergraduate Certificate – Computer Science (described in detail above, pp. 45-47)

- CS100 Coding Foundations
- CS277 Introduction to Programming in Python
- CS301 Front-End Foundations – JavaScript
- CS382 Principles of Database Architecture
- CS497 Advanced Web Development – React
- CS499 FSD Capstone Experience (Contact [Academics@Maestro.edu](mailto:Academics@Maestro.edu))

# Course Descriptions

**BA201 – Introduction to Business.** This course introduces students to principles and terminology in the field of business by providing a clear overview of how a business is organized and managed. Students will examine management functions including human resources, marketing, decision-making, finance, and ethics. This course will help the student acquire the necessary skills to succeed in building a knowledge base for a career in business. (3 credits)

**BA205 – Principles of Management.** This course introduces students to principles and terminology in the field of business by providing a clear overview of how a business is organized and managed. Students will examine management functions including human resources, marketing, decision-making, finance, and ethics. An overview of economics and the free enterprise system will help students understand the relationship between business entities and their environments. (3 credits)

**BA210 – Organizational Behavior.** Workplaces vary substantially, not only in their products and services, but also in organizational behavior. This course addresses the sources of difference, such as communication, decision-making, culture, structure, and focuses on ways managers can influence individual and group behavior to create effective organizations. (3 credits)

**BA220 – Principles of Marketing.** This course introduces the fundamentals of marketing management including an analysis of buyer behavior, market segmentation, targeting, positioning, product development, distribution channels, pricing strategies, and promotional strategies. The integration of the marketing elements in a strategic planning framework will be emphasized, illustrating the implications and relevance for marketing policy decisions in competitive situations. (3 credits) Prerequisite: BA201

**BA235 – Business Statistics.** In this course, students are provided a balanced and comprehensive overview of basis statistics. Topics include descriptive statistics, bivariate data, probability, probability distributions, statistical inference, and linear regression. There will be an emphasis on generating, applying, and evaluating statistical information from real-world applications such as business, politics, and research. (3 credits) Prerequisite: MA125

**BA252 – New Venture Creation.** This course is an introduction to new venture creation. Students will be provided with a hands-on experience in the preparation of a professional business plan for a new venture. Emphasis will be placed on strategic and tactical objectives, as well as strategic variables critical to achieving success in a new venture. (3 credits) Prerequisites: BA201

**BA271 – Macroeconomics.** This course provides an overview of the modern market economy and introduces the economic concepts of national income, inflation, unemployment, and the quantity of money. The banking system, government expenditures, taxation, and monetary and fiscal policy are presented as well. (3 credits) Prerequisite: BA201

**BA272 – Microeconomics.** This course presents the core concepts of microeconomics including product markets, resource markets, modern microeconomic issues, and the international economy. (3 credits) Prerequisite: BA201

**BA280 – Accounting.** The purpose of accounting is to provide financial information about the current operations and financial condition of a business to individuals, agencies, and organizations. The course will

help you calculate and interpret this information, as well as evaluate the financial health of an organization. (3 credits) Prerequisite: BA201

**BA300 – Introduction to Selling.** This course focuses on important sales skills – such as getting appointments, making persuasive presentations, overcoming objections, and closing the sale – which can lead to large increases in sales volume. The students are given specific tools and practical exercises to build strengths, overcome weaknesses, and improve their sales performance. (3 credits) Prerequisite: BA201

**BA316 – Cost Accounting.** This course is a study of management accounting for internal analysis and decision-making. Students will be introduced to a business approach of utilizing accounting information in the planning and control functions of a firm. The concepts of cost behavior, cost analysis, capital budgeting, and the ethical challenges in managerial accounting will also be covered. (3 credits) Prerequisite: BA280

**BA356 – Human Resource Management.** This course is an introduction to Human Resource Management. Emphasis will be placed on the human resource management disciplines required of business professionals to ensure their organizations remain competitive in the national and global marketplace. Topics will include human resources, strategy and planning, recruiting, selection, training, evaluation, compensation, performance management, employee relations, and organizational policies. (3 credits) Prerequisite: BA205

**BA358 – Production and Operations Management.** This course examines the concepts, processes, and methods of managing and controlling operations in manufacturing or service settings. Current issues such as globalization, supply chain strategy, E-business, and ERP are analyzed. (3 credits) Prerequisite: BA205

**BA375 – Ethical Decision-Making.** This course is an introduction to the construction and evaluation of ethical arguments and forms of reasoning. Basic moral questions confronting contemporary society, as well as ethical issues in the workplace, are explored. (3 credits) Prerequisite: BA201

**BA410 – Introduction to Management Information Systems.** This course will explore how information systems may be used, developed, and managed to support both the tactical and strategic decision-making activities, as well as operations of organizations. (3 credits) Prerequisite: CS110

**BA420 – Business Law.** This course provides a survey of the legal rights and potential liabilities of businesspersons, the development of the legal system, business crimes and liabilities, regulatory systems, consumer protection, basic contract, personal property, and cyber law. (3 credits) Prerequisite: BA201

**BA425 – Finance.** This course gives students a strong theoretical foundation of financial theory and the financial decision-making process. The focus will be on the economic and financial structure of a firm and the impact of financial information on the company's overall strategic plan. (3 credits) Prerequisite: BA201

**BA436 – International Business.** This course covers the concepts of international organizational structures and management processes, including the cultural, political, economic, and legal environments of global marketing, world marketing patterns, and international trade theory. (3 credits) Prerequisite: BA201

**BA445 – Effective Leadership.** This course focuses on examining what makes a leader effective in a professional environment. The course will examine the characteristics of an effective leader, including qualities, skills, and the roles and functions of a leader to lead and manage change successfully. (3 credits) Prerequisite: BA205

**BA448 – Team Development and Motivation.** This course will give students insight into the management and motivation of employees. Areas covered in this course include selecting the right people for the job, delegating effectively, coping with challenging people, and building effective teams. (3 credits) Prerequisite: BA205

**BA456 – Strategic Entrepreneurial Management.** This course gives students hands-on experience in the essential skills needed to strategically and successfully manage a growing venture. Topics covered include performing financial and marketing trend analyses, setting performance standards, creating business systems, developing customer service strategies, and building a learning organization. (3 credits) Prerequisite: BA205

**BA464 – Marketing Strategy.** This course focuses on marketing planning and strategic marketing analysis. Emphasis is placed on the planning process, marketing objectives, market overview, market segments, competitive landscape, strategy, products and services, pricing, distribution, promotion, and financial viability. Upon completion, students will possess a broad understanding of the components and construction of a strategic marketing plan and will gain experience in the analysis of complex marketing decisions. (3 credits) Prerequisite: BA220

**BA471 – Money and Banking.** This course examines money and banking including the financial markets, financial institutions, the money supply process, the Federal Reserve System, and the conduct of monetary policy and monetary theory. (3 credits) Prerequisite: BA201

**BA486 – Business Policy.** This course focuses on how firms formulate, implement, and evaluate strategies in a turbulent, rapidly changing environment. Students will focus on integrated decision-making in terms of strategy formulation, implementation, and evaluation. (3 credits) Prerequisite: BA420

**BA490 – Project Management.** This course will introduce you to project management. Students will learn step-by-step techniques for creating, developing, and evaluating essential project management tools. Emphasis will be placed on developing concepts and skills related to using project plans, work breakdown structures, budgets, network diagrams, resource allocations, and project evaluations. (3 credits)

**BA500 – MBA Foundations.** This course provides an overview of critical management concepts across a broad spectrum of subject areas prior to progression into advanced business topics. With this foundation for more specialized study, students will learn how to think in strategic terms, how to communicate as a manager, and how to conduct effective graduate-level research. Topics covered include the critical business functions of accounting, economics, marketing, finance, and strategy, providing students with cross-functional knowledge to inform decision-making. (3 credits)

**BA511 – Managerial Accounting.** Managers need knowledge of accounting principles and practices. In this course, an emphasis is placed on managerial uses of accounting data including what kind of information is needed, where this data can be obtained, and how these figures can be used by managers as they perform their planning, controlling, and decision-making responsibilities. (3 credits) Prerequisite: BA500

**BA521 – Managerial Finance.** This course introduces the principles of managerial finance and demonstrates how businesses manage their funds to accomplish organizational objectives. Emphasis is placed on financial environment, financial statements, cash flow and financial planning, time value of money, risk and return, interest rates and bond valuation, stock valuation, and capital budgeting cash flows. Upon completion, students will possess a broad, conceptual understanding of how to use these financial techniques to analyze a company's finances. (3 credits) Prerequisite: BA500

**BA526 – Financial Institutions and Markets.** This course examines the role that financial institutions and markets play in the dominant economies of the world. Financial institutions will be explored with emphasis on the types of institutions and how each type of institution participates in financial intermediation. The roles and interactions of financial markets, governments, businesses, and consumers will be examined with focus on regulation, market structure, interest rates, and the function of central banks and the Federal Reserve. (3 credits) Prerequisite: BA521

**BA531 – Investment Analysis and Portfolio Management.** This course focuses on the analysis of investment options including stocks, bonds, mutual funds, stock options, and derivatives. Capital market

theory and market efficiency are examined from a financial management perspective. Students learn to evaluate investments in an international market by incorporating economic conditions, ratios, and market information. Emphasis is placed on portfolio management and diversification. (3 credits) Prerequisite: BA526

**BA533 – Risk Analysis and Insurance.** This course focuses on analyzing and solving risk management problems in business organizations based upon the assumption that risk can be managed if risks are identified prior to a loss and that insurance is an important tool for that purpose. Utilizing managerial, consumer, and societal perspectives, topics include methodology for risk analysis, insurance principles and practices, and techniques for risk and loss control. (3 credits) Prerequisite: BA531

**BA538 – Advanced New Venture Creation.** This course prepares students to spearhead new initiatives, paying special attention to the process and activities required before a start-up can open for business. Entrepreneurship, in this context, is viewed as a long-term value creation. Accordingly, this course focuses, using real-world case studies, on critical issues in the development of a new venture: market and competitive conditions, testing critical assumptions upon which the new business concept rests, adequate planning, proper assessment of skills and resources required to create a strong competitive position, and creation of a formal business plan. (3 credits) Prerequisite: BA500

**BA539 – New Venture Finance.** This course is designed to introduce the requirements and strategies necessary for financing new ventures. Students will learn critical skills needed to assess company capital requirements, assess capital markets and the availability of different types of investment capital, and strategically analyze appropriate financing options. The financing alternatives examined include debt financing from venture banks, commercial banks, and SBICs, and equity from angels, private placements, venture capitalists, and public equity markets. (3 credits) Prerequisite: BA538

**BA547 – Management Skills and Styles.** This course is designed to help students develop their personal management style by the application of proven processes and skills. The areas covered include change management, setting priorities, problem solving, and decision-making. (3 credits) Prerequisite: BA500

**BA553 – Healthcare Finance.** This course addresses the systems and uses of accounting and financial planning in healthcare organizations, including planning and control. Students will examine analysis of financial statements, reporting, ratios, and budgeting for healthcare organizations to make sound decisions. This course provides a conceptual and practical knowledge of healthcare finance, which includes sources of funding, revenue, cost determinants, third party payer, managed care contracts, and valuations that have an impact on the healthcare organization. (3 credits) Prerequisite: BA521

**BA560 – Decision Analysis.** Managers typically need to be able to make decisions based on incomplete information. This course focuses on the application of a wide variety of quantitative methods to aid in decision-making, including populations and samples, probabilities, expected values, decision tree analysis, resource allocation, and correlations. Each method is applied in real-world management situations, preparing students for critical decision-making in the workplace. (3 credits) Co-requisite: BA500

**BA621 – Business Law and Ethics.** Modern businesses function in an environment that contains many legal restraints and conditions. This course emphasizes the importance of working within the legal system while incorporating a questioning dimension into reasoning – one that involves critical thinking and the impact of values. Through the thoughtful study of legal topics and examination of a wide variety of real-world examples, students will develop advanced critical thinking skills to make informed ethical and legal decisions in the workplace. (3 credits) Prerequisite: BA500

**BA623 – Legal and Ethics Issues in Healthcare.** Managers in medical offices, hospitals, clinics, or skilled nursing facilities have a professional stake in understanding the multiple legal and ethical issues they will encounter as part of their day-to-day responsibilities. This course examines the legal aspects of health services management including consumer protection, the patient/physician relationship, principles that

govern patient information, professional licensure and liability, medical malpractice, and public duties of a healthcare professional. (3 credits) Prerequisite: MG651

**BA635 – Economic Analysis.** This course examines interactions that take place within organizations, among companies, and between firms and consumers from an economic perspective. You will learn why firms behave the way they do and be introduced to tools and frameworks that will help you make better decisions in your professional and personal life. The course also provides a good foundation for understanding things such as how companies set prices and why they advertise. (3 credits) Prerequisite: BA500

**BA651 – Marketing Research and Analysis.** Marketing research serves as a central basis for marketing strategy and firm profitability. It is critical for marketing managers to understand the nature of marketing research and to be able to specify what information to seek, how to get it, and how to utilize it in making marketing decisions. Emphasizing the manager's perspective, this course examines marketing research in terms of needs, definition, process, analysis, and reporting. Topics include emerging trends in marketing research, ethical and global implications, and the continuing integration of new technologies. (3 credits) Prerequisite: BA655

**BA653 – Consumer and Buyer Behavior.** An integral part of marketing is understanding the consumer and the conscious and unconscious motivations that drive their behavior at a fundamental level. Beyond an overview of consumer behavior, this course will take a narrowed look into the factors that influence consumer perception, judgment, and actions. In knowing the factors that provoke consumers to behave in certain manners or make certain buying decisions, marketers can focus on targeting customers for acquisition and retention while gaining a better understanding of their needs and wants on a deeper, psychological level. (3 credits) Prerequisite: BA655

**BA655 – Advanced Marketing Strategy.** This course prepares students to implement effectively the theories and concepts about sustainable marketing that seek to protect and increase the earth and human well-being. Students will discover strategies for making optimized decisions for a sustainable marketing plan. This course also teaches methods for exploring new, sustainable marketing opportunities for existing products or services while maintaining reasonable business profits. Prerequisites: BA521

**BA657 – E-Marketing.** This course develops the student's ability to create, execute, and evaluate Internet-based marketing campaigns. Business and social environments are rapidly converging online to create new marketing opportunities driven by digital content served through websites, social media networks, and mobile platforms. This course develops essential skills for digital marketing professionals that will optimize their effectiveness across all channels. It focuses on critical elements unique to Internet marketing including branding, audience development, competitive analysis, strategic planning, digital tools and tactics for social media networks and mobile platforms, content authoring and curation, digital communities, A/V media tools, data analytics and measurement metrics, advertising and earned traffic opportunities, and emerging customer management tools and trends. (3 credits) Prerequisite: BA655

**BA661 – Intermediate Selling.** This course is designed to give the graduate student the concepts and skills necessary to develop an effective, technology-focused sales process and manage a professional, high-performance sales team with the objective of selling products or services to global markets, including executive level decision-makers in organizations. The topics covered include responding to requests for proposals, making formal presentations, selling in the boardroom, selling to top level executives, and selling strategies. (3 credits) Prerequisite: BA655

**BA698 – Research Methodology.** This course serves as a common course for students from across the various master's programs who will undertake business and management research as part of their degree requirements. The course will develop the ability to think critically, together with the analytical and evaluative skills needed for students to become adept producers of knowledge and confident consumers of

research. It will also inspire students to consider pursuing a further degree or career based on research. (3 credits) Prerequisite: BA655.

**BA699 – MBA Capstone Project** - The Capstone project is intended to showcase the student's interdisciplinary knowledge of the MBA Online course learning outcomes. It provides students with an invaluable opportunity to apply and integrate their newly acquired knowledge, skills, and competencies to the development, implementation, and analysis of a practical, real-world issue and produce a consultancy project paper or to conduct a research thesis. The Capstone Project shall be undertaken after the successful completion of the BA698 Research Methodology course, which is designed to equip students with the methodological skills necessary to undertake the Capstone Project. (3 credits)

**CM101 – Principles of Communication.** This course provides a basic introduction to the principles of interpersonal and group communication. Students will improve their ability to communicate in a variety of formats with an emphasis on verbal and online communication. (3 credits)

**CM110 – Developing Critical Thinking Skills.** This course helps students become more aware of critical thinking and develop the skills needed to practice it well. Emphasis is placed on how to think critically about things we read, see, and hear before deciding what to believe or do. Concrete examples from students' experiences and current events will help students develop the abilities to solve problems, analyze issues, and make informed decisions. (3 credits)

**CM113 – Analytical and Reflective Communication.** The course requires students to research and summarize presenters' biographies and presentations after participating in a national or international education conference. Students explore and produce visioning and reflective assignments related to their professional interests (e.g., in medical science or computer science). Learners will engage in symposium-style discussions around emerging career fields. (3 credits)

**CM220 – Presentation Skills.** A course designed to help students communicate more effectively through a study of the terms and concepts in the field of communication with a focus on public speaking and presentations. Several aspects of communication are examined, including interpersonal, intrapersonal, nonverbal, mass media, audience analysis, ethics and free speech, research, and visual aids. Through speech and writing assignments, students have an opportunity to develop their verbal and written communication skills. (3 credits)

**CM225 – Research Methods in Communication.** An introduction to the processes of communication research, common quantitative research methodologies, and concepts of statistical literacy. Students will learn how to best select a research method to answer scholarly questions, find pertinent information about a selected topic both in primary and secondary research, and better understand and critique research they read. (3 credits)

**CM241 – Public Relations.** This course offers an overview of basic public relations concepts and tactics used by business, government, and non-profit organizations. As a communications elective, it can begin preparing students who aspire to careers in public relations for handling public relations situations in ways that reflect appropriate professional and ethical standards. (3 credits)

**CM251 – Mass Communication.** This course surveys the history and rise of mass communications media: newspapers and magazines, radio, recordings, film, television, and digital media. This course focuses on fundamental functions and influences of mass media. The course also focuses on emerging issues and trends about mass media and society, such as the effects of global concentration of media ownership. As a course touchstone, students will develop analytical tools to effectively evaluate opposing points of view on such issues. Students who complete this course will better appreciate the impact of mass media on the world today and become more proficient observers, consumers, and practitioners of mass media by becoming media literate. (3 credits)

**CM258 – Conflict Management.** This course will focus on techniques and skills to manage conflict using appropriate strategies, tactics, and goal setting. Emphasis is placed on building long-term positive relationships in professional settings, theoretical and practical aspects of authority, face- saving, conflict assessment, communication, and problem solving. (3 credits)

**CM285 – Diversity and Inclusion.** This course will examine cultural diversity in the U.S. using an interdisciplinary approach, drawing from research from several fields. The course will cover the impact on society and the workforce of issues such as cultural stereotyping and race, class, and sex discrimination, as well as methods of awareness and inclusion. Students are expected to engage actively in discussions, participating in a respectful and focused exchange of ideas. (3 credits)

**CM301 – Survey of Communication.** An introductory study of human communication. Students will first consider the basic elements of communication, such as definitions and models, the function of language, nonverbal communication, listening, and intrapersonal processes. After this overview, attention will focus on social processes in interpersonal communication, small group communication, and organizational communication. Finally, public communication will be considered, including public speaking, broadcasting, and advertising. (3 credits) Prerequisite: CM101

**CM310 – Communication Ethics.** This course introduces construction and evaluation of ethical arguments and forms of reasoning in the communication field. Basic moral questions confronting contemporary society, as well as ethical issues in the workplace, are explored. (3 credits) Prerequisite: CM101

**CM346 – Advertising and Promotion.** This course will analyze the role and importance of integrated marketing communications (IMC) in enhancing brand equity in a global economy. Students will examine all aspects of an IMC program including advertising, promotions, packaging and branding, point-of-purchase communications, marketing-oriented public relations, work-of-mouth advertising and cause-oriented sponsorships. (3 credits)

**CM425 – Introduction to Media Writing.** An examination of the theory and practices of writing for print and electronic media as dictated by current techniques, styles, and formats of various media. (3 credits)

**CM431 – Communication Theory.** An examination of classic and recent theories that explain a wide range of phenomena associated with verbal messages, nonverbal messages, interpersonal communication, group and public communication, mass communication, and intercultural communication. (3 credits) Prerequisite: CM101

**CM436 – Group Communication.** A study of “how groups work” that includes the latest research in the field on such issues as racial, ethnic, religious, generational, political, class, and gender differences. Other topics include leadership in meetings, group participation, speaking anxieties, improving listening, conflict resolution and mediation, decision-making and argumentation, and effective agendas. (3 credits) Prerequisite: CM101

**CM437 – Nonverbal Communication.** An exploration of the principles of nonverbal communication and the actual and potential impact of nonverbal behaviors on communication. Students will build skills needed to be competent nonverbal communicators in today’s global community. (3 credits) Prerequisite: CM101

**CM456 – Effective Communication Tools.** A study of oral communication skills that students will need in the workplace. Focus is placed on all four phases of the communication process – setting goals, knowing the audience, mastering skills, managing anxiety – while also covering the three communication contexts in which oral skills are necessary – interpersonal, group, and public speaking. Students will address the challenges of business communication presented by new technology, the global marketplace, and the increasing diversity of the workplace. (3 credits) Prerequisite: CM101

**CM457 – Intercultural Communication.** An examination of factors and issues contributing to effective communication in an intercultural context. Through a study of the role of history and identity, cultural perceptions, values and beliefs, language and meaning, and nonverbal behaviors, students will have the opportunity to gain knowledge, skills, and attitudes that will increase their intercultural communication competence. (3 credits)

**CS100 – Coding Foundations.** Coding Foundations provides foundational vocabulary, concepts, and tools to build technical and managerial skills. HTML, CSS, Command Line, and other programming languages will be introduced, along with coding exercises to practice using the languages and tools taught to build websites and explore exciting careers in technology. (3 credits)

**CS110 – Introduction to Computers.** This course introduces students to basic computer concepts, operating systems, Internet browsing, and desktop applications including Microsoft Office. Through hands-on application, students will learn basic skills in using the operating system, Internet browser, and desktop applications. They will also learn how desktop applications including word processing and spreadsheet programs can be used for personal computing efficiencies. (3 credits)

**CS277 – Introduction to Programming in Python.** A comprehensive course in object-oriented programming development, including how to leverage object-oriented programming techniques to build modern systems. (3 credits) Prerequisite: CS100

**CS300 – Network and Internet Security.** In today's rapidly changing world, agencies and private companies need to respond to the global threat of cybercrime. The worldwide reliance on technology has created threats and vulnerabilities that require a security response. This course will introduce students to basic knowledge of the most current trends and issues related to computer, network, and web security and the investigative and technical skills required by security officers to deal with these threats. (3 credits) Prerequisite: CS100

**CS301 – Front-End Foundations - JavaScript.** Students will learn the fundamental concepts associated with front end development, including HTML, CSS, Sass, JavaScript, jQuery, and UI/UX. (3 credits) Prerequisite: CS100

**CS382 – Principles of Database Architecture.** This course provides an overview of core ideas behind modern database systems, with emphasis on relational databases. Students explore how data are modeled, stored, queried, and maintained in typical organizational environments. Topics include data modeling, schema design, normalization, indexing, query processing, transactions, security, and an introduction to distributed and NoSQL systems. (3 credits) Prerequisite: CS100

**CS383 – Advanced Database Management.** This course will expand upon what you learned about SQL and introduce various other advanced topics, including query optimization, concurrency, data warehouses, object-oriented extensions, and XML. (3 credits) Prerequisite: CS382

**CS384 – Python Software Development.** The student will develop further knowledge in advanced object-oriented programming. (3 credits) Prerequisite: CS277

**CS497 – Advanced Web Development - React.** Students will learn how to build multiple applications that communicate with each other via API data calls with a micro-service-based application. (3 credits) Prerequisite: CS384

**CS498 – Mobile Development with React Native.** Students will learn to build a functional mobile application from scratch that runs on Android and IOS and is dynamic, full of modern features, and connected to an API provided by Maestro. (3 credits) (With approval of Academic Dean)

**CS499 – Full Stack Development Capstone Experience.** To earn the Full Stack Development (FSD) Certificate, a student must successfully develop an capstone project and pass a comprehensive final exam. The capstone experience involves developing a proposal and design plan, the execution of multiple software development elements, and the technical presentation of a working portfolio-level project. (3 credits)

**EN111 – Composition I.** This course introduces students to the basics of good writing and leads them through the process of planning, developing, and revising a short essay. Upon completion of the course, students will be able to create a properly punctuated, short essay that consists of correct sentences and focused paragraphs and that demonstrates knowledge and planning and revision strategies. (3 credits).

**EN112 – Composition II.** This course introduces students to academic, research-based writing, including a review of the recursive writing process, the collection and use of research, and different modes of presentation. Upon completion of the course, students will be able to create a properly- formatted, persuasive research project including planning documents, a short essay, and a presentation. Emphasis is given to academic research and presentation. (3 credits) Prerequisite: EN111

**EN115 – Technical Writing for Business.** This course will cover the construction and use of executive summaries; scientific papers for publication; summaries and abstracts; memos and emails; structure and phrasing of reports; effective letter writing; instructions and procedures. (3 credits)

**EN221 – American Literature I.** This course will introduce students to the various types of writing that occurred in American society through the middle of the nineteenth century from Colonization to American Romanticism. Along with exploring different styles of writing, the course will provide a backdrop of American history to show the motivation of the writers during the time periods in which they wrote. Throughout the course, students will also be introduced to different literary styles. By reading various texts and writing strategies, students will understand how non- fiction, fiction, and poetic works helped to mold American society and how these texts were perceived by others. (3 credits) Prerequisite: EN112

**GS150 – General Biology.** This course introduces the basic principles of biology and demonstrates how relevant science is to everyday life. General biology focuses on the theoretical foundations that form our understanding of the living world. Upon completion, students will possess a broad, conceptual understanding of living organisms from the building blocks of cells to ecosystems. (3 credits)

**GS210 – Earth Science.** This course is an overview of planet Earth and the materials and processes which extend from Earth's core to the outer reaches of the solar system. This course touches on a diverse group of sciences, introducing underlying principles from geology, oceanography, and meteorology. Small components of astronomy and the biosphere are also studied. (3 credits)

**HI171 – World Civilization I.** World Civilization I is a chronological survey of the political, economic, social, religious, intellectual, and cultural aspects of world humanity from the earliest cultures to 1789. (3 credits)

**HI172 – World Civilization II.** This course is a chronological survey of the most important events, individuals, and ideas in the history of world civilization from the Renaissance period to contemporary times. Emphasis will be placed on the rise of monarchy, individualism and capitalism, industrial revolution, political revolutions, and recent world developments. (3 credits) Prerequisite: HI171.

**IS500 – Systems Analysis and Design.** This course introduces systems analysis and design. Students will focus on using appropriate logical and design processes to develop business information systems. Specific topics include determining business requirements, documenting organizational processes, analyzing information flows, and reengineering and designing information systems. (3 credits) Prerequisite: BA500

**IS501 – Networking and Data Communication.** This course introduces concepts that help the student achieve an in-depth understanding of the often-complex topic of data communications and computer

networks by balancing the more technical aspects and the everyday practical aspects. Among the topics are full coverage of wireless technologies, industry convergence, compression techniques, network security, LAN technologies, VoIP, and expanded coverage of error detection and corrections. (3 credits) Prerequisite: IS500

**IS502 – Database Management.** This course introduces students to database concepts. Through hands-on application, students will learn basic skills in creating and using a database. They will also learn why a database is necessary in day-to-day business functions. (3 credits) Prerequisite: IS500

**IS503 – Computer and Networking Security.** This course introduces principles of computer and network security. Specific topics to be examined include computer security threats and attacks, vulnerabilities in the password authentication system, file system, virtual memory system, threats and vulnerabilities to network architecture and protocols, Botnets, email security, IP security, web security, and network security management techniques such as firewalls and IDS. (3 credits) Prerequisite: IS500

**MA125 – College Algebra.** This course examines fundamental algebraic concepts. These concepts include linear equations, inequalities, polynomial, rational, radical functions, solving quadratic equations, and quadratic functions, as well as exponential and logarithmic functions. (3 credits)

**MG505 – International Business Management.** This course explores the strategic choices multinational executives face as they form, implement, test, and adopt a strategy to compete around the world. Students will look at the organizational structure to compete in a global workforce. (3 credits)

**MG631 – The Global Economy.** In a study of the financial operations of multinational corporations and financial institutions, students will focus on macroeconomic variables, models of policy effects over time, foreign exchange markets, and trade balances. Topics include Gross Domestic Product, foreign exchange risk, rates of return analysis, Purchasing Power Parity, interest rate determination, and policies affecting fixed and floating exchange rates in the unique context of multinational finance. (3 credits)

**MG636 – Cross-Cultural Management.** The hyper-competitive global arena of the 21<sup>st</sup> century mandates that managers develop the skills necessary to design and implement global strategies, to conduct effective cross-national interactions, and to manage daily operations in foreign subsidiaries. Through extensive case study, students learn how the variable of culture interacts with other national and international factors to affect managerial processes and behaviors. Cross-cultural management and competitive strategy are evaluated in the context of global changes – the European Union, the North American Free Trade Agreement (NAFTA), the liberalization of Eastern Europe, and the evolving marketplace of the Commonwealth of Independent States, which require new management applications. (3 credits)

**MG637 – Human Resource Management.** This course provides students an opportunity to understand what constitutes effective global human resource management and how human resource issues can be managed within an international context. Students will understand key theories in human resource management and an in-depth knowledge and understanding of real-life international human resource issues, best practices, and skills needed to operate across national borders. (3 credits)

**MG641 – Leadership and Organizational Behavior.** Dynamic environments need leaders who challenge themselves to discover and test new ways to be effective. This course examines a variety of methods to manage and lead people in complex organizations and design workplaces that elicit high performance from individuals, teams, and organizations. (3 credits)

**MG647 – Managing the Global Workforce.** Global leaders must be able to effectively acquire, develop, compensate, and motivate employees to maximize organizational effectiveness. In this course, through the investigation of case studies and supplemental readings, students will learn about the human resource elements which contribute to business success as well as the methods for developing a plan for maximizing the human capital of an organization. (3 credits)

**MG651 – Healthcare Management.** This course addresses the management of organizations that deliver healthcare services such as hospitals, nursing homes, multi-specialty clinics, and home health care agencies. Students will examine principles of effective management including organizational design, motivation, leadership, conflict management, teamwork, and strategic alliances. Management issues that distinguish health services organizations from other types of organizations will be identified and strategies for dealing with these issues will be evaluated. (3 credits) Prerequisite: BA500

**MG656 – Operations Management.** This course presents techniques and methods for managing operations in services and manufacturing. Current topics such as supply chain management, the balanced scorecard, and yield management are examined using a real-world perspective and a contemporary approach. This course stresses teamwork, quality, and customer service. (3 credits)

**MG671 – Strategic Management.** This course introduces students to the strategic management process. Through analysis and real-life problem solving, students integrate management, finance, accounting, marketing, economics, production, and decision-making concepts to understand an organization's many moving parts. Students will gain insight into the daunting task of managing an organization and its complex components. (3 credits)

**MG672 – Sales Management.** This course covers a series of key concepts, methods, techniques, and skills that, when used by the sales manager, can produce highly effective and successful sales. These tactics are applicable to a wide variety of management and sales management roles. (3 credits)

**MG673 – Entrepreneurial Strategy.** This course focuses on the creation of strategic growth as a catalyst for a small company's transition to being a key competitor in an industry segment. Using a diverse selection of case studies, students explore the strategic management process as it relates to building the entrepreneurial firm. (3 credits) Prerequisite: BA500

**NS101 – New Student Orientation.** This course is designed to help you be a successful student at Maestro University. Take this course to learn all about useful University resources and how to navigate the online learning environment. University student policies, guidelines, and processes are also introduced. (0 to 1 credit)

**PF101 – Academic Strategies.** In this course, students develop skills and plans that will help them succeed throughout their academic programs and beyond. This includes how to set and reach goals, manage physical health and stress, build and maintain strong support systems, stay organized, practice effective reading and writing strategies, and prepare for exams. Students examine causes of stress and practical coping skills used by the most effective learners. (2 to 3 credits)

**PF499 – Career Strategies.** Today's employees must practice a career development strategy of lifelong learning to weather many rapid changes in the workforce. In this course, students launch their lifelong career development strategy by critically examining their personal and professional identities. Students will analyze the current job market with a personalized, professional outlook, and create a portfolio of their personal history and future career plan relevant to the current job market. Furthermore, they learn successful techniques to interview, negotiate, and pursue advancement. (3 credits)

**PY141 – General Psychology.** This course introduces students to themes, problems, and concepts of psychology: perception, thinking, motivation, personality, social behavior, and research methods. (3 credits)

**SO241 – General Sociology.** This course provides a broad introduction to sociology. Emphasis is placed on the origins, organization, institutions, and development of human societies. Analysis of major social institutions in relation to society as a whole and the causes and effects of social change are also explored. (3 credits)

# University Faculty

## **Joseph Bocchi**

D.A., English, State University of New York, Albany  
M.A., English, State University of New York, Albany  
B.A., Language Arts, State University College, Oneonta

## **Mark Estrada**

B.A., English, University of Tennessee  
Certified Full Stack Developer, Maestro University

## **Jacqueline Evans**

D.B.A., Information Systems Management, Walden University  
M.S., Management, Thomas Edison University  
B.S., Economics and Management, University of the West Indies

## **Jordan Hudgens**

M.S., Computer Science, Texas Tech University  
B.S., Computer Science, Grantham University

## **Marvin Hunt**

D.B.A., Information Systems Management, Walden University  
M.B.A., Applied Management, Indiana Wesleyan University  
B.S., Computer Information Technology, Indiana University, Purdue University

## **Oleg Maksimov**

Ph.D., Chemistry, City University of New York  
B.S., Chemistry, City University of New York

## **James Monroe**

M.B.A., Anderson University  
B.S., Accounting, Indiana University

## **Margaret J. Portmann**

M.A., English Language & Literature, Duquesne University  
B.A., English and Marketing, Westminster College

## **Marc Porter**

Ph.D., Organizational Communication, Ohio University  
M.A., Org. Comm./Human Resource Development, Brigham Young University  
A.B.J., Public Relations, University of Georgia

## **Kevin Smith**

Ph.D., Psychology, OD, & Leadership, Alliant International University  
M.S., Human Resources/Organizational Development, University of San Francisco  
B.S., Org. Comm./Human Resource Development, Brigham Young University

## **Kris Sutton**

M.S., Management & Leadership, Western Governors University  
M.B.A., Management and Strategy, Western Governors University  
B.S., Finance, Western Governors University

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# Articulation Agreements



Maestro College offers Associate of Applied Science (A.A.S) degrees with numerous emphases. Its graduates may transfer associate degree credits to Maestro University to complete an Associate of Science and Bachelor of Science degree in Business. Maestro College and Maestro University are both affiliated with Masterschool, Inc.



Columbia Southern University features affordable tuition and supportive faculty and staff to help navigate financial, academic, and life's unexpected hurdles while gaining a quality online education.



Jose Maria Vargas University is part of the Diaz Parra Higher Education Multiplex committed to the development of global, bilingual professionals and to providing education that promotes pluralism, solidarity, responsibility, honesty and integrity.



Istituto Marangoni Miami is a fashion design school in Miami, FL. The academic team combines European instructors and prominent local professionals. The design school offers a variety of AS, BFA, and MA fashion marketing courses and programs, with specializations in Fashion Design, Fashion Styling, Fashion Business, Fashion & Luxury Brand Management, Digital Communication & Social Media Strategy, and Fashion Innovation & Luxury E-Commerce.



Upper Iowa University is a private institution of higher education with its residential campus located in northeast Iowa.



Waldorf University is a private, co-educational, liberal arts-based institution with roots in the Lutheran tradition offering undergraduate and graduate degrees through both residential and online modalities.



Sophia Learning offers self-paced, competency-based online courses in general education. To learn more about credit equivalency and transfer of these courses, contact Maestro's Registrar's Office or Enrollment Office. Maestro recognizes ACE credit recommendations for Sophia Learning courses.



EC-Council University was incorporated in Wyoming in 2003 and licensed by the New Mexico Higher Education Department in 2006. The institution was created to educate and train cyber security professionals which led to the establishment of the Master of Science and Bachelor of Science in Cyber Security programs



Grad Solutions is an accredited high school program, making it possible for students to attain a high school diploma with no financial cost. Grad Solutions has been helping students fulfill their potential since 2012. Grad Solutions does this through individual mentoring and a progress-based program that does not require minimum attendance or seat time.



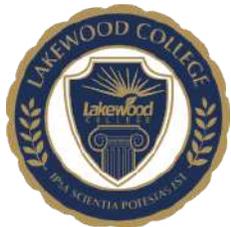
Abraham Lincoln University is a nationally accredited institution dedicated to providing practical online courses. Abraham Lincoln University has been in Los Angeles since 1996 when ALU's founder, Hyung J. Park, a practicing attorney and CPA, had the vision to use the emerging power of the internet to host an entire curriculum completely online.



Cambridge International Education Centre has experience in executive education and in the provision and assessment of a wide range of English Language qualifications, including Pearson Test of English (PTE Academic) and IELTS. CIEC is designated as the official Cambridge test center for PTE Academic. CIEC is also the joint owner of Cambridge Seminars College located in Cambridge, UK.



A pioneer in distance learning since its founding in 1973, California Coast University offers affordable online degree and certificate programs. CCU programs include Associate, Bachelor's, Master's and Doctorate degrees, as well as professional college-level certificates in a variety of fields, including Business Management, Psychology, Criminal Justice, Education, Marketing, and Healthcare Administration.



Lakewood College, formerly the American Center for Conflict Resolution Institute, is accredited by the Distance Education Accrediting Commission (DEAC). Lakewood College offers online certificates in Administrative Medical Assistant, Criminal Justice, Mediation, Medical Billing, Medical Coding, Paralegal Studies, and Pharmacy Technician. Associate degrees in Paralegal Studies and Business Management are also available.

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