

**GOLDEN GATE
UNIVERSITY**

2016-2018 CATALOG



President's Message

As the economic growth of San Francisco and the Bay Area continues to generate new openings for job seekers, career changers, and enterprising minds, Golden Gate University keeps innovating to prepare working professionals for life-changing opportunities.

GGU's commitment to serve the needs of working adults pursuing their dreams distinguishes our mission, our values, and our history since we opened our doors in 1901—we consider it the core of our cultural DNA.

From our vantage point in the heart of San Francisco's Financial District, we align our programs to the needs of employers, preparing you to make immediate contributions to the workplace even before you graduate. Our professors implement a practice-based curriculum that develops your critical thinking and leadership skills—the foundations for a lifetime of personal and professional growth.

But the GGU experience goes beyond the quality of our education. We have recently remodeled our main campus to provide welcoming spaces where you can study, collaborate, and relax, powered by the latest technology and resources. And, as a GGU alum, you will join a community of over 70,000 professionals who have been recognized for their achievements in the fields of law, business, taxation, and related professions.

We look forward to helping you achieve your own aspirational goals.



A handwritten signature in black ink, which appears to read "David Fisher". The signature is fluid and cursive, with a large initial "D" and "F".

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206-622-9996 • fax: 206-343-0467
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Golden Gate University Catalog (USPS 221-200)
Vol. LI, September 2016
Published by Golden Gate University, Office of University Advancement,
536 Mission Street, San Francisco, California 94105-2968.
Telephone: 415-442-7820

Editor: Silvia Baroni
Design: Morgan Dodge
Photography: Saul Bromberger & Sandra Hoover

Golden Gate University assumes no liability, and hereby expressly negates the same, for failure to provide or delay in providing educational or related services or facilities, or for any other failure or delay in performance arising out of or due to causes beyond the reasonable control of the university, which causes include, without limitation, power failure, fire, strikes by university employees or others, damage by the elements, and acts of public authorities. The university will, however, exert reasonable efforts, when in its judgment it is appropriate to do so, to provide comparable or substantially equivalent services, facilities or performance; but its inability or failure to do so shall not subject it to liability.

The University reserves the right to change regulations, curricula, courses, course locations, tuition and fees, or any other aspect of its programs described in this catalog.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Golden Gate University At a Glance

History

The fourth-oldest private university in California, Golden Gate University was officially established in 1901 as a place where working adults could improve and acquire skills to advance their careers. GGU grew out of the night school of the San Francisco YMCA and, for much of the 20th century, was the only choice in San Francisco for working men and women to earn an undergraduate or graduate degree while shouldering career and family responsibilities. A nonprofit, independent university, Golden Gate serves working adults who want a better education, empowering them to have a successful career and better quality of life. Our students are poised to achieve their aspirational goals; and through relevant, effective learning, we help them reach their full potential.

Accreditation

Golden Gate University is accredited by the WASC Senior College and University Commission (WSCUC), 985 Atlantic Avenue, Suite 100, Alameda, CA 94501; 510-748-9001.

The School of Law is accredited by the American Bar Association, 750 North Lake Shore Drive, Chicago IL 60611; 312-988-6743; the State Bar of California and the Association of American Law Schools, 1201 Connecticut Ave. NW, Suite 800, Washington, DC 20036-2605; 202-296-8851.

Approach

Contemporary programs, new technology and academic innovations coupled with experiential classroom learning taught by working professionals make the Golden Gate experience especially relevant. We are recognized for our practical and professionally focused approach to education; coursework is often based on the real challenges facing our society. Program and course formats are designed to maximize learning outcomes.

Faculty

Classes are taught by an experienced group of full-time faculty as well as a large number of adjunct professors who currently work in the fields they teach, bringing on-the-job insight directly to class for students to debate and discuss. Outside of class, most of our professors work as CEOs, directors, vice presidents, entrepreneurs, consultants, partners and managers at companies of all sizes. GGU faculty, deans and directors have professional experience in their fields as well as a strong academic orientation. We use the case study method of instruction to teach students how to put theory into practice.

Schedules

Classes meet throughout the year in 16- and 8-week formats. See the schedule for specific offerings. All of our programs are available in-person at our San Francisco campus and most are available online. Select programs are offered at our Silicon Valley, Los Angeles, and Seattle campuses. Degree programs can be completed in an intensive cohort or at your own pace.

Class Size

Most classes are kept small so students can receive personalized attention from their professors. Students are recognized as individuals and are encouraged to bring their valuable perspectives to classroom discussions. Professors work closely with students to help them develop their potential and meet their individual goals.

Students

More than 3,800 students attended Golden Gate during the 2015-2016 academic year, of which 70 percent were in graduate programs, 16 percent were in undergraduate programs and 14 percent were law students. There were 527 international students from 18 countries enrolled at GGU.

Mission Statement

Golden Gate University prepares individuals to lead and serve by providing high-quality, practice-based educational programs in law, taxation, business and related professions — as a nonprofit institution — in an innovative and challenging learning environment that embraces professional ethics and diversity.

Value Proposition

Golden Gate University students make immediate, measurable contributions as they enter or advance in their profession. Each graduating student will possess:

1. The ability to think critically, analyze and synthesize.
2. The relevant bodies of knowledge and their application in global and multicultural business and legal environments.
3. The knowledge of professional standards and ethics and the ability and sense of duty to apply them.
4. A respect and appreciation for the value of diversity among people and ideas.
5. Effective research skills relevant to the discipline.
6. Communication skills, including speaking, writing and listening.
7. The ability to use technologies and applications necessary for success in their fields.
8. The ability to adapt in the rapidly changing world.
9. Leadership qualities.
10. The awareness necessary to identify and capitalize on career or service opportunities.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Degrees and Certificates

Undergraduate Programs offered:

| | |
|--|----|
| Associate of Arts in General Studies | 6 |
| Bachelor of Arts in Management | 7 |
| with a general concentration. | 8 |
| with a concentration in: | |
| Human Resource Management | 8 |
| Information Technology Management | 8 |
| Marketing | 8 |
| Public Administration Leadership | 8 |
| Bachelor of Science in Business | 9 |
| with a general concentration. | 10 |
| with a concentration in: | |
| Accounting | 10 |
| Finance | 10 |
| Human Resource Management | 10 |
| Information Technology Management | 10 |
| International Business | 11 |
| Marketing | 11 |
| Operations and Supply Chain Management | 11 |
| Public Administration Leadership | 11 |
| Undergraduate Certificates in | |
| Accounting | 12 |
| Finance | 12 |
| Human Resource Management | 12 |
| Information Technology Management | 12 |
| International Business | 12 |
| Management | 13 |
| Marketing | 13 |
| Operations and Supply Chain Management | 13 |
| Public Administration Leadership | 14 |

Graduate Accounting Programs offered:

| | |
|---|----|
| Master of Accountancy (MAc) | 15 |
| with a general concentration. | 16 |
| with a concentration in | |
| Forensic Accounting | 16 |
| Taxation | 16 |
| Master of Science in Accounting | 17 |
| with a general concentration. | 17 |
| with a concentration in Forensic Accounting | 17 |
| Graduate Certificates in | |
| Accounting | 19 |
| Forensic Accounting | 19 |

Graduate Business Programs offered:

| | |
|---|----|
| Master of Business Administration (MBA) | 23 |
| with a general concentration. | 24 |
| with a concentration in | |
| Accounting | 24 |
| Business Data Analytics | 24 |
| Entrepreneurship | 24 |
| Finance | 25 |
| Global Supply Chain Management | 25 |
| Human Resource Management | 25 |
| Information Technology Management | 25 |
| International Business | 26 |
| Management | 26 |
| Marketing | 26 |
| Project Management | 26 |
| Public Administration | 27 |
| Public Relations | 27 |
| Executive MBA (EMBA) | 28 |
| Joint MBA/Juris Doctor (JD) | 29 |

| | |
|--|----|
| Doctor of Business Administration | 30 |
| Master of Science in Finance | 32 |
| with a general concentration. | 32 |
| with a concentration in | |
| Corporate Finance | 33 |
| Investment Management | 33 |
| Master of Science in Financial Planning | 34 |
| Master of Science in Financial Planning and Taxation | 36 |
| with a concentration in | |
| Estate Planning | 36 |
| Taxation | 37 |
| Master of Science in Human Resource Management | 38 |
| Master of Science in Information Technology Management | 39 |
| with a general concentration. | 40 |
| with a concentration in Business Data Analytics | 40 |
| Master of Science in Integrated Marketing Communications | 41 |
| with a general concentration. | 42 |
| with a concentration in Public Relations | 42 |
| Master of Science in Marketing | 43 |
| with a general concentration. | 42 |
| with a concentration in Digital Marketing | 43 |
| Master of Science in Project Management | 44 |
| Master of Arts in Counseling Psychology | 45 |
| Master of Arts In Industrial–Organizational Psychology | 46 |
| Executive Master of Public Administration | 47 |
| with a general concentration. | 47 |
| with a concentration in | |
| Judicial Administration | 47 |
| Law Enforcement and Security | 48 |
| Graduate Certificates in | |
| Conflict Resolution | 49 |
| Counseling Skills | 49 |
| Finance | 49 |
| Financial Planning | 49 |
| Human Resource Management | 50 |
| Information Technology Management | 50 |
| Integrated Marketing Communications | 50 |
| Marketing | 51 |
| Global Supply Chain Management | 51 |
| Project Management | 51 |
| Public Administration Leadership | 52 |
| Public Relations | 52 |
| Technical Market Analysis | 52 |

Law Programs offered:

| | |
|--|----|
| Juris Doctor (JD) | 53 |
| LLM in Environmental Law | 53 |
| LLM in Estate Planning | 53 |
| LLM in Intellectual Property Law | 53 |
| LLM in International Legal Studies | 53 |
| LLM in Taxation | 53 |
| LLM in United States Legal Studies | 53 |
| SJD in International Legal Studies | 53 |

Graduate Taxation Programs offered:

| | |
|--|----|
| MS in Taxation | 55 |
| Graduate Certificate in | |
| Advanced Studies in Taxation | 56 |
| Estate Planning | 56 |
| International Taxation | 56 |
| State and Local Taxation | 57 |
| Taxation | 57 |

Undergraduate Programs

In Undergraduate Programs, all of our degrees help adult students develop the key personal and professional skills they will need for success in the changing workplace. Our programs promote student employability, adaptability, and self-esteem through comprehensive and on-going support. Coursework in the liberal arts provides a strong educational foundation for lifelong learning while emphasizing practical business applications. Combining knowledge from different fields, students develop the capacity to think critically and creatively for a successful experience in our Associate's degree or our Bachelor's program in either Business (BSB) or Management (BAM). Our Business degree nine different concentrations, and our Management degree offers five different concentrations. We also offer ine different undergraduate certificate. All our degrees and certificates are available entirely online or one can elect to take them in person (or a mix or both online and in-person formats).

Degrees

Associate of Arts (AA) in General Studies

The associate of arts in general studies is the ideal degree program for working adult students who have a minimal number of academic credits earned and who seek a milestone of achievement while working toward the bachelor's degree. Coursework develops skills and knowledge outcomes in communication, critical thinking, information literacy and quantitative fluency.

Bachelor of Arts in Management (BAM)

A business program that provides a strong business core without requiring an extensive level of math or statistics, the BAM prepares students for the MS in human resources, the MA in psychology, the EMPA and the MS in integrated marketing communications. Students can choose a general course of study or one of the following five concentrations: human resource management, information technology management, marketing, public administration leadership, or general studies.

Bachelor of Science in Business (BSB)

A business program with strong analytical and quantitative skills requirements, the BSB provides students with a direct track to the MBA, MS in finance, MS in taxation or MS in marketing, as well as prepares students for careers in the following nine concentrations: accounting, finance, human resource management, information technology management, international business, marketing, operations and supply chain management, public administration leadership, or general studies.

Support to Complete Your Degree

The first course for every undergraduate student at GGU is the Gateway to Success. In this class, students will bring together professional and academic goals to create a comprehensive career development plan. Through the use of self-assessment tools, social networking, and time management exercises and an academic plan, students will have a concrete graduation date and clear plan of action to reach their goals.

One-on-one tutoring is available to GGU students in the Writing Lab and the Math Lab, and online through the Online Writing Lab (OWL) and the Math Online Tutor Help (MOTH). These free services are staffed by GGU instructors and trained professional tutors who are dedicated to help students succeed.

Benefits

- Relevant, practical, professionally-focused education
- Convenience and flexibility
- In the heart of San Francisco's thriving world of business and innovation
- Personalized attention from start to finish

For the most up-to-date program information and course listings, visit www.ggu.edu.

Undergraduate Programs offered:

| | |
|--|----|
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| Human Resource Management | 12 |
| Information Technology Management | 12 |
| International Business | 12 |
| Management. | 13 |
| Marketing | 13 |
| Operations and Supply Chain Management | 13 |
| Public Administration Leadership | 14 |

Associate of Arts, General Studies (AA)

The Associate of Arts (AA) in General Studies provides a well-rounded foundation of knowledge designed to prepare students for employability and/or further academic work. Students can focus their skill set by selecting courses specifically designed to support their professional goals. The AA is ideal for working adults with a minimal number of academic credits who seek a milestone of achievement while working toward the bachelor's degree.

The AA program is taught by practicing professionals, with a curriculum that integrates the liberal arts with knowledge of management principles, leadership strategies and organizational theory. Coursework emphasizes practical business applications, while providing a strong educational foundation for lifelong learning. Students develop the capacity to think critically and creatively in preparation for a successful future in business or management.

GGU's nationally recognized eLearning environment allows students to pursue a degree online, in person, or in combination.

Step up to a bachelor's degree

In the process of completing the AA, students fulfill the general education and liberal studies requirements of GGU's bachelor's degrees, while also developing skills and knowledge outcomes in communication, critical thinking, information literacy, and quantitative fluency. A flexible course of study is designed to maximize the number of transfer credits counted toward degree completion.

Student Learning Outcomes

Students who complete the Associate of Arts in General Studies will be able to:

- **Communication:** Communicate effectively to general and specialized audiences through structured written, oral and visual presentations
- **Critical thinking:** Identify, categorize, and analyze problems and issues, and draw warranted conclusions
- **Quantitative fluency:** Perform accurate calculations using symbolic operations, and provide accurate interpretations and explanations of data
- **Information literacy:** Correctly identify, categorize, evaluate, and cite multiple resources to create projects, papers, or performances
- **Ethical reasoning:** Describe ethical issues and apply ethical principles or frameworks in judgment and decision-making
- **Applied learning:** Describe and analyze relationships between academic learning and problems outside the classroom
- **Broad integrative knowledge:** Explore, connect, and apply concepts and methods across multiple fields of study
- **Lifelong learning:** Examine connections between academic learning and professional goals and demonstrate attitudes such as curiosity, self-awareness, adaptability, and motivation

Requirements for the Associate of Arts in General Studies

The Associate of Arts in General Studies requires completion of 60 units as follows: 48 units of general education coursework (includes 21 units of liberal studies core and 12 units of foundation courses), 15 units required for the degree and 12 units of general elective units. Each course listed carries three semester units of credit, unless otherwise noted.

A cumulative grade-point average of 2.00 (C) or higher is required in all courses taken at Golden Gate University. Prerequisites to a course, if any, are listed in the course descriptions. All degree-seeking undergraduate students must complete their English, mathematics, and critical thinking basic proficiency requirements within their first 27 units at Golden Gate University. Placement tests must be taken prior to enrolling in ENGL 10A, 10B, or 1A and MATH 10, 20 or 30 to ensure proper placement in the sequences (see course descriptions in this catalog for details).

General Education Requirements – 48 units

Required Courses – 15 units

| | |
|---------|---|
| UGP 10 | Gateway to Success (to be taken in first term of program) |
| CRTH 10 | Critical Thinking |
| ENGL 1A | Expository Writing |
| ENGL 1B | Research Writing |

Plus one of the following:

| | |
|---------|-----------------------------|
| COMM 35 | Speech Communication |
| COMM 40 | Understanding Communication |

Liberal Studies Core – 21 units

| | |
|---------|--|
| ARTS 50 | Contemporary Arts and Culture or any other ARTS course |
| HIST 50 | Contemporary American Economic History or other HIST course |
| HUM 50 | Examining the Humanities or other HUM course |
| LIT 50 | Principles of Storytelling or other LIT course |
| PHIL 50 | Professional and Personal Ethics or other PHIL course |
| SCI 50 | Science, Technology and Social Change or other SCI course |
| SOSC 50 | American Government in the 21st Century or other SOSC course |

Foundation Requirements – 12 units

| | |
|---------|------------------------------|
| MATH 20 | Intermediate Algebra |
| MATH 40 | Statistics |
| UGP 80 | Pathway to Success |
| ECON 1 | Principles of Microeconomics |
| OR | |
| ECON 2 | Principles of Macroeconomics |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Bachelor of Arts in Management (BAM)

With an emphasis on developing core proficiencies, skills, habits, and knowledge for being successful in a wide variety of business settings, the Bachelor of Arts in Management provides a rich foundation in all essential management concepts and techniques, including strong written and oral communications skills, all of which are applied in various organizational behavior settings. Students learn to organize, motivate and lead individuals in diverse public and private business enterprises. The bachelor of arts also provides preparation for success at the master's degree level in programs such as the Master of Science in Human Resource Management, The Master of Science in Integrated Marketing Communications, the Master of Arts in Psychology, the Master of Public Administration, as well as the MBA.

With a flexible course of study designed to maximize the number of transfer credits counted toward the degree, the BA in management may allow students to shorten the time it takes to complete an undergraduate business degree, while advancing their careers through the selection of one of five concentrations specifically designed to support their professional goals.

Student Learning Outcomes

Students who complete the BA in management, including the general education curriculum, will be able to:

- Construct written communications that clearly articulates and promotes business ideas, arguments, or solutions (written communication)
- Demonstrate interpersonal communication skills in collaborative projects, through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting (oral communication)
- Address a complex problem in business management using strategies and tactics that lead to the development of actionable solutions (problem solving/critical thinking)
- Demonstrate ethical decision-making in business and develops strategies, practices, and policies that advance ethical management practices and corporate social responsibility (ethics/specialized knowledge)
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business management problem (information literacy/critical thinking)
- Analyze and interpret quantitative data and apply results to improve business management strategy, tactics, and practice (quantitative fluency)
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts (lifelong learning)
- Define, explain, and correctly apply concepts, theories and practices in business management (specialized knowledge)
- Develop innovative approaches and solutions to an existing or emerging challenge in business management that also draw on disciplinary perspectives of ethics, other humanities and/or social sciences (broad integrative knowledge/creative thinking/problem solving)
- Integrate and apply concepts, theories, strategies, and tactics of business management in the construction of summative projects (specialized knowledge/broad integrative knowledge)

Requirements for the Bachelor of Arts in Management

The BA in management requires completion of 123 units as follows: 51 units of general education coursework, which includes 21 units of liberal studies core and 12 units of foundation courses in preparation for the major, 21 units required for the major and 51 units of general electives, or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted.

A cumulative grade-point average of 2.00 (C) or higher is required in all courses taken at Golden Gate University, as well as in the courses designated "Required for the Major." Prerequisites to a course, if any, are shown in the course descriptions.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking basic proficiency requirements within their first 27 units at Golden Gate University. Placement tests must be taken prior to enrolling in ENGL 10A, 10B or 1A and MATH 10, 20 or 30 to ensure proper placement in the sequences (see course descriptions in this catalog for details).

General Education Requirements — 51 units

| | |
|----------|---|
| UGP 10 | Gateway to Success (to be taken in first term of program) |
| CRTH 10 | Critical Thinking |
| ENGL 1A | Expository Writing |
| ENGL 1B | Research Writing |
| ENGL 120 | Business Writing |

One of the following:

| | |
|---------|-----------------------------|
| COMM 35 | Speech Communication |
| COMM 40 | Understanding Communication |

Liberal Studies Core — 21 units

| | |
|---------|--|
| ARTS 50 | Contemporary Arts and Culture (or any other ARTS course offered) |
| HIST 50 | Contemporary American Economic History (or any other HIST course offered) |
| HUM 50 | Examining the Humanities or any other HUM course offered |
| LIT 50 | Principles of Storytelling or LIT 160 Business in Movies or any other LIT course offered |
| PHIL 50 | Professional and Personal Ethics or any other PHIL course offered |
| SCI 50 | Science, Technology and Social Change or any other SCI course offered |
| SOSC 50 | American Government in the 21st Century or any other SOSC course offered |

Foundation Requirements — 12 units

| | |
|----------|------------------------------|
| MATH 20 | Intermediate Algebra |
| MATH 40 | Statistics |
| ACCTG 1A | Financial Accounting |
| ECON 1 | Principles of Microeconomics |
| OR | |
| ECON 2 | Principles of Macroeconomics |

Major Requirements – 21 units

| | |
|---------|--|
| MGT 100 | Manager as Communicator |
| MGT 140 | Management Principles |
| MGT 141 | Organizational Behavior |
| MGT 173 | Human Resource Management |
| MKT 100 | Introduction to Marketing |
| ITM 125 | Management Information Systems |
| MGT 160 | Management and Leadership Strategy for Business (Capstone course to be taken in final term of program) |

General Concentration – 51 units

Seventeen additional upper- or lower-division courses for a total of 51 units.

Human Resource Management Concentration – 51 units

Human resource professionals are constantly using their versatile skill set to reinvent the workplace. They work to make sure that employees are innovative, well-trained, utilized and compensated and are the type of people who will lead their companies to competitive advantage. It is HR who stewards the most valuable asset a company has — its people.

Required courses – 15 units

| | |
|---------|--|
| MGT 174 | Labor-Management Relations |
| MGT 175 | Personnel Recruitment, Selection and Placement |
| MGT 176 | Compensation Decision Making |
| MGT 177 | Training Methods and Administration |

One of the following:

| | |
|-------------|------------------------------|
| MGT 172 | Basic Employment Law |
| MGT 197 | Internship: Management |
| MGT 198A–ZZ | Special Topics in Management |

Electives – 36 units

Twelve courses from any upper- or lower-division courses.

Information Technology Concentration – 51 units

The ongoing convergence between information technology systems and business is a driving force in the marketplace today. As the world becomes more dependent on the integration of information technologies, data, and business functions, individuals who can meaningfully integrate information technology and IT management skills with the expectations of business function areas will be a valuable asset to any company.

Required courses – 18 units

| | |
|---------|---|
| ITM 105 | Social Media in Business |
| ITM 106 | Information Technology for Managers I |
| ITM 107 | Information Technology for Managers II |
| ITM 108 | Introduction to Database Systems for Managers |
| ITM 144 | Database Administration for Managers |
| OP 180 | Project Management |

One of the following may be included as a general elective:

| | |
|-------------|--|
| ITM 197 | Internship: Information Technology |
| ITM 198A–ZZ | Special Topics in Information Technology |

Electives – 33 units

Eleven courses from any upper- or lower-division courses.

Marketing Concentration – 51 units

To help lead an organization to success, marketing professionals must understand their market and their customers, and possess the skills to design and deliver valuable products and services. This concentration provides the student with the fundamentals and the basic toolkit any good marketing professional should have.

Required courses – 15 units

| | |
|---------|------------------------------------|
| MKT 102 | Consumer Behavior |
| MKT 103 | Marketing Research |
| MKT 105 | Integrated Marketing Communication |
| MKT 120 | Business Marketing and Sales |

One of the following:

| | |
|-------------|-----------------------------|
| MKT 124 | International Marketing |
| MKT 197 | Internship: Marketing |
| MKT 198A–ZZ | Special Topics in Marketing |

Electives – 36 units

Twelve courses from any upper- or lower-division courses.

Public Administration Concentration – 51 units

Today's public administrators deliver public services in close coordination and partnership with businesses and community-based organizations, domestically and internationally. Public service coverage has also grown from the traditional health and sanitation, education, public works and agriculture to include immigration, security and environmental concerns. Thus, there is a compelling need to deepen the student's critical understanding of governance institutions, policy-makers, legal and regulatory processes, business-government-civil society relations, as well as ethics, accountability and anti-corruption strategies.

Required courses – 15 units

| | |
|---------|--|
| PAD 100 | Public Administration and Public Affairs |
|---------|--|

Four of the following:

| | |
|-------------|---|
| PAD 102 | Policy Making and Analysis |
| PAD 104 | Privatization and the Public Service |
| PAD 105 | Public Budgeting Techniques and Processes |
| PAD 106 | Administrative Law and Justice |
| PAD 197 | Internship: Public Administration |
| PAD 198A–ZZ | Special Topics in Public Administration |
| PAD 199 | Directed Study in Public Administration |

Electives – 36 units

Twelve courses from any upper- or lower-division courses.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Bachelor of Science in Business (BSB)

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as master of science degrees in taxation, finance and marketing.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of nine concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Address a complex problem in business using strategies and tactics that lead to the development of actionable solutions (critical thinking)
- Analyze and interpret quantitative data and apply results to improve business strategy, tactics, and practice (quantitative fluency)
- Define and demonstrate accurately concepts and techniques of elementary statistics, including the collection and analysis of data, probability distributions, confidence intervals and hypothesis testing, linear regression and correlation and computer applications (quantitative fluency)
- Define and demonstrate accurately concepts and techniques of advanced algebra including algebra of functions, polynomial, rational, exponential and logarithmic functions, and linear and nonlinear systems (quantitative fluency)
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical practices and corporate social responsibility (ethics)
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem (information fluency)
- Construct written communications that clearly articulates and promotes business ideas, arguments, or solutions (written communication)
- Demonstrate interpersonal communication skills in collaborative projects, through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting (oral communication)
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts (lifelong learning)
- Develop innovative approaches and solutions to an existing or emerging challenge in business that also draw on disciplinary perspectives of ethics, other humanities and/or social sciences (broad integrative knowledge)
- Integrate and apply concepts, theories, strategies, and tactics of business in the construction of a summative project

(specialized knowledge/broad integrative knowledge)

- Define, explain, and correctly apply concepts, theories and practices in business (specialized knowledge)
- Address a complex problem in accounting and applies appropriate strategies and rules in the development of solutions (specialized knowledge)
- Analyze and interprets quantitative data and applies results to a complex problem in accounting (specialized knowledge)
- Define and explain accounting principles and applies these principles to problems in professional practice (specialized knowledge)

Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted.

A cumulative grade-point average of 2.00 (C) or higher is required in all courses taken at Golden Gate University, as well as in the courses designated "Required for the Major." Prerequisites to a course, if any, are shown in the course descriptions.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking basic proficiency requirements within their first 27 units at Golden Gate University. Placement tests must be taken prior to enrolling in ENGL 10A, 10B or 1A and MATH 10, 20 or 30 to ensure proper placement in the sequences (see course descriptions in this catalog for details).

General Education Requirements — 60 units

| | |
|----------|---|
| UGP 10 | Gateway to Success (To be taken in first term of program) |
| CRTH 10 | Critical Thinking |
| ENGL 1A | Expository Writing |
| ENGL 1B | Research Writing |
| ENGL 120 | Business Writing |

One of the following:

| | |
|---------|-----------------------------|
| COMM 35 | Speech Communication |
| COMM 40 | Understanding Communication |

Liberal Studies Core — 21 units

| | |
|---------|--|
| ARTS 50 | Contemporary Arts and Culture or any other ARTS course offered |
| HIST 50 | Contemporary American Economic History or any other HIST course offered |
| HUM 50 | Examining the Humanities or any other HUM course offered |
| LIT 50 | Principles of Storytelling or LIT 160 Business in Movies or any other LIT course offered |
| PHIL 50 | Professional and Personal Ethics or any other PHIL course offered |
| SCI 50 | Science, Technology and Social Change or any other SCI course offered |
| SOSC 50 | American Government in the 21st Century or any other SOSC course offered |

Foundation— 21 units

| | |
|----------|------------------------------|
| MATH 30 | College Algebra |
| MATH 40 | Statistics |
| MATH 104 | Regression Analysis |
| ACCTG 1A | Financial Accounting |
| ACCTG 1B | Managerial Accounting |
| ECON 1 | Principles of Microeconomics |
| ECON 2 | Principles of Macroeconomics |

Major Requirements — 30 units

| | |
|---------|---|
| FI 100 | Financial Management |
| ITM 125 | Management Information Systems |
| MGT 100 | Manager as Communicator |
| MGT 140 | Management Principles |
| MGT 145 | Law of Contracts, Sales and Commercial Transactions |
| MGT 156 | Management Policy and Strategy (Capstone course to be taken in final term of program) |
| MGT 173 | Human Resource Management |
| MGT 179 | International Business |
| MKT 100 | Introduction to Marketing |
| OP 100 | Principles of Operations Management |

General Concentration — 33 units

Eleven additional upper- or lower-division courses for a total of 33 units

Accounting Concentration — 33 units

The concentration in accounting prepares students for a career in the areas of financial and managerial accounting, internal and external auditing, consulting and taxation. It satisfies the education requirements for the CPA and CMA examinations. Beyond technical accounting skills, students will graduate with a sound foundation in economics, law, finance, management, information systems, quantitative methods and communications. Students who wish to engage in an accounting internship are encouraged to include ACCTG 198 in the general electives required for the program.

Required courses — 21 units

| | |
|------------|---------------------------------------|
| ACCTG 100A | Intermediate Accounting I |
| ACCTG 100B | Intermediate Accounting II |
| ACCTG 100C | Intermediate Accounting III |
| ACCTG 105 | Cost Management |
| ACCTG 108A | Federal Income Tax I |
| ACCTG 111 | Auditing |
| ACCTG 159 | Accounting Research and Communication |

Electives — 12 units

Four courses from any upper- or lower-division courses

Finance Concentration — 33 units

Finance experts are among the most valued employees in any corporation. From investments and portfolio work, to corporate strategy and financial services, this concentration exposes students to the world of finance and will assist them in adding value to companies through a sound understanding of the field.

Required courses — 15 units

| | |
|----------|---------------------------------|
| ECON 103 | Money and Banking |
| FI 102 | Financial Analysis |
| FI 105 | Modeling for Financial Analysis |
| FI 120 | Investments |

One of the following:

| | |
|------------|--|
| FI 101 | Strategic Decisions in Financing and Investing |
| FI 160 | Personal Financial Planning |
| FI 197 | Internship: Finance |
| FI 198A–ZZ | Selected Topics in Finance |
| FI 199 | Directed Study in Finance |

Electives — 18 units

Six courses (18 units) from any upper- or lower-division courses

Human Resource Management Concentration — 33 units

Human resource professionals are constantly using their versatile skill sets to reinvent the workplace. They work to make sure that employees are innovative, well-trained, utilized and compensated and are the type of people who will lead their companies to competitive advantage. It is HR that stewards the most valuable asset a company has — its people.

Required courses — 15 units

| | |
|---------|--|
| MGT 174 | Labor-Management Relations |
| MGT 175 | Personnel Recruitment, Selection and Placement |
| MGT 176 | Compensation Decision Making |
| MGT 177 | Training Methods and Administration |

One of the following:

| | |
|-------------|------------------------------|
| MGT 172 | Basic Employment Law |
| MGT 197 | Internship: Management |
| MGT 198A–ZZ | Special Topics in Management |

Electives — 18 units

Six courses from any upper- or lower-division courses.

Information Technology Concentration — 33 units

The ongoing convergence between information technology systems and business is a driving force in the marketplace today. As the world becomes more dependent on the integration of information technologies, data and business functions, individuals who can meaningfully integrate information technology and IT management skills with the expectations of business function areas will be a valuable asset to any company.

Required courses — 18 units

| | |
|---------|---|
| ITM 105 | Social Media in Business |
| ITM 106 | Information Technology for Managers I |
| ITM 107 | Information Technology for Managers II |
| ITM 108 | Introduction to Database Systems for Managers |
| ITM 144 | Database Administration for Managers |
| OP 180 | Project Management |

One of the following may be included as a general elective:

ITM 197 Internship: Information Technology
ITM 198A–ZZ Special Topics in Information Technology

Electives – 15 units

Five courses from any upper- or lower-division courses

International Business Concentration – 33 units

The more global our world becomes, the more important it is to have a solid foundation in the way to do business across cultures. From people, to logistics to differences in systems, this concentration will prepare students to take on the world, literally.

Required courses – 15 units

Five of the following:

FI 141 International Banking and Finance
MGT 188B Doing Business in East and Southeast Asia
MGT 188C Doing Business in Europe
MGT 188D Doing Business in Latin America
MGT 197 Internship: Management
MGT 199 Directed Study in Management
MKT 124 International Marketing
OP 113 Import/Export Fundamentals

Electives – 18 units

Six courses (18 units) from any upper- or lower-division courses

Marketing Concentration – 33 units

To help lead an organization to success, marketing professionals must understand their market and their customers, and possess skills to design and deliver valuable products and services. This concentration provides the student with the fundamentals and the basic toolkit any good marketing professional should have.

Required courses – 15 units

MKT 102 Consumer Behavior
MKT 103 Marketing Research
MKT 105 Integrated Marketing Communication
MKT 120 Business Marketing and Sales

One of the following:

MKT 124 International Marketing
MKT 197 Internship: Marketing
MKT 198A–ZZ Special Topics in Marketing

Electives – 18 units

Six courses from any upper- or lower-division courses

Operations and Supply Chain

Management Concentration – 33 units

Professionals in this field are responsible for the internal workings of their companies. They can be part of almost any business facet, including product and process design, planning, purchasing, distribution and technology. The underpinning purpose of people with these cross-functional skills is to lead the company to success through continual improvement.

Required courses – 15 units

Five of the following:

OP 108 Supply Chain Logistics
OP 113 Import/Export Fundamentals
OP 121 Production Planning and Inventory Control
OP 124 Business Process Improvement
OP 164 Purchasing and Materials Management
OP 180 Project Management
OP 197 Internship: Operations Management

Electives – 18 units

Six courses (18 units) from any upper- or lower-division courses

Public Administration Concentration – 33 units

Today's public administrators deliver public services in close coordination and partnership with businesses and community-based organizations, domestically and internationally. Public service coverage has also grown from the traditional health and sanitation, education, public works and agriculture to include immigration, security and environmental concerns. Thus, there is a compelling need to deepen the student's critical understanding of governance institutions, policy-makers, legal and regulatory processes, business-government-civil society relations, as well as ethics, accountability and anti-corruption strategies.

Required courses – 15 units

PAD 100 Public Administration and Public Affairs

Four of the following:

PAD 102 Policy Making and Analysis
PAD 104 Privatization and the Public Service
PAD 105 Public Budgeting Techniques and Processes
PAD 106 Administrative Law and Justice
PAD 197 Internship: Public Administration
PAD 198A–ZZ Special Topics in Public Administration
PAD 199 Directed Study in Public Administration

Electives – 18 units

Six courses from any upper- or lower-division courses

For the most up-to-date program information and course listings, visit www.ggu.edu.

Undergraduate Certificates

Undergraduate Certificate in Accounting

The 18-unit Undergraduate Certificate in Accounting is designed for students who do not have an undergraduate accounting degree. It will help you enhance your accounting knowledge and expand your career opportunities. It may fulfill the education requirements to sit for the CPA or Certified Management Accountant (CMA) examinations. This certificate is offered online only.

All 18 units must be upper-division accounting (100-level, prefix ACCTG) and must be taken at Golden Gate University with a grade of C or better. Students intending to apply to the Master of Accountancy (MAc) program must attain at least a 3.0 (B) overall GPA in courses which are part of the MAc foundation. All prerequisites must be satisfied.

Undergraduate Certificate in Finance

Many business professionals recognize the importance of university coursework in finance, but have neither the time nor the need to complete the requirements for a traditional academic degree. For such students, a certificate is the ideal solution. The Undergraduate Certificate in Finance can be structured to serve as preparation for the Chartered Financial Analyst (CFA) exam.

The certificate in finance requires completion, with a C average or better, of 15 units of finance undergraduate courses (prefix FI) at Golden Gate. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Undergraduate Certificate in Human Resource Management

With a certificate in human resource management, students will learn to understand the problems of today’s changing human resource industry and what techniques are most effective in managing personnel and organizational structures. The Undergraduate Certificate in Human Resource Management requires completion, with a C average or better, of the following 15 units at Golden Gate. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required Courses – 15 units

| | |
|---------|--|
| MGT 173 | Human Resource Management |
| MGT 174 | Labor-Management Relations |
| MGT 175 | Personnel Recruitment, Selection and Placement |
| MGT 176 | Compensation Decision Making |
| MGT 177 | Training Methods and Administration |

One of the following may be substituted for one of the above:

| | |
|-------------|------------------------------|
| MGT 140 | Management Principles |
| MGT 197 | Internship: Management |
| MGT 198A–ZZ | Special Topics in Management |

Undergraduate Certificate in Information Technology

The Undergraduate Certificate in Information Technology can be configured to suit students’ unique professional goals and requirements. The flexible structure allows students to acquire new knowledge or to refresh their knowledge and skills in areas they need most. Students will gain insight to information technology management through interdisciplinary coursework that will teach them to learn and assimilate new technologies in changing business environments. Students will also gain leadership expertise, build problem-solving skills and develop global understanding of technology issues.

The 15-unit Undergraduate Certificate in Information Technology requires completion, with a C average or better, of the following 15 units at Golden Gate University. Enrollment as a degree candidate is not required. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent course work or by taking the courses at Golden Gate University) before the certificate courses can be completed.

Courses successfully completed in this program may be transferred, if applicable, to the MS in information technology management degree. However, students must still satisfy the graduate admission requirements.

For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required courses – 15 units

| | |
|---------|--------------------------------|
| ITM 125 | Management Information Systems |
|---------|--------------------------------|

Take four 100-level ITM courses for 9 units; OP 180 may also be taken.

Undergraduate Certificate in International Business

As the marketplace becomes increasingly global, a contemporary understanding of its rules, logistics and cultural nuances has never been more important. Students will keep their skill sets relevant in any business with an Undergraduate Certificate in International Business.

This certificate requires completion, with a C average or better, of the following 15 units at Golden Gate. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required courses – 15 units

| | |
|---------|--|
| FI 141 | International Banking and Finance |
| MGT 179 | Introduction to International Business |
| OP 113 | Import/Export Fundamentals |

One of the following:

| | |
|----------|---|
| MGT 188B | Doing Business in East and Southeast Asia |
| MGT 188C | Doing Business in Europe |
| MGT 188D | Doing Business in Latin America |

One of the following:

| | |
|----------|---------------------------------|
| ECON 108 | International Economics |
| FI 106 | International Corporate Finance |
| MGT 197 | Internship: Management |
| MKT 124 | International Marketing |

Undergraduate Certificate in Management

Students can enhance their general business acumen and leadership skills, support the working knowledge they have or learn what's new in the business field since they were last in school with an Undergraduate Certificate in Management. This certificate requires completion, with a C average or better, of any 15 or 30 units of management courses (prefix MGT) at Golden Gate. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed.

For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100.

Undergraduate Certificate in Marketing

The Undergraduate Certificate in Marketing is designed for students interested in either acquiring knowledge in marketing, or in refreshing or extending their knowledge in the marketing field. The certificate requires completion, with a C average or better, of the following 15 units at Golden Gate. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100.

Required courses – 3 units

| | |
|---------|-------------------------|
| MKT 100 | Principles of Marketing |
|---------|-------------------------|

Electives – 12 units

Any four courses with the MKT prefix for a total of 12 units.

Undergraduate Certificate in Operations and Supply Chain Management

The Undergraduate Certificate in Operations and Supply Chain Management is for professionals who may not need a degree but want to update or broaden their skills. The program normally involves four courses (12 units) with the operations management (prefix OP) and two other courses (6 units) as approved by the department for a total of 18 units. All courses must be completed at Golden Gate with a C average (2.00) or better. Enrollment as a degree candidate is not required, but students must consult with the department chair or program director prior to enrolling to determine the appropriate coursework required. In some cases, additional prerequisite coursework may be required depending on the student's background. Students who qualify for admission

to the degree programs may apply credit earned in these certificate programs toward degree requirements. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100.

Undergraduate Certificate in Public Administration Leadership

With a certificate in public administration, students will learn to: 1) analyze the social, economic, political, environmental, labor, agricultural, health, technical, educational, immigration, security and other issues which have become endemic to today's rapidly evolving government and nonprofit sectors, and 2) determine what innovative techniques make public service delivery more effective, efficient, economical, responsive, transparent, predictable and participatory. The Undergraduate Certificate in Public Leadership requires completion, with a C average or better, of the following 18 units at Golden Gate. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100.

Required Courses – 18 units

| | |
|---------|----------------------------------|
| PAD 100 | Public Policy and Administration |
|---------|----------------------------------|

Any five from the following:

| | |
|-------------|---|
| PAD 102 | Policy Making and Analysis |
| PAD 104 | Privatization and the Public Service |
| PAD 105 | Public Budgeting Techniques and Processes |
| PAD 106 | Administrative Law and Justice |
| PAD 197 | Internship: Public Administration |
| PAD 198A-ZZ | Special Topics in Public Administration |
| PAD 199 | Directed Study in Public Administration |

For the most up-to-date program information and course listings, visit www.ggu.edu.

School of Accounting

Accounting is fundamental to the success of any organization, allowing leaders to assess the economic outcomes of their decisions, exercise control over the organization’s parts, and consider the impact of alternatives. Accounting provides the data that allows the capital markets to function efficiently and confidently. As the saying goes, “Accounting is the language of business.”

Accountants are key employees in almost every organization across the private, nonprofit and government sectors. The public accounting industry now generates more than \$131 billion annually in revenues worldwide.¹ Accounting continues to be a reliable and growing profession; demand for those with accounting skills is expected to increase at least 11 percent through 2024.²

The School of Accounting seeks to provide outstanding new talent to the profession and to help those already working as accountants increase their competencies and enhance their potential for success.

Relevant Education

The hallmark of the School of Accounting’s programs is relevancy. Heeding the calls for accounting education reform coming from regulatory and standard-setting bodies such as the Securities and Exchange Commission and the Financial Accounting Standards Board, legislators, major public accounting firms and distinguished academics, the School of Accounting has curricular and programmatic relevancy as its core value. Its programs not only provide solid technical skills, they also ensure that graduates understand the context in which accountants operate, from economics and finance, to law and public policy, to the implications of globalization, to the systems by which goods and services are created and distributed.

In addition, essential skills in oral and written communication, quantitative methods, critical thinking and teamwork and leadership are developed. Ethics and professional responsibility underlies all of our coursework and other activities. Professionalism is stressed and expected. Students learn how to engage in financial accounting, auditing, tax and other research. They become proficient with the books of account.

Our purpose is to develop the full potential of each student as an accounting professional and future leader in the discipline.

For further information about the School of Accounting, please contact:

School of Accounting
 Golden Gate University
 536 Mission Street
 San Francisco, CA 94105-2968
 Phone: 415-442-6559
 Fax: 415-543-2607
 E-mail: accounting@ggu.edu
 Website: www.ggu.edu

For the most up-to-date program information and course listings, visit www.ggu.edu.

Accounting Programs offered:

| | |
|---|----|
| Master of Accountancy (MAc) | 15 |
| with a general concentration. | 16 |
| with a concentration in | |
| Forensic Accounting. | 16 |
| Taxation. | 16 |
| Master of Science in Accounting | 17 |
| with a general concentration. | 17 |
| with a concentration in Forensic Accounting | 17 |
| Graduate Certificates in | |
| Accounting | 19 |
| Forensic Accounting | 19 |

1 “The Professional Services Industry in the United States.” Select USA. Web. 8 May 2014. <http://selectusa.commerce.gov/industry-snapshots/professional-services-industry-united-states>.

2 “Occupational Outlook Handbook: Accountants and Auditors.” U.S. Bureau of Labor Statistics. Web. 8 May 2014. <http://www.bls.gov/ooh/business-and-financial/accountants-and-auditors.htm#tab-1>.

Master of Accountancy (MAc)

The Master of Accountancy (MAc) is intended to meet the needs of both career-changers and those already working in the profession who wish to further develop their expertise. For many students, the MAc will satisfy the education requirements to sit for the Certified Public Accountant (CPA) or Certified Management Accountant (CMA) examinations. In addition to studying several key accounting sub-disciplines, they will have the opportunity to customize their degrees by choosing 12 units from an extensive list of accounting, tax and business electives. Students also have the option to complete the MAc degree with a concentration in forensic accounting or taxation. Eligible students may earn up to six units of electives through an internship for approved real world experience acquired during their degree programs.

The Master of Accountancy can be obtained in person through our evening and full-time cohort programs in San Francisco and online. The evening and online venues allow students to earn their degrees at their own pace. Online learning offers extraordinary flexibility to those whose obligations or physical location prohibit regular attendance at the San Francisco campus.

The full-time cohort MAc program allows students to complete the degree in as few as 12 months. The cohort program utilizes a small-class-size learning experience with the same group of future accounting professionals. The cohort begins in late July and completes an intense load of seven courses by early December. Extensive career preparation and job placement activities run concurrently with the course work.

The Accounting Career Fair is held late in September, after which public accounting firms, government agencies and corporations meet and hire Golden Gate University students.

Internship opportunities may be available for eligible students for up to six units of elective credit. Prospective students are strongly urged to contact the School of Accounting for an advising appointment at the earliest opportunity should they wish to participate in the full-time cohort MAc program.

Student Learning Outcomes

Graduates of the master of accountancy program will demonstrate:

- The ability to identify accounting issues, research and effectively communicate the results in writing
- The ability to identify accounting issues, research and effectively communicate the results orally
- Knowledge and understanding of a diverse range of subjects relevant to a future career as an accountant. A non-exhaustive list of topics includes financial accounting principles and doctrines, auditing, internal controls, accounting information systems, managerial accounting, fraud examination, taxation, business law, economics, finance, international business, forensic accounting and data analysis techniques.
- An understanding of the business, legal, professional and ethical context for a career as a professional accountant, and will be able to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant

Requirements for the Master of Accountancy

The MAc program requires 45 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted. For further information, refer to the catalog section “Required Academic Progress and Grade Requirements” on p. 137.

Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the Internet, and to have a working familiarity with computers and the software applications appropriate for graduate study.

Math Proficiency Requirement

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

Finance Proficiency Requirement

Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

Advanced Program – 45 units

Core Courses — 33 units

| | |
|------------|---|
| ACCTG 300 | Accounting Research and Communication |
| ACCTG 301 | Introduction to Accounting Standards and Accounting Information Systems |
| ACCTG 301A | Intermediate Accounting I |
| ACCTG 301B | Intermediate Accounting II |
| ACCTG 302 | Accountants Professional Responsibility and Ethics |
| ACCTG 305 | Topics in Financial Accounting |
| ACCTG 310 | Auditing |
| ACCTG 312 | Advanced Auditing |
| ACCTG 351B | Business Law |
| ACCTG 351C | Communication and Analysis of Financial Information |
| ACCTG 360 | Federal Taxation |

In addition to the core courses, a 12 unit concentration must be completed.

General Concentration — 12 units

The master of accountancy general concentration helps students master the theory and principles that frame a wide range of problems and issues encountered in the accounting profession.

Required Graduate Course — 3 units

ACCTG 320 Issues in Modern Management Accounting

Electives — 9 units

Any Accounting 302 level course not part of the degree's core course requirement. Accounting 398 Internship may be only 1–6 units.

TA 318 Advanced Federal Income Taxation

TA 329 Tax Research and Decision Making

Advisor-approved courses from the Ageno School of Business or Bruce F. Braden School of Tax.

Forensic Accounting Concentration — 12 units

The School of Accounting's MAC forensic accounting concentration is for both career changers and those already working in the profession who wish to develop specialized forensic accounting expertise. It includes courses in fraud examination, financial statement investigations, complex discovery and data management, the role of the expert and expert report, bankruptcy and insolvency, economic damages, valuation and lost profits.

The MAC can be obtained in person through our evening and full-time day programs in San Francisco and online. The evening and online venues allow students to earn their degrees at their own pace. Online learning offers extraordinary flexibility to those whose obligations or physical location prohibit regular attendance at the San Francisco campus.

The MAC forensic accounting concentration requires 45 units of graduate coursework. The requirements are the core courses described above (33 units) plus 12 units of concentration courses described below.

Required Concentration Courses — 9 units

ACCTG 311 Fraud Examination

ACCTG 372 Introduction to Forensic Accounting (Must be completed with B- or better)

ACCTG 374 Damages

Electives — 3 units

ACCTG 373 Forensic Accounting in Family Law

ACCTG 375A Economic Damages (1 unit)

ACCTG 375C Forensic Valuation (1 unit)

ACCTG 375D Bankruptcy and Insolvency (1 unit)

ACCTG 375G Construction Claims (1 unit)

ACCTG 375I Lost Wages and Employment Litigation (1 unit)

ACCTG 375J Disputes in Mergers & Acquisitions (1 unit)

ACCTG 375K Intellectual Property (1 unit)

ACCTG 375L Financial Statement Investigations (1 unit)

ACCTG 375N Complex Discovery and Data Management (1 unit)

ACCTG 375O Expert Testimony (1 unit)

ACCTG 375P Role of the Expert and the Expert Report (1 unit)

ACCTG 375R Allegations of Audit Failure (1 unit)

ACCTG 376A–ZZ Special Topics in Forensic Accounting (1 unit)

ACCTG 398 Internship: Accounting (1–6 units)

Taxation Concentration — 12 units

The MAC's taxation concentration is intended to meet the needs of both career-changers and those already working in the profession who wish to further develop their expertise. By requiring an extensive focus on taxation, this concentration develops significant tax knowledge as part of a program that includes creation of a strong accounting foundation.

The MAC can be obtained in person through our evening and full-time day programs in San Francisco and GGU eLearning. The evening and online venues allow students to earn their degrees at their own pace. Online learning offers extraordinary flexibility to those whose obligations or physical location prohibit regular attendance at the San Francisco campus.

The MAC taxation concentration requires completion of the master of accountancy proficiency and 45 units of graduate courses. The graduate course requirements are 33 units of core course described above and 12 units of taxation concentration courses described below.

Required Concentration Courses — 9 units

TA 318 Advanced Federal Income Taxation

TA 329 Tax Research and Decision Making

TA 330 Property Transactions

Electives — 3 units

TA 322 Federal Income Taxation of Corporations and Shareholders I

TA 328 Federal Income Taxation of Partners and Partnerships

TA 338 Tax Timing

TA 398 Internship

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Accounting (MSA)

The Master of Science in Accounting (MSA) is intended to meet the needs of those who have studied accounting and wish to further develop their expertise. For many students, the MSA will satisfy the 150-hour education requirement to become a licensed Certified Public Accountant (CPA). They will have the opportunity to customize their degrees by choosing 21 units of electives from an extensive list of accounting, tax and business courses. Students also have the option to complete the MSA degree with a concentration in forensic accounting. Eligible students may earn up to six units of electives through an internship for approved, real-world experience acquired during their degree program.

The Master of Science in Accounting can be obtained in person through our evening program in San Francisco, or completely online. The evening and online venues allow students to earn their degrees at their own pace.

Student Learning Outcomes

Graduates of the master of science in accounting program will demonstrate:

- The ability to identify accounting issues, research and effectively communicate the results orally and in writing.
- Knowledge and understanding of a diverse range of subjects relevant to a future career as an accountant. Topics include financial accounting principles and doctrines, auditing, internal controls, accounting information systems, managerial accounting, fraud prevention and detection, taxation, business law, economics, finance, international business, forensic accounting and data-analysis techniques.
- An understanding of the business, legal, professional and ethical context for a career as a professional accountant, and the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.
- An advanced specialization in accounting.

Requirements for the Master of Science in Accounting

The master of science in accounting program requires 30 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted.

Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing and including the internet and to have a working familiarity with computers and the software applications appropriate for graduate study.

Math Proficiency Requirement

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria. For further information refer to our website.

Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

Finance Proficiency Requirement

Students are also expected to possess a level of economic skill and knowledge at least equivalent to that attained in FI 100.

Accounting Proficiency Requirements – 18 units*

| | |
|------------|------------------------------------|
| ACCTG 1B | Introductory Managerial Accounting |
| ACCTG 100A | Intermediate Accounting |
| ACCTG 100B | Intermediate Accounting II |
| ACCTG 108A | Federal Income Tax I |
| ACCTG 111 | Auditing |
| ACCTG 146 | Business Law |

*Accounting proficiency requirements will be waived if students have previously completed comparable courses at another regionally accredited four-year degree granting institution with a grade of "C-" or better.

Advanced Program – 30 units

Core Courses – 9 units

| | |
|------------|---|
| ACCTG 300 | Accounting Research and Communication |
| ACCTG 305 | Topics in Financial Accounting |
| ACCTG 351C | Communication and Analysis of Financial Information |

General Concentration – 21 units

Limited Electives – 6 Units

| | |
|-----------|--|
| ACCTG 302 | Accountants Professional Responsibility and Ethics |
| ACCTG 306 | Advanced Issues in Financial Accounting |
| ACCTG 311 | Fraud Examination |
| ACCTG 312 | Advanced Auditing |
| ACCTG 321 | Strategic Cost Management and Control Systems |
| ACCTG 361 | Taxation of Corporations and Other Entities |
| ACCTG 372 | Introduction to Financial Forensic Accounting |
| TAX 329 | Tax Research and Decision Making |

Other Electives – 15 Units

Any Accounting 302 level or higher accounting course other than ACCTG 310 Auditing, ACCTG 320 Issues in Modern Management Accounting, ACCTG 360 Federal Taxation and ACCTG 351B Business Law.

Advisor-approved electives from the Bruce F. Braden School of Taxation or the Edward S. Ageno School of Business.

Forensic Accounting Concentration — 21 units

The MSA forensic accounting concentration is intended to meet the needs of those who have studied accounting and wish to develop specialized forensic accounting expertise. It includes courses in fraud auditing, financial statement investigations, complex discovery and data management, the role of the expert and expert report, bankruptcy and insolvency, economic damages, valuation and lost profits.

The concentration in forensic accounting requires completion of the master of science in accounting proficiency and prerequisite requirements, core courses, plus nine units of required courses, 12 units of limited electives chosen from the list, and three units of additional electives as described below.

Required Courses — 9 units

| | |
|-----------|-------------------------------------|
| ACCTG 311 | Fraud Examination |
| ACCTG 372 | Introduction to Forensic Accounting |
| ACCTG 374 | Damages |

Limited Electives — 9 units

| | |
|---------------|--|
| ACCTG 302 | Accountants Professional Responsibility and Ethics |
| ACCTG 305 | Topics in Financial Accounting |
| ACCTG 306 | Advanced Issues in Financial Accounting |
| ACCT 312 | Advanced Auditing |
| ACCTG 321 | Strategic Cost Management and Control Systems |
| ACCTG 373 | Forensic Accounting in Family Law |
| ACCTG 375A | Economic Damages (1 unit) |
| ACCTG 375C | Forensic Valuation (1 unit) |
| ACCTG 375D | Bankruptcy and Insolvency (1 unit) |
| ACCTG 375G | Construction Claims (1 unit) |
| ACCTG 375I | Lost Wages and Employment Litigation (1 unit) |
| ACCTG 375J | Disputes in Mergers & Acquisitions (1 unit) |
| ACCTG 375K | Intellectual Property (1 unit) |
| ACCTG 375L | Financial Statement Investigations (1 unit) |
| ACCTG 375N | Complex Discovery and Data Management (1 unit) |
| ACCTG 375O | Expert Testimony (1 unit) |
| ACCTG 375P | Role of the Expert and the Expert Report (1 unit) |
| ACCTG 375R | Allegations of Audit Failure (1 unit) |
| ACCTG 376A–ZZ | Special Topics in Forensic Accounting (1 unit) |
| ACCTG 398 | Internship: Accounting (1–6 units) |

Other Electives — 3 units

Any 302-level or higher accounting course other than ACCTG 310(Auditing), ACCTG 320 (Issues in Modern Management Accounting), ACCTG 360 (Federal Taxation) and ACCTG 351B (Business Law), and all core and limited elective courses.

Advisor-approved electives from the Bruce F. Braden School of Taxation or the Edward S. Ageno School of Business.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Graduate Certificates in Accounting

Graduate Certificate in Accounting

The graduate certificate in accounting provides students the opportunity to enhance their professional education and advance their accounting careers. Students who complete the certificate may be able to enter the master of accountancy degree and complete it with as few as five additional classes, depending on the student's academic performance in the certificate program and on whether the certificate classes selected satisfy the MAc degree requirements. Students must complete five 302-level or higher ACCTG prefix courses, for a total of 15 units. These courses may be taken in person or online. In addition, students may substitute one of these courses with a class from the Bruce F. Braden School of Taxation or a 300-level ITM prefix course from the Ageno School of Business, with the written approval of the dean of the School of Accounting. All prerequisites must be satisfied. Courses listed carry three semester units of credit unless otherwise noted. The required 15 units of graduate accounting courses must be completed at Golden Gate University. Please refer to p. 137 for the Required Academic Progress and Grade Requirements for Graduation for Graduate Students. For further information see "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100. Students should meet with an academic program advisor at the beginning of their studies to ensure that the certificate courses taken best meet their objectives.

Electives – 6 units

| | |
|---------------|---|
| ACCTG 373 | Forensic Accounting in Family Law |
| ACCTG 375A | Economic Damages (1 unit) |
| ACCTG 375C | Forensic Valuation (1 unit) |
| ACCTG 375D | Bankruptcy and Insolvency (1 unit) |
| ACCTG 375G | Construction Claims (1 unit) |
| ACCTG 375I | Lost Wages and Employment Litigation (1 unit) |
| ACCTG 375J | Disputes in Mergers & Acquisitions (1 unit) |
| ACCTG 375K | Intellectual Property (1 unit) |
| ACCTG 375L | Financial Statement Investigations (1 unit) |
| ACCTG 375N | Complex Discovery and Data Management (1 unit) |
| ACCTG 375O | Expert Testimony (1 unit) |
| ACCTG 375P | Role of the Expert and the Expert Report (1 unit) |
| ACCTG 375R | Allegations of Audit Failure (1 unit) |
| ACCTG 376A–ZZ | Special Topics in Forensic Accounting (1 unit) |
| ACCTG 398 | Internship: Accounting (1–6 units) |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Graduate Certificate in Forensic Accounting

The School of Accounting's certificate in forensic accounting includes courses in fraud examination, financial statement investigations, complex discovery and data management, the role of the expert and expert report, bankruptcy and insolvency, economic damages, valuation and lost profits. Students expected in this certificate program include CPAs looking for forensic accounting expertise and attorneys who need to know the vocabulary of forensics, as well as what questions to ask during complex discovery and litigation. Forensic courses will be eligible for CPE and MCLE credit.

A total of 15 units of forensic accounting courses must be completed at Golden Gate University with an overall B average (3.0 grade-point average) or better to earn the certificate. Please refer to p. 137 for the Required Academic Progress and Grade Requirements for Graduation for Graduate Students. Courses listed carry three semester units of credit unless otherwise noted.

Please note that some courses taken as part of the forensic accounting certificate will have prerequisites. These prerequisites must be satisfied (through transfer or equivalent course work or through courses taken at Golden Gate University) to earn the certificate.

For further information, see "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100.

Students should meet with a School of Accounting adviser at the beginning of their studies to ensure that the certificate courses taken best meet their objectives.

Required Courses – 9 units

| | |
|-----------|---|
| ACCTG 372 | Introduction to Financial Forensic Accounting |
| ACCTG 311 | Fraud Examination |
| ACCTG 374 | Damages |

Edward S. Ageno School of Business

The Ageno School of Business offers programs designed for working adults seeking to advance in their careers and achieve their life goals. We offer the widest range of master's degrees and certificates in business in the San Francisco Bay Area, in the most highly demanded business, technological, nonprofit and governmental areas, including business data analytics, finance, human resource management, information technology management, integrated marketing communications, management, marketing, public relations, project management, supply chain management, psychology and public administration. Our programs open the door to new career opportunities, helping students achieve their life goals.

Through intensive case studies, in-depth study of business, nonprofit and public management concepts and practical application, the degree programs at the Ageno School of Business give students the hands-on knowledge and effective skills that can make an immediate difference on the job.

Relevant Education

Business and governments evolve, and so do we. The programs we offer are constantly updated to reflect current trends and practices, providing students with the most relevant know-how.

GGU offers two programs designed to hone general managerial skills: our Master of Business Administration (MBA) programs and the Executive Master of Public Administration (EMPA).

The two different graduate business administration programs meet the needs of our busy, working students: our new integrated MBA and executive MBA (EMBA). The integrated MBA program builds leadership skills throughout the program, provides an integrated perspective of management, and allows you to tailor the program to your specific career interests and goals with one of 13 concentrations. Concentrations include business data analytics, entrepreneurship, project management and even the option to design your own. The Executive MBA program provides mid-level managers and above with an opportunity to learn and develop the management skills that will enable them to excel in today's competitive environment. With the cohort structure, your learning is shared and enhanced by the experiences of your peers. Engaged mentorship by your faculty and program director also provides the necessary support to take your career to the next level.

The EMPA is designed to support careers in the government and non-profit sectors, and has recently added a Law Enforcement & Security concentration in addition to the Judicial Administration concentration.

We offer a dedicated master's degree in counseling psychology and one in industrial-organizational psychology. Our new programs in information technology management and project management provide an integration of business and information technology to give professionals the flexibility to understand as well as manage the wide range of technology issues and tools that drive the contemporary enterprise.

Our MS in marketing degree features a concentration in digital and online marketing and both the MS in marketing and MS in integrated marketing communications include core teamwork and critical thinking skills so that graduates not only develop an understanding of key marketing practices, but also learn the practical skills required to work in a marketing organization.

With the addition of a new final capstone course in the MS in financial planning degree, students in our financial planning

program will work with live clients to develop and deliver comprehensive financial plans.

We also encourage students to participate in appropriate internship programs as a way to bring more professionally focused practice into their educational experience. By the time students graduate, they will be sure to have the needed preparation and confidence to succeed.

Students are also encouraged to bring work projects into the classroom or online discussion rooms for in-depth analysis and exchange, for the opportunity to receive assistance from peers and a fresh perspective on the issues faced daily.

Consistent with our focus on business-professional education, we also offer the only doctoral program for working professionals in the Bay Area.

Quality and Convenience

We recognize that for students juggling the responsibilities of work, family and school, time is very valuable. To meet the demanding schedules of working professionals, classes are conveniently offered online or in person in the evenings and on weekends. Students have the choice to complete their MBA or MS degree programs either all online, all in person, or a combination of the two. The Executive Master of Public Administration and MS in human resource management programs can now also be completed at the Silicon Valley location.

Benefits

- Faculty are practitioners who do what they teach.
- Wide selection of relevant, professionally oriented bachelor and master's degrees.
- Flexible programs for working professionals: in person and online.

For further information about the Edward S. Ageno School of Business, please contact:

Edward S. Ageno School of Business
Golden Gate University
536 Mission Street
San Francisco, CA 94105-2968
Phone: 415-442-6500
Fax: 415-442-6579
E-mail: biz@ggu.edu
Website: www.ggu.edu

For the most up-to-date program information and course listings, visit www.ggu.edu.

Graduate Business Programs

The Edward S. Ageno School of Business offers relevant programs in our continuing effort to help working adults prepare for today's competitive, rapidly changing global marketplace. With high-quality, in-depth instruction from practicing professionals, students will be able to apply what they learn today in the workplace tomorrow. We offer graduate degrees in accounting, business administration, entrepreneurship, finance, human resource management, information technology management, marketing, psychology and public administration, as well as 13 graduate certificates. In addition, our Master of Business Administration degree allows them to focus on an area of special interest with a choice of 12 different concentrations.

Degrees

Business Administration

Because today's companies want managers who understand technology, know how to lead and can motivate their work forces, these abilities are regularly emphasized throughout GGU's business administration and management programs. To succeed, students will need skill sets that help them stay current over time in this rapidly changing arena. The evolving global marketplace of today is highly competitive; it demands a new kind of executive. Students will develop a deep grounding in business theory along with first-rate leadership skills, technological sophistication, a keen understanding of human behavior and the ability to motivate — not dominate — coworkers. GGU's business administration programs are designed to make our graduates leaders who stand out in a crowd.

Finance

Finance experts are among the most valued employees in any corporation. Many CEOs trace their academic and professional roots back to finance, a reflection of the strategic perspective that this discipline provides. Whatever the student's intended destination in the rapidly changing world of finance, from investments and portfolio management to corporate strategy and financial services, GGU's finance curriculum delivers the tools necessary for success in his/her career. Today's financial experts increasingly depend on the sophisticated analytical techniques that are an integral part of our courses. Our goal is to help students develop the creative decision-making skills that they will need to move ahead in the global, technology-based world of finance. With our emphasis on professional-practice education, we offer an unwavering focus on how they can be better managers.

Financial Planning

Those who are considering careers in financial planning will enjoy thinking about the extraordinary advantages of this profession. These include flexibility in hours and working conditions, excellent compensation, and strong and growing demand for planners' services (providing, as a result, outstanding employment opportunities). These advantages are widely acknowledged and help to ensure that financial planning always ranks near the top of surveys on the most desirable jobs. But the profession offers several other appealing qualities that are less often mentioned but perhaps even more significant to its practitioners: the opportunity to use their talent and education to make significant positive changes in their clients' lives; and the intellectual and emotional

satisfaction that comes from blending technical, quantitative, and analytical abilities with highly developed skills in communication, psychology and human relations. GGU's graduate financial planning degrees and certificates will help them to cultivate those skills and abilities. Golden Gate offers one of the oldest and most highly regarded financial planning programs in the country. For those already in the profession, our program is designed to take their established careers to a higher level; and for those just entering the field, we will prepare them to launch a successful and rewarding new career.

Human Resource Management

The effective, strategic use of human resources is critical to business success. Business profitability requires increasingly versatile skill sets that are regularly updated. Companies need more innovative and creative employees. Employees need companies that make effective use of their talents and abilities. Global teams need to interact and work across cultures to attain competitive advantage. GGU's leading-edge human resource management program is carefully structured to give students the foundation and in-depth training they will need as a human resource or personnel manager. Through our innovative curriculum, students gain a thorough, hands-on understanding of what is happening in the marketplace; why it is happening; what the future trends may be; and how to positively affect the leading and managing of human resources in a changing, international business climate.

Information Technology Management

The convergence of people, business processes and technology is the driving force in business today. In the 21st century, business and information technologies are increasingly interdependent in creating value across the enterprise. These realities put a premium on professionals whose education provides both theoretical and applied skills. The MS ITM curriculum is grounded in the four foundational components of IT: 1) software, 2) infrastructure, 3) network/communications, and 4) data. Instructors with extensive field experience at some of the Bay Area's top companies present courses that address strategic application of the foundation while integrating emerging technologies, e.g. unstructured data analytics, cloud services, virtualization, mobile platforms, and social media. By graduation, students will have an in-depth knowledge of IT systems and the skills to effectively manage their use in support of business objectives.

Marketing and Public Relations

The increased pace of business today has changed the rules about how organizations communicate with their markets. GGU's Marketing and Public Relations Department monitors the developing trends in the marketplace and the concurrent changes in marketing education they make necessary. In that way, we provide students with a first-rate marketing education that's both cutting-edge and grounded in the strong foundation skills they must have to compete in today's business environment. Students will learn to identify issues relating to international marketing and technology, and create new solutions to them. We offer a range of courses so they can develop a deeper level of expertise in a number of marketing areas. Through case studies of real-life problems, students develop analytical and communication skills

while learning marketing classes along with acquiring marketing concepts for business in the 21st century.

Psychology

The study of psychology prepares individuals for some of today’s top employment opportunities. As businesses have come to recognize the importance of teamwork, good leadership and organizational flexibility, the need for psychologically-trained professionals has increased. Throughout society, there is also a growing demand for counselors, therapists, mediators, consultants and other psychologically-oriented professionals. GGU’s psychology degrees are unique in their flexibility and their emphasis on the real-world application of psychological theory. We offer combined concentrations and certificates that allow our student to customize their degree to match their existing experience and the future trends of the workplace.

Project Management

The Master Of Science In Project Management meets the need for focused graduate study in this growing discipline. Business leaders are becoming more aware that project alignment with organizational goals will increasingly drive business value. Students will graduate with project management skills that emphasize the need for an integrated relationship with business function areas. Our degrees and certificate in project management provide formal training that prepares graduates to manage local, outsourced, and global projects. Attention is paid to developing “soft skills,” which are needed for success in working in and among the multiple and diverse communities within the business organization. Golden Gate University is a member of and Registered Education Provider (R.E.P.TM) for, the Project Management Institute (PMITM).

Public Administration

The professional practice of public management is an art as well as a science. Today’s successful leaders in the public or nonprofit sector need intuition, creative problem-solving abilities and self-confidence, knowledge of the discipline, and communication and analytical skills. Since the 1960s, GGU has offered a public administration degree program of exceptional quality and academic rigor for the working student. Our Executive Master of Public Administration program prepares the student for a leadership role in the management of government and nonprofit agencies. This program will provide an in-depth study of public administration and train students on the skills and tools they will need to become a successful contributor to local, state and federal government and public service agencies, nonprofit organizations and international institutions. Some executive MPA program students have won prestigious awards, such as the Presidential Management Fellowship. GGU has been a National Association of Schools of Public Affairs and Administration (NASPAA) institutional member since 1973 and has a chartered Pi Alpha Alpha (public administration national honors society) chapter.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Graduate Programs offered:

| | |
|--|-----|
| Master of Business Administration (MBA) | .23 |
| with a general concentration. | .24 |
| with a concentration in | |
| Accounting | .24 |
| Business Data Analytics | .24 |
| Entrepreneurship | .24 |
| Finance | .25 |
| Global Supply Chain Management | .25 |
| Human Resource Management | .25 |
| Information Technology Management. | .25 |
| International Business | .26 |
| Management. | .26 |
| Marketing | .26 |
| Project Management. | .26 |
| Public Administration | .27 |
| Public Relations | .27 |
| Executive MBA (EMBA) | .28 |
| Joint MBA/Juris Doctor (JD) | .29 |
| Doctor of Business Administration | .30 |
| Master of Science in Finance | .32 |
| with a general concentration. | .32 |
| with a concentration in | |
| Corporate Finance. | .33 |
| Investment Management. | .33 |
| Master of Science in Financial Planning | .34 |
| Master of Science in Financial Planning and Taxation | .36 |
| with a concentration in | |
| Estate Planning | .36 |
| Taxation | .37 |
| Master of Science in Human Resource Management | .38 |
| Master of Science in Information Technology Management | .39 |
| with a general concentration. | .40 |
| with a concentration in Business Data Analytics. | .40 |
| Master of Science in Integrated Marketing Communications | .41 |
| with a general concentration. | .42 |
| with a concentration in Public Relations. | .42 |
| Master of Science in Marketing. | .43 |
| with a general concentration. | .42 |
| with a concentration in Digital Marketing. | .43 |
| Master of Science in Project Management | .44 |
| Master of Arts in Counseling Psychology | .45 |
| Master of Arts In Industrial–Organizational Psychology | .46 |
| Executive Master of Public Administration | .47 |
| with a general concentration. | .47 |
| with a concentration in | |
| Judicial Administration | .47 |
| Law Enforcement and Security | .48 |
| Graduate Certificates in | |
| Conflict Resolution | .49 |
| Counseling Skills | .49 |
| Finance | .49 |
| Financial Planning | .49 |
| Human Resource Management | .50 |
| Industrial-Organizational Psychology | .50 |
| Information Technology Management. | .50 |
| Integrated Marketing Communications | .50 |
| Marketing | .51 |
| Global Supply Chain Management | .51 |
| Project Management. | .51 |
| Public Administration Leadership | .52 |
| Public Relations | .52 |
| Technical Market Analysis. | .52 |

Master of Business Administration (MBA) Program

The GGU Master of Business Administration (MBA) program will advance your leadership skills and business knowledge using an activity-based learning approach. Our faculty members are seasoned professionals in their respective fields and will prepare you to lead in today's complex business environment.

The GGU MBA builds leadership skills throughout the program, provides an integrated perspective of management and allows you to tailor your program with one of our 13 concentrations to meet your interests and goals. These concentrations include business data analytics, entrepreneurship, project management and even the option to design your own.

Since the founding of its MBA program over half a century ago, GGU has pioneered evening and online programs for working professionals to achieve their career objectives. You will proceed at your own pace in deciding how many courses to take in a given trimester and study fully in-person, completely online or a combination of both.

Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management “holistic” perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

Requirements for the Master of Business Administration

GMAT/GRE Requirement

The GMAT/GRE is NOT required if you have more than 5 years of professional work experience and hold an earned bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. If you have less than 5 years of work experience, you will need to take the GMAT or GRE. For additional details, please view our graduate admissions requirements on www.ggu.edu.

Graduate Writing Proficiency Requirement

Students admitted to the Master of Business Administration degree program must meet the graduate writing proficiency requirement. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website.

Computer Proficiency Requirement

Applicants are expected to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Knowledge of word processing, spreadsheet analysis and network access capabilities are included for evaluation.

Deficiencies in computer proficiency may require additional work as determined by the faculty.

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

Foundation Program — 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of C or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time six units have been earned in the advanced program.

| | |
|-----------|----------------------------|
| ACCTG 201 | Accounting for Managers |
| ECON 202 | Economics for Managers |
| MATH 240 | Data Analysis for Managers |

Advanced Program — 33 units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and in integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

Skills Courses — 12 units

| | |
|---------|----------------------------------|
| MBA 300 | Management and Leadership |
| MBA 301 | Personal Leadership |
| MBA 302 | Communications and Presentations |
| MBA 303 | Teamwork |

Contextual Courses — 6 units

| | |
|---------|---------------------------|
| MBA 310 | Context of Business |
| MBA 311 | Human Resource Management |

Functional Courses — 12 units

| | |
|---------|-----------------------------------|
| MBA 320 | Marketing |
| MBA 321 | Finance |
| MBA 322 | Operations |
| MBA 323 | Information Technology Management |

Capstone Course — 3 Units

| | |
|---------|-------------------|
| MBA 350 | Business Planning |
|---------|-------------------|

Concentration – 12 units

The four concentration courses in the advanced program allows the student to develop expertise in a specialized area of business. The concentrations include required and elective courses. Currently, GGU offers 14 MBA concentrations. Or, students can choose a general concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

Students choose one of the following concentrations for 12 units:

General Concentration – 12 units

Whatever the student's goal in the world of business, the general concentration allows the student to tailor the MBA program to his or her individual needs. Students may choose any four 3-unit courses from the GGU graduate catalog to build a custom course of study. With an array of electives to choose from, students can pick those courses that provide the set of knowledge and skills that they will need in their careers. Students may select courses from accounting, economics, entrepreneurship, finance, health services management, human resource management, information technology management, international business, management, marketing, operations and supply chain management, project management, public administration, public relations, psychology or taxation.

Required Courses – 12 units

Four courses (12 units) from any 300- or 400-level courses with the following prefixes: ACCTG, ECON, EMPA, FI, HSM, ITM, MGT, MKT, OP, PR, PSYCH or TA.

Accounting Concentration – 12 units

The accounting concentration prepares the student for a career in public accounting as an auditor, tax professional or consultant; in private industry as a controller, treasurer or chief financial officer; in not-for-profit accounting; or in banking and other positions where strong integration of finance and accounting is required.

Required Courses – 12 units

ACCTG 301 Introduction to Accounting Standards and Accounting Information Systems
 ACCTG 301A Intermediate Accounting I
 ACCTG 301B Intermediate Accounting II
 Any other 302-level or higher course with the ACCTG prefix (which may NOT include ACCTG 398 Internship)

Business Data Analytics Concentration – 12 units

The business data analytics concentration is designed for the MBA student who must be able to apply data analytics tools and technique to both structured and unstructured data, extracting information that the organization can use for strategic decision-making.

Required Courses – 12 units

ITM 304 Managing Data Systems

Electives – 9 units

Three of the following:

ITM 324 Data Analytics for Business

ITM 325 Tools for Data Analytics

ITM 345 Business Intelligence and Decision Support Systems

ITM 398 Internship in Data Analytics

Students may substitute an approved Internship in the field for any of the courses with permission of the ITM department chair.

Entrepreneur Concentration – 12 units

For students who want to know how to start and grow their own business, this concentration offers the opportunity to learn how to design, finance and manage a new venture. Real-world practical skills combined with the most current theory will provide a solid foundation for developing your own business venture. All students in this program will construct a business plan for their venture, and will also have the flexibility to choose additional courses to support their particular interests.

Required Courses – 12 units

MGT 301 Entrepreneurship

MGT 312 Business Planning for Entrepreneurs

Electives – 6 units

Two of the following:

FI 318 Venture Capital and Start-Up Financing

MGT 348 Negotiating in Business

MKT 335 New-Product Decisions

OP 303 Managing Innovation and Technology

OR

Any 300 or above level course with permission of the Management Department Chair.

Finance Concentration — 12 units

Whatever goal students have in the world of business, from corporate management to consulting and entrepreneurship, the study of finance gives them the grounding in decision-making techniques that will help ensure the financial health of their enterprise in the competitive global market. Students learn capital budgeting, capital structure, investment management, and short-term capital management.

Our unique method; combining a theoretical knowledge of finance with extensive hands-on learning, using real-life case studies and our state-of-the art computer labs, gives students the abilities to be an effective and competent manager in any organization.

Required Courses — 12 units

FI 300 Corporate Finance
Three 300- or 400-level courses (9 units) with the FI or ECON prefix, which may include:
FI 497 Corporate Finance

Global Supply Chain Management Concentration — 12 units

Global supply chain management (GSCM) is a group of business processes involved in providing goods and services to customers including worldwide management of purchasing, production, logistics, inventory, order, technology, and international trade operations. The GSCM concentration provides students with the theories and practices to be successful in this area of modern business that is now critical for a competitive advantage. Students take two core and two elective courses that cover the key strategic, design, tactical, and execution management knowledge for advanced competency. The elective courses allow students to tailor their education in the most important areas of GSCM. This program uses real world application, key decision analytics, expert content, cases, and projects to prepare students to become change agents for GSCM evolution in their organizations. In addition to professional knowledge, each student will also have the opportunity to create a career plan to accomplish their goals with the support of academic, industry, and alumni advisors to create a regime of continuous learning and networking beyond the degree.

Required Courses — 6 units

OP 321 Supply Chain Planning and Control
OP 329 Global Supply Chain Management Applications and Analytics (to be taken as last concentration course)

Electives — 6 units

Two of the following:
OP 301 Sustainable Supply Chain Operations
OP 302 Quality Management and Process Improvement
OP 303 Managing Innovation and Technology
OP 305 Supply Chain Management Technology and Information Systems
OP 320 Strategic Solutions
OP 323 Supply Chain Logistics Management
OP 398 Internship: Operations Management

Human Resource Management Concentration — 12 units

In the competitive global marketplace, effective management of human resources is necessary for success. Students learn to understand the human resource issues brought about by technology and the international business environment, and how to apply their knowledge as a human resource manager or personnel officer in business and public organizations. Students will receive relevant instruction to learn how to hire, train, develop, and manage a work force including benefits information, labor relations, and the latest employment laws.

Required Courses — 12 units

MGT 346 Human Resource Management
MGT 370 Strategic Human Resource Management

Electives — 6 units

Two of the following:
MGT 305 Managing People in International Settings
MGT 341 Benefits Administration
MGT 342 Compensation and Administration
MGT 343 Labor Relations
MGT 344 Training and Development
MGT 358 Employment Law
MGT 359 Managing the Employment Function
MGT 396A–ZZ Selected Topics in Management
MGT 398 Internship: Management

Information Technology Management Concentration — 12 units

The concentration in information technology introduces students to the capabilities made possible by IT, as well as the challenges associated with being an IT manager. Students learn about selecting and planning IT initiatives, applying data analytics to business problems, and addressing issues of security and privacy within the business environment. Upon completion, students will also understand how to align IT with business needs and how IT enables business value.

Required Courses — 12 units

ITM 300 Managing Information Technology in the Business Enterprise
ITM 323 Security, Privacy and Governance
ITM 324 Data Analytics for Business
ITM 344 Project Governance: Portfolio & Program Management

International Business Concentration — 12 units

The globalization of the marketplace has increased the need for internationally-oriented managers. This concentration is designed to respond to the changing demands for managers who are in tune with the international economy through the advanced electives in international marketing, international finance or international operations management. Students will gain competence and confidence in understanding the context and execution of international business.

Four of the following:

| | |
|----------|--|
| ECON 340 | International Trade and Finance |
| FI 343 | International Corporate Finance |
| MGT 305 | Managing People in International Settings |
| MGT 306 | Legal Aspects of International Business Transactions |
| MKT 343 | International Marketing |
| OP 329 | Global Supply Chain Management |

Other 300-level courses related to international business may be taken with the approval of the MBA program director.

Management Concentration — 12 units

This concentration program educates students in the use of modern management theories, concepts, research findings, and problem-solving techniques. Students get an in-depth foundation in evolving theories and contemporary management problems, and will be well prepared to manage creatively and effectively in the current business environment. Special attention is paid to communication, organization, and conflict resolution, strengths that lie at the core of a good managerial skill set.

Required Courses — 9 units

| | |
|---------|--|
| MGT 320 | Management Leadership: Theory and Practice |
| MGT 346 | Human Resource Management |
| MGT 348 | Negotiating in Business |

Electives — 3 units

One of the following:

| | |
|-----------|-----------------------------|
| MGT 301 | Entrepreneurship |
| MGT 338 | The Manager as Communicator |
| MGT 353 | Organizational Development |
| MGT 396OB | Organizational Behavior |
| MGT 396CR | Conflict Resolution |
| MGT 398 | Internship: Management |

Marketing Concentration — 12 units

Often considered the central discipline of business, the challenges and practices of marketing are evolving along with the changes in the contemporary business environment. This concentration prepares students to manage the marketing function inside private or public sector business organizations. General management and marketing techniques, such as market research and market planning, are covered along with the current trends and techniques in the field like digital marketing, social media, and the increasing mobile marketing trends.

Required Courses — 12 units

Four of the following:

| | |
|---|-------------------------------|
| Any 300-level course with the MKT prefix, which may include | |
| MKT 398 | Internship: Marketing |
| PR 320 | Contemporary Public Relations |

Project Management Concentration — 12 units

Golden Gate University is a PMI® member and a PMI® Registered Education Provider (REP).

The concentration in Project Management gives students grounding in multiple skills including budgeting, conflict resolution, communication, project scope, developing and using resources, leadership, and team building. Students gain knowledge from faculty who are certificated by PMI®. The content of courses is integrated with the Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK®, Guide)—Fifth Edition, Project Management Institute, Inc. 2013. As students progress through their courses, they are preparing themselves for the Project Management Professional (PMP®) certification exam. The PM concentration provides an opportunity for those who wish to build on their MBA degree work by obtaining project management skills. The certificate is for those who may be working and intend to apply project management skills in their present and future professional endeavors.

Required Courses — 12 units

| | |
|--------|--|
| OP 340 | Project Management |
| OP 342 | Agile Management for Project Managers |
| OP 343 | Project Planning and Control |
| OP 345 | Project Administration, Leadership and Team Dynamics |

PMP is a registered trademark of the Project Management Institute, Inc.

Public Administration Concentration — 12 units

Outsourcing of public services to business and nonprofit organizations has increased the need for private sector managers who understand how the government bureaucracy works. This concentration provides students with the necessary skills and knowledge to be successful at public management, applying what they learned to approach the public sector with the mindset of a private sector manager. Also, be able to liaise and lobby effectively on behalf of business interests. Students will learn to manage public service finances, labor practices in the public sector, and running a business amid all the legalities, ethics, politics, and policies that can come along with public administration.

Required Courses — 12 units

EMPA 300 Theory, Ethics, and Practice in Public Service

Electives — 8 units

Two of the following:

EMPA 302 Public Policy Analysis and Program Evaluation
 EMPA 304 Public Enterprise Management and Public Sector Business Relations
 EMPA 305 Public Budgeting and Financial Management
 EMPA 306 Public Service and the Law
 EMPA 307 Personnel Management and Labor Management

Public Relations Concentration — 12 units

The concentration in public relations for MBA students prepares students to manage the public relations function within public relations agencies, corporations, non-profit, and public sector organizations. The public relations courses provide theory and hands-on practice of core PR skills, complementing the required business discipline courses of the MBA degree.

Required Courses — 3 units

PR 320 Contemporary Public Relations

Electives — 9 units

PR 330A Writing for Public Relations and Marketing Communications
 PR 332 Media Relations and the Professional Spokesperson
 PR 334 Managing Public Issues: Consumer Affairs and Government Relations
 PR 396A–ZZ Selected Topics in Public Relations
 PR 398 Internship: Public Relations
 PR 399 Directed Study in PR

Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Executive MBA (EMBA) Program

The executive MBA program provides mid-level managers with an opportunity to learn and develop the management skills that will enable them to excel in today's competitive environment. Courses are taught by an enthusiastic faculty who have as their goal the students' growth and success. Our professors are academically qualified professionals involved in the field, providing students with the best of two worlds: they comprise full-time professors with an in-depth knowledge of business theory and philosophy, and adjunct professors, all with advanced degrees, who work in the field and share their knowledge and experience in the classroom.

Student Learning Outcomes

Graduates of the executive MBA program will be able to:

- Work effectively in teams
- Sell their ideas
- Apply theory to understand real practical situations
- Think "outside the box" and develop novel solutions
- Integrate the functional department issues into a coherent strategic whole
- Analyze and synthesize problems
- Manage the development of their own careers

Graduates will be knowledgeable about:

- Current international and global issues
- Ethical and diversity issues
- Current technology and environmental issues
- Leading change in an organization
- Current management trends

Sequence of Courses:

The executive MBA degree requires successful completion of 48 trimester units, to be earned in 12 four-unit seminars. To ensure maximum opportunity for shared learning and in-depth peer interaction, the participants in each entering class take all seminars as a group and in the sequence outlined below.

First Trimester

| | |
|----------|---|
| EMBA 300 | Managerial Analysis and Team Dynamics |
| EMBA 305 | Quantitative Aspects of Decision Making |
| EMBA 310 | Accounting for Decision Making |

Second Trimester

| | |
|----------|-------------------------------|
| EMBA 315 | Managerial Economics |
| EMBA 320 | Financial Management |
| EMBA 325 | Management and Communications |

Third Trimester

| | |
|----------|--------------------------------------|
| EMBA 330 | Innovation and Technology Management |
| EMBA 335 | Marketing Management |
| EMBA 340 | Operations Management |

Fourth Trimester

| | |
|----------|------------------------------------|
| EMBA 345 | Contextual Environment of Business |
| EMBA 350 | Developing Personal Leadership |
| EMBA 355 | Strategic Management |

Admission to the Executive MBA Program

Admission to this cohort program is limited to individuals with managerial and practical experience from a variety of industries. Applicants are encouraged to submit all application materials simultaneously to ensure an admissions decision can be made before the start of the cohort. To be considered for the program, students must complete and submit the following, in addition to the admission materials for all degree programs:

- A written statement of purpose that explains the applicant's interests in how the executive MBA program will benefit his/her career
- A writing sample
- A detailed resume showing at least five years of full-time work experience with three years at the managerial or professional level
- A letter of recommendation from an officer of the applicant's employing organization

Candidates will be contacted by the program director to schedule an interview upon receipt of all applications documents.

Math Proficiency Requirement

Students must demonstrate acceptable proficiency in algebra. A proficiency exam will be required to determine whether a student has the background to enter the program directly or to determine which noncredit math course or study guide must be completed prior to beginning the executive MBA program. Students may meet this requirement by satisfying one of the screening criteria listed in the section "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates" on p. 128.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Joint Juris Doctor (JD)/MBA

GGU provides students the opportunity to earn a joint JD/MBA degree. Students interested in the program should first apply to the School of Law. After successfully completing the first semester of law school, students interested in the joint program can apply to the Ageno School of Business MBA program. The LSAT scores will be accepted in lieu of the GMAT and Writing Proficiency Requirement in order to gain admission to the MBA program. All the other admission requirements of our traditional MBA program apply. (See p. 23.) The decision on admission to the MBA program will normally be made after receipt of the second semester law school grades.

In the business school, JD/MBA students complete the same foundation program and take the same core courses from the advanced program as required in our traditional MBA program. (See p. 23.) The difference in the JD/MBA degree is that students may apply 12 units of their second and third year law classes toward fulfilling a joint degree concentration. However, these 12 units will not be formally transferred to the MBA degree until the student has successfully completed the School of Law degree requirements.

Additionally, 12 units from the MBA program are used to satisfy the elective requirement of the JD degree. In all, the program allows students to complete both the JD and MBA degrees in as few as 94 units, compared to 118 units if pursued separately. The total number of business units may be higher if students have not already completed the business subjects in the 18 unit MBA foundation program at an accredited undergraduate college or university (with a C- grade or better). For more information regarding waiving foundation courses, refer to the section “Proficiency in Mathematics, Writing and Computer Skills Required for All Master of Business Administration (MBA) Degrees” on p. 129.

Student Learning Outcomes

Graduates of the MBA program will be able to:

- Work effectively in teams.
- Sell their ideas.
- Apply theory to understand real practical situations.
- Think “outside the box” and develop novel solutions.
- Integrate the functional department issues into a coherent strategic whole.
- Analyze and synthesize problems.

And will be knowledgeable about:

- Current international and global issues.
- Ethical and diversity issues.
- Current technology and environmental issues.
- Leading change in an organization.
- Current management trends.

Graduates of the JD program will demonstrate knowledge of:

- Legal rules, principles, and theories in the core substantive areas of law (i.e., criminal law and procedure, constitutional law, tort law, contracts law, civil procedure, property law, wills and trusts, business law, evidence and professional responsibility).

And be proficient in the following:

- Problem solving
- Legal analysis and reasoning
- Legal research
- Factual investigation
- Oral and written communication
- Counseling
- Negotiation
- Litigation and alternative dispute resolution procedures
- Organization and management of legal work
- Recognizing and resolving ethical dilemmas

And demonstrate an awareness and appreciation of the value of:

- Provision of competent representation.
- Justice, fairness, and morality.
- Improving the legal profession.
- Engaging in professional self-development.

Attention Law Graduates

If a student has already completed his/her JD degree, he/she can use 12 units of course credit from the JD degree toward the completion of the MBA degree. Normally a 16-course program, the MBA program for our JD alumni can be completed in only 12 courses. Plus, if the student has already completed the business subjects in the foundation program (18 units) at an accredited undergraduate college or university (with a C- grade or better), he/she can transfer these courses to satisfy the foundation requirements, and reduce the course requirement to the six advanced program graduate core courses (18 units).

For the most up-to-date program information and course listings, visit www.ggu.edu.

Doctor of Business Administration (DBA)

The Doctor of Business Administration (DBA) program is designed for professionals who want to further their career with the most advanced business degree program GGU offers. The DBA program addresses the learning needs and objectives of senior business managers, consultants and university professors. Its primary objective is to produce graduates who can contribute to the advancement of their professions and to the expansion of knowledge and awareness of contemporary strategic issues and practices.

Our curriculum has a three-tiered focus. Students examine current theories, practices, and issues in business; train in research methods; and study the relationships between business and social and global issues. We believe doctoral students must be adept in all these areas to be successful contributors to the expansion of knowledge and improvement of business practices. For the dissertation, students conduct original research on a topic of current importance and personal interest. The dissertation should impact and help illuminate the strategic issues they face in their professions.

The program encourages students to accept the added responsibility of a shared commitment to the advancement of their professions and to upholding the highest ethical standards in the private or public sector.

Student Learning Outcomes

Graduates of the DBA program will achieve the program's primary objectives through the development of:

- A thorough knowledge of scientific and scholarly research methods and their applications in business settings
- Advanced critical thinking, conceptual and analytical skills
- A grasp of both the seminal theories and the latest practices in business and public sector management
- Intensive knowledge of theory and practice in a chosen field of business or public management
- The tools to perform original applied research that advances knowledge
- An appreciation of cultural, ethical, and global issues and their impact on business theory and practices
- The skills necessary for effective decision making in complex environments through integrating theoretic insights with practical knowledge

DBA vs. PhD

The DBA program has been designed with a focus on the "practitioner educational model," which distinguishes Golden Gate University from other institutions. This focus is consistent with the position adopted by the Association of Business Schools, which can be summarized as follows:

- The DBA is a professional practice doctorate and is concerned with researching real business and managerial issues via the critical review and systematic application of appropriate theories and research to professional practice. This may be contrasted to the PhD, which places more emphasis on the development of new knowledge and theoretical perspectives.
- The DBA may often be interdisciplinary in approach and/or content.
- It is further intended to provide opportunity for considerable personal development, such that the participant achieves a greater level of effectiveness as a professional practitioner or manager.

- While the DBA, like the PhD, may have a program of complementary studies, it is not held to be a taught program as its primary mode of assessment is through the production of a dissertation/thesis.

Notwithstanding the above differences in orientation, the DBA is a true doctoral program designed to be equal in status and rigor to the PhD. It should thus share the same position as the PhD in any national postgraduate typology.

Students

Our students are one of the program's greatest strengths. Typical doctoral students at GGU attend part time. Without exception, they come from successful careers in top positions in the private, nonprofit and government sectors. They bring their experiences and knowledge to the classroom and, in turn, demand incisive instruction and intelligent, well-developed classroom discussions.

Faculty

Faculty members who teach in our DBA program have doctoral degrees from leading universities in their fields and possess extensive practical experience. They bring a theoretical as well as a real-world view to their teaching and a commitment to dynamic, progressive education.

Format

Offered at the San Francisco campus, the DBA program offers a state-of-the-art curriculum delivered by experienced, highly qualified professors. In keeping with our commitment to working adult professionals, we have one of the few accredited doctoral programs in the Bay Area that allows students to complete doctoral studies on a part-time basis and accommodate their work schedules by attending evening and weekend classes.

Admission

GGU seeks doctoral candidates with strong intellects, proper educational preparation, breadth and depth of managerial or professional experience and the capacity for disciplined scholarly investigation. While most applicants have a master's degree in a business-related field, applicants with academic preparation in other fields are welcome to apply.

Doctoral candidates must be fluent in English and are expected to write at a level that meets the standards of scholarly publications. They are expected to understand contemporary practices in business and the economic, social and political context in which they are conducted.

The admission decision is made by a faculty committee and is based on the applicant's total accomplishments and skills. Specifically, admission to the program requires:

- Educational preparation: A master's degree from a regionally accredited US institution or comparable foreign institution will usually meet this requirement. A minimum grade-point average (GPA) of 3.5 in the master's degree is required. We will consider candidates who only have a bachelor's degree with a 3.5 GPA.
- Successful completion of ECON 202 Economics for Managers (or equivalent) and MATH 240 Data Analysis for Managers (or equivalent)

- Experience: Applicants with responsible managerial or professional work experience will be given preference. A professional resume is required.
- GMAT or GRE examination: applicants are required to take the GMAT or GRE examination (within 10 years prior to application to the program) and have the test score results forwarded to the university.
- English language proficiency: If the applicant's native language is not English, he/she must supply evidence of English language proficiency, such as a score of 550 or higher on the TOEFL or other evidence.
- Recommendations: Three written recommendations attesting to the applicant's ability to succeed in a doctoral program are required.
- Statement of purpose: A statement of purpose of approximately 1,000 words is required. This statement should address the applicant's goals and reasons for seeking the doctoral degree.

The admission decision is based on the full range of the skills and accomplishments as shown in the application materials. Strength in one of the above areas can offset weakness in another area.

Application Procedure

The application for admission to doctoral studies should be submitted to the Office of Enrollment Services, 536 Mission Street, Golden Gate University, San Francisco, CA 94105-2968. The application must be accompanied by a nonrefundable application fee. All documents become the property of the University and are not returned. The initial screening of complete files is performed by the director of the DBA program. An interview, in person or by telephone, may be asked of prospective students who pass the initial screening. The admission decision is made by the faculty committee, which oversees the academic policies and standards of the DBA program.

Documents which must be submitted in support of the doctoral application include:

- Official transcripts, forwarded directly by all colleges and universities previously attended
- Official test score results (see above for requirements)
- A professional resume
- A statement of purpose (approximately 1,000 words)
- Three letters of recommendation

Applications are accepted at any time during the year and students begin the program in any trimester. Applicants must ensure that all documents are received by the University not less than two months prior to the start of the trimester in which they want to begin the program.

Transfer Credit

Acceptance of transfer credits is dependent on the approval of the Office of Enrollment Services and the director of the DBA program. Transfer of credit is limited to 12 semester units of doctoral-level work, subject to the following restrictions:

- The transfer credits must be pertinent to the work of the DBA program.
- All transfer credit must be a B (3.00 in a 4.00 grading system) or better (B- is not acceptable) and must be completed in a doctoral program at a regionally accredited institution or comparable foreign institution.
- Graduate credit will not be allowed for correspondence or extension work.
- Any transfer units completed after admission to the DBA program must be approved by the director.

Requirements for the Doctor of Business Administration

To be awarded the degree, students must successfully complete a minimum of 60 semester units beyond the preparatory graduate courses listed above. Included are 12 semester units of foundation courses, 28 semester units of business core courses, 8 semester units of electives and a minimum of 12 units of dissertation research. Although research papers, reports and examinations may be required in doctoral seminars, the major assessment points in the DBA program are the qualifying examination, taken after the foundation curriculum is completed, and the dissertation research. Students must receive a passing score on the qualifying examination and successfully complete all required courses before they are allowed to present a dissertation proposal and officially advance to candidacy. To fulfill the degree requirements, the student's dissertation must be completed and defended successfully within seven years of entry into the program.

Foundation Curriculum – 12 units

| | |
|---------|---------------------------------------|
| DBA 800 | Doctoral Writing and Research Methods |
| DBA 801 | Quantitative Research and Analysis |
| DBA 802 | Qualitative Research and Analysis |

Qualifying Examination

After the foundation curriculum course work is completed, a qualifying examination is required. This integrative examination will test the student's mastery of the skills and disciplines of doctoral level research methods and analysis.

Business Core Curriculum – 28 units

| | |
|---------|------------------------------------|
| DBA 803 | Economic Theory and Policy |
| DBA 804 | Management and Organization Theory |
| DBA 806 | Operations and Technology Systems |
| DBA 807 | Business, Government, and Society |
| DBA 820 | Corporate Finance |
| DBA 821 | Marketing Management |
| DBA 822 | Business Policy and Strategy |

Electives – 8 units

Students must choose two of the following DBA seminars from business areas closely related to their dissertation research topics, in consultation with the DBA director:

| | |
|-------------|---|
| DBA 830 | Financial Theory and Application |
| DBA 862 | Project and Systems Management |
| DBA 871 | Buyer Behavior |
| DBA 880 | Leadership Theory, Research, and Analysis |
| DBA 891A–ZZ | Special Topics in Business Administration |
| DBA 895 | Directed Study |
| DBA 897 | Independent Study |

Dissertation Research – Minimum of 12 units:

Students may register for DBA 899 Dissertation Research only after having first completed all required doctoral seminars and having passed the qualifying examination. Successful completion of the dissertation is the final step in the program.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Finance

The Master of Science in Finance is a specialized, technical degree program that provides in-depth exposure to the principles and practices of corporate finance and investment management. It is a primary objective of this program to ensure that, by the time they graduate, students will have acquired the specialized skills and knowledge needed to add immediate value to their organizations in their roles as financial managers or investment advisers. This degree is intended for students who have made a professional commitment to this key business discipline and who are interested in equipping themselves with the most comprehensive array of analytical tools and techniques. The MS in finance does not attempt to provide the broad overview of business that is typical of an MBA; instead, it focuses with great intensity on the specific areas of compelling interest to financial managers, security analysts, corporate bankers, and portfolio managers.

The four-course foundation of the MS in finance emphasizes practical skills essential for success in this field. It's a challenging beginning to the course of study (though it may be possible to waive some or all of these courses on the basis of equivalent undergraduate work), but it prepares students for the sophisticated analysis that this degree and this professional discipline demand.

The five-course (15 unit) core of the MS in finance degree emphasizes critical fields of knowledge that are required of all financial professionals. Three courses in corporate finance, investments and capital markets represent the conceptual foundations of the discipline—the “three legs of the stool.” Two courses in financial analysis and financial modeling build on and strengthen the student's background in accounting and computer applications, providing the tools to pursue the more advanced and specialized studies in the concentration.

The 18-unit concentration allows students to choose a general concentration to maximize the flexibility of their program or a more targeted concentration in corporate finance or investment management.

Student Learning Outcomes

Graduates of the MS in finance program will have the knowledge and skills to:

- Explain the role markets and institutions play in security valuation
- Identify, evaluate and explain the financial decisions of corporations
- Engage in research and evaluate if investment and financial policies maximize firm value
- Evaluate risk and devise risk management strategies
- Understand the trade-off between risk and return
- Model financial problems to facilitate decision-making
- Become proficient at analyzing financial statements
- Apply appropriate principles of valuation to major financial assets and securities

Requirements for the Master of Science in Finance

The Master of Science in Finance requires completion of 12 units in the foundation program and 33 units of advanced program coursework, with a cumulative grade-point average of 3.00 or better in courses taken at Golden Gate University. Courses carry three semester units of credit unless otherwise noted. All course

prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the chapter on course descriptions in this catalog or at www.ggu.edu/info. Individual foundation program courses may be waived if the student has previously completed comparable courses at a regionally accredited college or university. Students may be admitted to advanced program courses before completion of the entire foundation program, but must complete the foundation program by the time that 12 units have been earned in the advanced program.

Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity and skill with computers and software applications appropriate for graduate studies. This includes knowledge of word processing, spreadsheet analysis, visual presentation software and network access capabilities. Faculty may require additional preparation for those students who have not achieved the needed proficiency.

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to college algebra (MATH 30). Students may meet this requirement by satisfying one of the screening criteria listed under the heading “Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates” on p. 128.

Foundation Program — 12 units

| | |
|-----------|---------------------------------|
| ACCTG 201 | Accounting for Managers |
| ECON 202 | Economics for Managers |
| FI 203 | Financial Analysis for Managers |
| MATH 240 | Data Analysis for Managers |

Advanced Program — 33 units

Core Courses — 15 units

| | |
|----------|------------------------------------|
| ECON 380 | Financial Markets and Institutions |
| FI 300 | Corporate Finance |
| FI 305 | Financial Reporting and Analysis |
| FI 307 | Financial Modeling |
| FI 340 | Investments |

Concentration — 18 units

Students choose one of the following concentrations for 18 units:

General Finance Concentration — 18 units

The general concentration permits students to choose from the full array of finance and economics course offerings. The flexibility of this concentration will benefit students whose career objectives inspire them to a broad sampling of the various specializations of the field, as well as those who are not yet ready to declare a specific career focus.

Electives — 18 units

Take six courses (18 units) of 300- or 400-level FI/ECON prefix courses.

Courses appropriate for students interested in careers in corporate finance include the following:

| | |
|----------|---|
| ECON 340 | International Trade and Finance |
| FI 308 | Management Control Systems |
| FI 312 | Capital Budgeting and Long-term Financing |
| FI 314 | Working Capital Management |
| FI 317 | Mergers and Acquisitions |
| FI 318 | Venture Capital and Start-Up Financing |
| FI 320 | Financial Strategy and Value Creation |
| FI 343 | International Corporate Finance |
| FI 346 | Derivative Markets |
| FI 360 | Behavioral Finance |
| FI 382 | Management of Banks and Financial Holding Companies |
| FI 428 | Business Valuation |

Courses appropriate for students interested in careers in investments include the following:

| | |
|----------|--------------------------------------|
| ECON 340 | International Trade and Finance |
| FI 344 | Fundamental Analysis of Securities |
| FI 346 | Derivative Markets |
| FI 347 | Financial Engineering |
| FI 350 | Portfolio Management |
| FI 352 | Technical Analysis of Securities |
| FI 354 | Wyckoff Method I |
| FI 355 | Wyckoff Method II |
| FI 358 | Technical Market Analysis Strategies |
| FI 360 | Behavioral Finance |
| FI 424 | Facilitating Financial Health |
| FI 460 | Real Estate |
| FI 463 | Real Estate Finance and Investment |

Corporate Finance Concentration — 18 units

The range of electives associated with the corporate finance concentration provides an opportunity for students to add a final, specialized emphasis to their program. In the 12 units of required courses for the corporate finance concentration, students develop the skills essential for careers in financial management, from financial analyst to CFO. These courses examine the tools and techniques of managing short-term assets and liabilities, fixed assets and capital investments, and long-term financing. In addition, courses in international finance and in financial strategy provide a high-level management perspective on the relationship between financial decisions, both domestic and global, and value creation. A list of recommended finance electives that corresponds to the particular demands of corporate finance careers is suggested, but students are free to select other finance or economics courses if desired.

Required Courses — 12 units

| | |
|--------|---|
| FI 312 | Capital Budgeting and Long-Term Financing |
| FI 314 | Working Capital Management |
| FI 320 | Financial Strategy |
| FI 343 | International Corporate Finance |

Electives — 6 units

Take two courses (6 units) of 300- or 400-level FI/ECON prefix courses.

Courses appropriate for students interested in careers in corporate finance include the following:

| | |
|----------|---|
| ECON 340 | International Trade and Finance |
| FI 308 | Management Control Systems |
| FI 317 | Mergers and Acquisitions |
| FI 318 | Venture Capital and Start-Up Financing |
| FI 346 | Derivative Markets |
| FI 360 | Behavioral Finance |
| FI 382 | Management of Banks and Financial Holding Companies |
| FI 428 | Business Valuation |

Investment Management Concentration — 18 units

The range of electives associated with the investment management concentration provides an opportunity for students to add a final, specialized emphasis to their program. The nine units of required coursework for the investment management concentration are appropriate for students who are planning careers as security analysts, portfolio managers and investment advisors. Building on the principles students acquire in the core investments course, work in portfolio management and derivatives exposes students to the most advanced technologies of the field. As students begin to refine their approach to security valuation, they can choose between technical market analysis and fundamental analysis. A list of recommended finance electives that corresponds to the particular demands of investment management careers is suggested, but students are free to select other finance or economics courses if they wish.

Required Courses — 9 units

| | |
|--------|----------------------|
| FI 346 | Derivative Markets |
| FI 350 | Portfolio Management |

One of the following:

| | |
|--------|------------------------------------|
| FI 344 | Fundamental Analysis of Securities |
| or | |
| FI 352 | Technical Analysis of Securities |

Electives — 9 units

Take three courses (9 units) of 300- or 400-level FI/ECON prefix courses. Courses appropriate for students interested in careers in investment include the following:

| | |
|----------|--------------------------------------|
| ECON 340 | International Trade and Finance |
| FI 344 | Fundamental Analysis of Securities |
| FI 347 | Financial Engineering |
| FI 352 | Technical Analysis of Securities |
| FI 354 | Wyckoff Method I |
| FI 355 | Wyckoff Method II |
| FI 358 | Technical Market Analysis Strategies |
| FI 360 | Behavioral Finance |
| FI 463 | Real Estate Finance and Investment |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Financial Planning

The Master of Science in Financial Planning is designed for students who aspire to become financial planners, investment advisers or money managers, or who may be interested in one of the many elements — estate planning, insurance, taxes, real estate, for example — of this broad and rapidly growing field. Golden Gate offers the oldest accredited Master of Science in Financial Planning degree in the country, having offered our first courses in 1980.

At the heart of this degree is a core of courses that examine the key functions of financial planning: financial planning principles, income tax planning, risk management, estate planning, investments, employee benefits and retirement planning. Not only do these courses provide the academic foundation of the discipline, they also satisfy the educational requirements necessary for the premier Certified Financial Planner™ designation; thus, students can prepare to sit for the CFP® exam while they are earning an advanced academic degree in financial planning.*

Student Learning Outcomes

Graduates of the MS in financial planning degree program will possess the following knowledge, skills, abilities, and values:

- The quantitative, analytical, and technical skills needed to address complex financial situations
- An appreciation of the role played by the emotional and psychological dimensions of the financial planning process, and the ability to integrate those elements into a comprehensive financial plan
- Interpersonal skills necessary to maintain successful client relationships and to work effectively with colleagues, individually or in teams
- The skills and knowledge of financial planning that are represented in the full range of topics covered by the CFP® examination
- The ability to apply their knowledge to real-world problems in financial planning
- Knowledge of the legal and regulatory environment in which financial planning occurs and familiarity with relevant licensing, reporting, and compliance requirements
- The ability to recognize the ethical dilemmas that may arise in financial planning practice, and familiarity with appropriate responses to those dilemmas

*Golden Gate University is a “Registered Program,” which provides authorized coursework covering all of the knowledge requirements of the CFP®. Golden Gate University does not award the CFP® and Certified Financial Planner™ designations. The right to use the marks CFP® and Certified Financial Planner™ is granted by the Certified Financial Planner Board of Standards to those persons who have met its rigorous educational standards, passed the CFP Board’s certification examination, satisfied a work experience requirement and agreed to abide by the CFP Board’s Code of Ethics and Professional Responsibility. Only persons registered with the CFP Board are permitted to sit for the certification examination. CFP® certificates and licenses are issued only by the CFP Board.

Requirements for the Master of Science in Financial Planning

The Master of Science in Financial Planning degree requires completion of 30 units of advanced program coursework, with a cumulative grade-point average of 3.00 (B) or better in courses taken at Golden Gate. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the section “Course Descriptions.” Individual foundation program courses may be waived if the student has previously completed comparable courses at a regionally accredited college or university. Students may be admitted to advanced program courses before completion of the entire foundation program, but must complete the foundation program by the time that 12 units have been earned in the advanced program.

Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Deficiencies in computer proficiency may require additional work as determined by the faculty.

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30). Students may meet this requirement by satisfying one of the screening criteria listed under the heading “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Foundation Program — 12 units

| | |
|-----------|---------------------------------|
| ACCTG 201 | Accounting for Managers |
| ECON 202 | Economics for Managers |
| FI 203 | Financial Analysis for Managers |
| MATH 240 | Data Analysis for Managers |

Advanced Program — 30 units

Core Courses — 21 units

| | |
|--------|---|
| FI 420 | Personal Financial Planning |
| FI 421 | Personal Investment Management |
| FI 422 | Retirement and Employee Benefits Planning |
| FI 425 | Income Tax Planning |
| FI 426 | Estate Planning |
| FI 483 | Risk Management and Insurance Planning |

And one of the following:

| | |
|--------|---------------------------------|
| FI 434 | Cases in Financial Planning |
| OR | |
| FI 450 | Practicum in Financial Planning |

Electives — 9 units

Take three 300- or 400-level graduate courses with FI prefixes.

| | |
|--------|--|
| FI 305 | Financial Reporting and Analysis |
| FI 307 | Financial Modeling |
| FI 344 | Fundamental Analysis of Securities |
| FI 346 | Derivative Markets |
| FI 350 | Portfolio Management |
| FI 352 | Technical Analysis of Securities |
| FI 360 | Behavioral Finance |
| FI 424 | Facilitating Financial Health |
| FI 430 | Business Development in Financial Services |
| FI 450 | Practicum in Financial Planning |
| FI 460 | Real Estate |
| FI 463 | Real Estate Finance and Investment |
| FI 497 | Internship in Finance |
| FI 498 | Special Topics in Finance |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Financial Planning and Taxation (MS FPT)

The Master of Science in Financial Planning and Taxation is an innovative degree designed for financial planners who have already passed the CFP® examination and who wish to reinforce key planning skills, increase their expertise in the critical areas of taxation or estate planning, and add the academic weight of a graduate certificate and a master's degree to their professional credentials. Partnering with the nationally known Golden Gate Bruce F. Braden School of Taxation, GGU's financial planning program permits students to build on their CFP® background and move directly into advanced study in the field. This degree program is particularly well-suited for new or more experienced planners who aim to take their careers to a higher level.

Student Learning Outcomes

Graduates of the MS in financial planning and taxation program will demonstrate knowledge of essential tax principals and doctrines, and the ability to critically apply these principles to practical situations. These include but are not limited to the following:

- Knowledge of essential tax principles and doctrines, including, but not limited to the following; and be able to critically apply these principles to practical situations:
 - > Common law
 - > Claim of right
 - > Assignment of income
 - > Realization
 - > Constructive receipt
 - > Related party transactions
 - > Gross income
 - > Tax benefit rule
- The ability to identify tax issues, to research these issues, and to communicate effectively the results orally and in writing
- Interpersonal skills necessary to maintain successful client relationships and to work effectively with colleagues, individually or in teams
- The quantitative, analytical, and technical skills needed to address complex financial situations
- The ability to apply their knowledge to real-world problems in financial planning
- Knowledge of the principles of managing a financial planning practice
- Knowledge of the legal and regulatory environment in which financial planning occurs and familiarity with relevant licensing, reporting and compliance requirements

Requirements for the Master of Science in Financial Planning and Taxation

The MS in financial planning and taxation (MS FPT) is a 10-course degree built around the Graduate Certificate in Taxation or the Graduate Certificate in Estate Planning, depending on the student's concentration (see p. 56-57 for more information about these certificates). The degree requires completion of 30 units of advanced program coursework, with a cumulative grade-point average of 3.00 (B) or better in courses taken at Golden Gate. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling

in a given course; prerequisites are indicated in the section "Course Descriptions." Applicants to this program must possess an undergraduate degree from an accredited college or university and have passed the Certified Financial Planner® examination at the time of admission. No foundation courses are required for this degree; passage of the CFP® examination provides adequate evidence of appropriate preparation for advanced study in financial planning and taxation.

Advanced Program — 30 units

Core Courses — 12 units

| | |
|--------|--|
| FI 430 | Business Development in Financial Services |
| FI 434 | Cases in Financial Planning |
| TA 318 | Advanced Federal Income Tax |
| TA 329 | Tax Research and Decision Making |

Concentration — 18 units

Students choose one of the following concentrations for 18 units:

Estate Planning Concentration — 18 units

Required Courses — 12 units

| | |
|--------|---|
| TA 325 | Estate and Gift Taxation |
| TA 334 | Estate Planning |
| TA 337 | Individual Retirement Plans and Distributions |
| TA 344 | Federal Income Taxation of Trusts and Estates |

Electives — 6 units

Take two courses (6 units) of 300- or 400-level FI prefix courses.

| | |
|------------|--|
| FI 318 | Venture Capital and Start-Up Financing |
| FI 344 | Fundamental Analysis of Securities |
| FI 350 | Portfolio Management |
| FI 352 | Technical Analysis of Securities |
| FI 360 | Behavioral Finance |
| FI 428 | Business Valuation |
| FI 450 | Practicum in Financial Planning |
| FI 460 | Real Estate |
| FI 463 | Real Estate Finance and Investment |
| FI 497 | Internship |
| FI 498A–ZZ | Selected Topics in Finance |
| FI 499 | Directed Study in Finance |

Any other FI courses for which the prerequisites have been satisfied.

Taxation Concentration — 18 units

Required Courses — 6 units

| | |
|--------|-----------------------|
| TA 330 | Property Transactions |
| TA 338 | Tax Timing |

Electives — 12 units

Finance Electives — 6 units

Take any two courses 300- or 400-level FI prefix courses.

| | |
|------------|--|
| FI 318 | Venture Capital and Start-up Financing |
| FI 344 | Fundamental Analysis of Securities |
| FI 350 | Portfolio Management |
| FI 352 | Technical Analysis of Securities |
| FI 360 | Behavioral Finance |
| FI 428 | Business Valuation |
| FI 450 | Practicum in Financial Planning |
| FI 460 | Real Estate |
| FI 463 | Real Estate Finance and Investment |
| FI 497 | Internship |
| FI 498A–ZZ | Selected Topics in Finance |
| FI 499 | Directed Study in Finance |

Any other FI courses for which the prerequisites have been satisfied.

Tax Elective — 3 units

Any course (3 units) with a TA prefix

General Elective — 3 units

Any 300- or 400- level course (3 units)

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Human Resource Management (MS HRM)

The Master of Science in Human Resource Management degree is designed for students interested in managing people at work and helping to solve business problems through the management of people. Students study the best practices in people management and learn how to consider the perspectives of both employees and employers. All students learn the principles of managing people both in the US and abroad; the U.S. laws and regulations pertaining to the employment relationship; information systems used to track workers and analyze their performance and placement in organizations; and how to manage human resources to aid in the attainment of organizational goals. Students also choose from a variety of electives to deepen their knowledge of specific human resource management specialties that match their own career interests.

Student Learning Outcomes

The MS in human resource management student will be able to:

- Form strategic partnerships with organizational business units
- Provide expert advice in core areas of Human Resource Management
- Develop, implement, monitor, and effectively assess core HR policies, procedures, and processes
- Apply and adhere to statutory and legal requirements when administering HRM policies and procedures
- Become change agents and lead change within organizations
- Manage and analyze demographic data using HRIS systems and apps
- Manage cross-functional activities (i.e., globalization, diversity and inclusion, teams)

And be knowledgeable about:

- Current international and global issues
- Ethical and diversity issues
- Current technology and environmental issues
- Leading change in an organization
- Current management trends

Requirements for the Master of Science in Human Resource Management

The MS degree in human resource management requires completion of 33 units in the graduate program. Each course listed carries three semester units of credit. The foundation program course may be waived if the student has previously completed comparable courses at a regionally accredited college or university. Students may be admitted to advanced program courses before completion of the foundation program course, but must complete the course by the time that 12 units have been earned in the advanced program.

Foundation Program – 3 units

One of the following:

- | | |
|---------|-------------------------|
| MGT 140 | Management Principles |
| MGT 141 | Organizational Behavior |

Advanced Program – 30 units

Core Courses — 15 units

- | | |
|---------|--|
| MGT 305 | Managing People in International Settings |
| MGT 346 | Human Resource Management (to be taken as the first three units of the advanced program) |
| MGT 358 | Employment Law |
| MGT 364 | Technology Applications in Human Resource Management |
| MGT 370 | Strategic Human Resource Management (to be taken as part of the final six units of the advanced program) |

Electives — 15 units

Five of the following:

- | | |
|-------------|---|
| MGT 341 | Benefits Administration |
| MGT 342 | Compensation Administration |
| MGT 343 | Labor Relations |
| MGT 344 | Training and Development |
| MGT 353 | Organizational Development |
| MGT 356 | Management Development Methods and Strategies |
| MGT 359 | Managing the Employment Function |
| MGT 396A–ZZ | Selected Topics in Management |
| MGT 398 | Internship: Management |
| MGT 399 | Directed Study |
| PSYCH 344 | Tests and Measurements |
| PSYCH 351 | Career Counseling and Development |
| PSYCH 353 | Conflict Resolution: Skills and Techniques |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Information Technology Management (MS ITM)

Contemporary Information Technology (IT) managers are organizational leaders who bridge and integrate the worlds of business and IT. They engage business leaders in ongoing and innovative application of information technologies, and have the skill sets to function in a complex discipline with many facets.

The Master of Science in Information Technology Management (MS ITM) program is designed to develop professionals suited for the top positions in the IT management field. The degree meets the needs of the modern management-level technology professional responsible for the planning, budgeting, design, integration and deployment of strategic enterprise technologies and programs that contribute to the organization's success.

The MS ITM curriculum is grounded in the four foundational components of IT: 1) software, 2) infrastructure, 3) network/communications, and 4) data. The program addresses these foundations from both a contemporary and forward-looking perspective. Instructors with many years of field experience present courses that address strategic application of the foundation while integrating emerging technologies, e.g. unstructured data analytics (Big Data), cloud services, virtualization, mobile platforms, and social media. Students with a special interest in Business Data Analytics may choose a concentration in that area.

Student Learning Outcomes

Graduates of the MS in information technology management program will be able to:

- Explain the framework of the IT discipline, identifying both foundational and support organizations.
- Participate in management level discussions that cross IT departmental lines.
- Identify issues associated with each of the functional areas of IT and offer solutions.
- Engage in planning and budgeting processes for each of the foundational components of IT.
- Use their knowledge of IT organizations to break down barriers existing between IT silos in their work environment.
- Engage their business community in meaningful dialogue regarding possible solutions to IT/business problems.
- Integrate new and emerging technologies into each of the foundational components of IT.
- Apply knowledge gained in the program to the completion of a major capstone project.

Requirements for the Master of Science in Information Technology Management

Students considered for admission to this program will have a minimum of 30 undergraduate credits in IT courses, or three years of substantial full time work experience in an IT department. A business/engineering manager with four years of experience whose job requires significant interaction with IT may also be considered.

The master of science in IT management requires completion of 33 units in the graduate program. Foundation program courses may be waived in accordance with university policy regarding course waivers. To facilitate scheduling, students may be admitted to advanced program courses before completion of the foundation program, but must complete the foundation courses by the time that nine units have been earned in the advanced program.

Graduate Writing Proficiency Requirement

Students admitted to the master of science in IT management degree program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates."

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates."

Foundation Program — 6 units

The courses in the foundation program should all be completed or in process before any of the 300-level advanced program courses are taken.

| | |
|----------|--------------------------------------|
| MATH 240 | Data Analysis for Managers |
| MGT 210 | Management Theory and Communications |

Advanced Program — 33 units

Students in the MS ITM program must complete ITM 300 in the first six units of the program. ITM 300 is a co-requisite of ITM 304, ITM 315, ITM 316, and ITM 317. Students must complete Math 240 prior to taking ITM 324, ITM 325 and/or ITM 345. ITM 395 must be the last core course taken.

Core Courses — 24 units

| | |
|---------|--|
| ITM 300 | Management of IT in the Business Enterprise |
| ITM 304 | Managing Data Systems |
| ITM 315 | Infrastructure and Hosted Services |
| ITM 316 | Software Engineering |
| ITM 317 | Networks & Communications |
| ITM 323 | Security, Privacy & Compliance |
| ITM 343 | Budgeting & Finance for IT Managers |
| ITM 395 | Strategic Information Technology Planning, Organization and Leadership (to be taken in last six units of the advanced program) |

Concentration — 9 units

Students choose one of the following concentrations for 9 units:

General Concentration — 9 units

The general concentration provides students in the IT management program the ability to expand their knowledge of information systems theories and concepts most applicable to their careers.

Select 9 units from the following:

| | |
|---------|--|
| ITM 324 | Data Analytics for Business |
| ITM 325 | Tools for Data Analytics |
| ITM 342 | Enterprise Architecture Planning |
| ITM 344 | Project Governance: Portfolio & Program Management |
| ITM 345 | Business Intelligence & Decision Support |
| ITM 347 | Project Management for IT Professionals |

Business Data Analytics Concentration — 9 units

The business data analytics concentration is designed for the IT Management professional who must be able to apply data analytics tools and techniques to both structured and unstructured data, extracting information that the organization can use for strategic decision-making.

Required Courses — 9 units

| | |
|---------|--|
| ITM 324 | Data Analytics for Business |
| ITM 325 | Tools for Data Analytics |
| ITM 345 | Business Intelligence & Decision Support |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Integrated Marketing Communications (MS IMC)

The Master of Science in Integrated Marketing Communications (IMC) meets the need for a focused graduate education that prepares students for versatile careers in marketing communications. Leading marketing organizations today are creating and managing their communications in an integrated fashion, with coordination in terms of messages, positioning, and timing, all developed in support of overall organizational objectives. There is strong growth among agencies that deliver integrated solutions and among their client firms using those approaches. This program will help the student prepare for a key role in such organizations.

We place a strong emphasis on practical content in our courses. To that end, we make extensive use of real-world cases and active class discussion. Classes will be highly participative and will help students develop skills for working in a team-based problem-solving setting. Because classes are small, students get to know their classmates well, and have the opportunity to grow their networks of colleagues.

For social and business networking opportunities, students will have the opportunity to join the Marketing Club, a student chapter of the American Marketing Association (AMA).

Student Learning Outcomes

Graduates of the MS in integrated marketing communications program will be able to:

- Obtain and apply insights into consumer behavior
- Develop a professional quality integrated marketing communications plan
- Write a comprehensive public relations plan
- Compile cost-effective marketing communications budgets
- Create a direct marketing plan using traditional and new direct marketing techniques
- Work effectively in teams

And be knowledgeable about:

- Marketing communications strategy and its implementation
- Identifying specific target markets for marketing communications
- Creating meaningful and credible messages for selected targets
- Effective use of sales promotions and sponsorships
- The role of personal selling and sales management
- Identifying and selecting cost-effective media and methods to reach selected targets including advertising, public relations, direct marketing, sales promotion, event marketing, cause sponsorship, personal selling and new media

Requirements for the Master of Science in Integrated Marketing Communications

The MS in integrated marketing communications requires completion of 45 semester units in the foundation and advanced programs. Nine of those units are in the foundation program and can be satisfied at Golden Gate University, or through transfer credit from undergraduate or graduate courses completed at other accredited institutions. Students may be admitted to advanced program courses before completion of the entire foundation program, but must complete the foundation program by the time

that 12 units have been earned in the advanced program. With the approval of the program director, students with sufficient backgrounds in the subjects covered by required courses may substitute other courses.

Graduate Writing Proficiency Requirement

Students admitted to the master of science in integrated marketing communications program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better.

See “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Foundation Program – 9 units

| | |
|-----------|------------------------------|
| ACCTG 201 | Accounting for Managers |
| ECON 1 | Principles of Microeconomics |
| MATH 40 | Statistics |

Advanced Program – 36 units

Core Courses — 21 units

| | |
|---------|---|
| MGT 300 | Team Dynamics and Managerial Analysis |
| MKT 300 | Marketing Management (to be taken as part of the first six units of the advanced program) |
| MKT 305 | Integrated Marketing Communications |
| MKT 308 | Integrated Marketing Communications Strategy & Implementation (to be taken as part of the final nine units of the degree) |
| MKT 338 | Consumer Behavior |
| MKT 339 | Advertising Strategy |
| PR 320 | Contemporary Public Relations |

Concentration — 15 units

Students choose one of the following areas of concentration for 15 units:

General Concentration — 15 units

Required Courses — 9 units

| | |
|---------|----------------------------------|
| MKT 307 | Sales Promotion and Sponsorships |
| MKT 321 | Direct and Database Marketing |
| MKT 332 | Sales Management |

Electives — 6 units

Any two 300-level courses with “MKT” or “PR” prefix.

Public Relations Concentration — 15 units

Required Courses — 9 units

| | |
|---------|--|
| PR 330A | Writing for Public Relations and Marketing Communications |
| PR 332 | Media Relations and the Professional Spokesperson |
| PR 334 | Managing Public Issues: Consumer Affairs and Government Relations |

Electives — 6 units

Any two 300-level courses with “MKT” or “PR” prefix.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Marketing

Taught by leading professors and practitioners, the Master of Science in Marketing program integrates theory and application to prepare students for a successful career in what many consider to be the bedrock of business. Given the breadth of the marketing field and the consequent diverse professional tracks, the degree is designed to give students the flexibility to design a custom course of study based on their individual career goals. Students can work with an academic program advisor to tailor a program to meet their objectives.

Student Learning Outcomes

Upon completion of the MS in marketing, successful students will be able to:

- Design, compile and produce a professional-quality marketing plan
- Design, deploy, analyze and report a marketing research survey
- Carry out an effective search for secondary information on marketing subjects
- Create the overall structure of an integrated marketing communications plan
- Create a professional-quality competitive analysis
- Compile a marketing budget
- Work effectively in teams

Graduates will be knowledgeable about:

- Marketing strategy and tactical implementation
- Market segmentation, targeting, positioning, and differentiation
- Brand and product management
- Distribution channels and value chains
- The concept of integrated marketing communications and its implementation
- Pricing methods
- Quantitative and qualitative research methods
- Applications of marketing concepts in varied contexts such as for-profit, nonprofit, goods, services, business-to-business, business-to-consumer, Internet and global

Requirements for the Master of Science in Marketing

The Master of Science in Marketing degree requires completion of 33 units in the advanced program. Individual foundation program courses or undergraduate prerequisites may be waived if the student has previously completed comparable courses at a regionally accredited college or university, or passed the appropriate CLEP exam with an acceptable score. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time that 12 units have been earned in the advanced program.

Graduate Writing Proficiency Requirement

Students admitted to the master of science in marketing program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better.

See “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30). Students may meet this requirement by satisfying one of the screening criteria listed under the heading “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Foundation Program – 12 units

| | |
|-----------|---------------------------------|
| ACCTG 201 | Accounting for Managers |
| ECON 202 | Economics for Managers |
| FI 203 | Financial Analysis for Managers |
| MATH 240 | Data Analysis for Managers |

Advanced Program – 33 units

Core Courses — 15 units

| | |
|---------|---|
| MGT 300 | Team Dynamics and Managerial Analysis |
| MKT 300 | Marketing Management |
| MKT 305 | Integrated Marketing Communications |
| MKT 336 | Marketing Research |
| MKT 337 | Marketing Strategy and Planning (must be taken as part of the final 12 units of the advanced program) |

Required Courses — 15 units

Any five 300-level courses with MKT or PR prefix

Electives — 3 units

Any 300-level course for a total of 3 units. Consult an academic program advisor for recommended courses.

Concentration – 15 units

Students choose one of the following areas of concentration for 15 units:

General Concentration

Required Courses — 15 units

Any five 300-level courses with MKT or PR prefix

Digital Marketing Concentration

Required courses – 9 units

| | |
|---------|---------------------------------|
| MKT 352 | Digital Marketing and eCommerce |
|---------|---------------------------------|

Two of the following:

| | |
|---------|-----------------------------|
| MKT 322 | Social Media and Marketing |
| MKT 323 | Search Engine Marketing |
| MKT 324 | Data Analytics for Business |

Electives – 6 units

Any two 300-level course with MKT or PR prefix

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Science in Project Management (MS PM)

The Master of Science in Project Management delivers focused graduate study that prepares students for careers in the growing discipline of project management. It is anticipated that by 2020, as many as 11 million project-management jobs will be added by the United States and its 10 major trading partners. Students will graduate with project management skills emphasizing an integrated relationship with an organization's functional areas.

Our degrees and certificates in project management provide formal training that prepares graduates to manage local, outsourced and global projects. Students' improved communication skills will enable them to succeed in multiple diverse communities within an organization. Faculty with extensive practical experience and who have earned the PMP® designation teach all of our courses.

Students are eligible to receive 35 Professional Development Units (PDU) or contact units when each of the following courses is completed: OP 340, OP 342, OP 343, OP 344, OP 345, OP 346, and OP 347. Course materials align with the current edition of the Project Management Institute A Guide to the Project Management Body of Knowledge (PMBOK®Guide), Project Management Institute, Inc.

PMP® and PMI® are registered trademarks of the Project Management Institute, Inc.

Student Learning Outcomes

Graduates of the MS in project management program will be able to demonstrate:

- General knowledge of business dynamics, corporate strategy and stakeholder issues.
- Managerial skills, e.g., leadership, planning, problem solving, communication, staffing and budgeting.
- The ability to use technology to manage relationships across projects and with business function units.
- Project-management skills, including planning, scope management, stakeholder analysis, quality assessment, risk management, team building and scheduling.
- Program and portfolio management skills, including understanding issues in project selection, vendor relationships, outsourcing, finance, purchasing and contract negotiations, as well as regulatory and compliance issues.
- The ability to integrate and apply the above understanding and knowledge into the development of a major applied capstone project.

Requirements for the Master of Science in Project Management

The Master of Science in Project Management requires completion of 39 units in the graduate program. Foundation program courses may be waived in accordance with university policy regarding course waivers. Students may be admitted to advanced program courses before completion of the foundation program, but must complete the foundation courses by the time that nine units have been earned in the advanced program. OP 340 must be completed prior to enrolling in any required course in the advanced program, as well as prior to enrolling in OP 347.

Graduate Writing Proficiency Requirement

Students admitted to the master of science in project management program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing, with a grade of B or better. For further information, refer to our website.

See "Proficiency in Mathematics, English and Computer Skill Required for Certain Master's Degrees and Certain Graduate Certificates" on p. 128.

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). For further information, refer to our website.

Foundation Program — 9 units

| | |
|----------|--------------------------------------|
| MATH 240 | Data Analysis for Managers |
| MGT 210 | Management Theory and Communications |
| ITM 225 | Management Information Systems |

Advanced Program — 30 units

Core Courses — 9 units

| | |
|--------|--|
| OP 302 | Quality Management and Process Improvement |
| OP 303 | Managing Innovation and Technology |
| OP 340 | Introduction to Project Management |

Required — 15 units

| | |
|--------|--|
| OP 342 | Agile Management for Project Managers |
| OP 343 | Project Planning and Control |
| OP 344 | Project Governance: Program and Portfolio Management |
| OP 345 | Project Administration, Leadership and Team Dynamics |
| OP 346 | Practice of Project Management (to be taken during the last six units of the degree) |

Electives — 6 units

Select two of the following:

| | |
|-------------|--|
| MGT 348 | Negotiating in Business |
| MGT 345 | Contextual Environment of Business |
| OP 320 | Purchasing and Supply-Chain Management |
| OP 347 | Project Management for IT Professionals (must first complete OP 340) |
| OP 396 A-ZZ | Selected Topics in Operations and Project |
| OP 398 | Internship |
| OP 399 | Directed Study |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Arts in Counseling Psychology

Golden Gate University offers a license-eligible Master of Arts in Counseling Psychology. This degree program provides students with the academic and clinical training required to practice relationally informed clinical work and to prepare alumni for employment in a variety of mental health settings, including community mental health agencies, hospitals, schools, and private practice. Our students learn to practice from a stance of cultural humility and to maintain ethical and best practice standards.

Traineeship is an integral part of our program, providing an opportunity for students to apply the skills learned in class to the clinical encounter. Students are required to complete 350 face-to-face clinical hours under clinical supervision and to concurrently attend our practicum seminar.

Our curriculum meets the MFT licensure requirements as set forth by section 4980.36(a) of the Business and Professions (B&P) code. The program satisfies all the educational requirements set by the California Board of Behavioral Science Examiners and may provide some hours of supervised experience fulfilling part of the practical experience requirements. Our curriculum also meets the educational requirements for Licensed Professional Clinical counselor (LPCC) licensure as required by section 4999.54 of the Business and Professions (B&P) code.

Personal Psychotherapy Requirement

Students entering the counseling profession benefit professionally, personally, and academically from personal psychotherapy. During the program, students must complete 50 hours of psychotherapy with a licensed clinician or a therapist under supervision by a licensed clinician (Psychiatrist, Psychologist, MFT, LPCC, or LCSW). Students may select individual, couple, family or group psychotherapy.

Student Learning Outcomes

- Practice from a stance on cultural humility
- Practice from a relational and systemic lens.
- Maintain ethical and best practice standards.
- Be prepared to obtain entry-level employment in mental health agencies

Statement of Purpose

Applicants to this degree program must submit a statement of purpose. They should provide any information that they think will help us get to know them so that we can make an informed decision about their application. It should include the applicant's reasons for choosing to pursue a graduate degree in psychology as well as the applicant's future educational and vocational goals.

Requirements for the Master of Arts in Counseling Psychology

The MA in counseling psychology degree requires the completion of 60 semester units in the graduate program. Courses listed carry three semester units of credit unless otherwise noted.

Graduate Writing Proficiency Requirement

Students admitted to the Master of Arts in Counseling Psychology must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing, with a grade of B or better. See "Proficiency in Mathematics, English and Computer Skill Required for Certain Master's Degrees and Certain Graduate Certificates" on p. 128.

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Math 40 Statistics. The math proficiency requirement may be waived if the student has previously completed comparable courses at another accredited college or university, or passed the appropriate CLEP Exam or Math 40 Proficiency Exam with an acceptable score. Students may be admitted to advanced program courses before completion of the writing and math proficiencies requirements, but must complete them both by the time that 12 units have been earned in the advanced program.

Required Courses – 60 units

| | |
|-----------|--|
| PSYCH 302 | Lifespan Development: Theories and Applications for Therapists |
| PSYCH 304 | Cross-Cultural Aspects of Psychology |
| PSYCH 306 | Group Dynamics and Social Processes |
| PSYCH 308 | Applied Psychological Research |
| PSYCH 320 | Therapeutic Communication and Counseling Skills |
| PSYCH 321 | Psychopathology |
| PSYCH 322 | Psychological Assessment |
| PSYCH 323 | Psychodynamic Models of Counseling |
| PSYCH 324 | Child/Adolescent Psychology, Assessment and Treatment |
| PSYCH 325 | Principles of Couple and Family Counseling |
| Psych 326 | Legal and Ethical Responsibility for Counselors |
| PSYCH 329 | The Neuroscience of Counseling and Psychopharmacology |
| PSYCH 331 | Human Sexuality (1 unit) |
| PSYCH 333 | Substance Use, Co-Occurring Disorders and Addictions (1 unit) |
| PSYCH 334 | Relational Abuse: Assessment, Treatment and Reporting (1 unit) |
| PSYCH 335 | Special Issues in the Treatment of Families (2 units) |
| PSYCH 336 | Evidence-Based Practice Treatment (1 unit) |
| PSYCH 337 | Community Mental Health |
| PSYCH 339 | Cognitive-Behavioral and Short-Term Models of Counseling |
| PSYCH 351 | Career Counseling and Development |
| PSYCH 394 | Practicum in Counseling Psychology (9 units) |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master of Arts in Industrial-Organizational Psychology

This graduate program prepares students to enter or advance in the field of industrial-organizational psychology and allied disciplines. Students will receive thorough grounding in the field's major theoretical frameworks, consulting and other professional practice models, and individual, team and organizational research methods. Graduates of the program assume leadership roles in industrial-organizational psychology in small, medium, and large organizations in a variety of fields such as technology, pharmaceuticals, medical devices, entertainment, or work in global consulting firms servicing US and international clients

Student Learning Outcomes

- Understand the main theoretical frameworks of industrial-organizational psychology with emphasis on organizational behavior, team and individual functioning, and leadership in a global context.
- Examine the dynamic and evolving nature of professional practice with focus on careers in industrial-organizational psychology, as well as human resources, executive coaching, and management consulting.
- Learn assessment tools to measure and diagnose individual, team, and organizational performance.
- Explore contemporary challenges such as diversity in organizations, managing generational differences, and the growing role of human resources technology.

Requirements for the Master of Arts in Industrial-Organizational Psychology

The Master of Arts in Industrial-Organizational Psychology degree requires the completion of 42 semester units in the advanced graduate program.

Graduate Writing Proficiency Requirement

Students admitted to the Master of Arts in Industrial Organizational Psychology must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing, with a grade of B or better. See "Proficiency in Mathematics, English and Computer Skill Required for Certain Master's Degrees and Certain Graduate Certificates" on p. 128.

Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Math 40 Statistics. The math proficiency requirement may be waived if the student has previously completed comparable courses at another accredited college or university, or passed the appropriate CLEP Exam or Math 40 Proficiency Exam with an acceptable score. Students may be admitted to advanced program courses before completion of the writing and math proficiencies requirements, but must complete them both by the time that 12 units have been earned in the advanced program.

Advanced Program – 42 units

Core Courses – 36 units

| | |
|-----------|---|
| MGT 305 | Managing People in International Settings |
| MGT 346 | Human Resources Management |
| PSYCH 306 | Group Dynamics and Social Processes |
| PSYCH 308 | Research Methods in Organizations |
| PSYCH 341 | Organizational Behavior and Process |
| PSYCH 342 | Organization Development Assessments and Intervention |
| PSYCH 343 | Leadership and the Development of Managerial Excellence |
| PSYCH 344 | Tests and Measures |
| PSYCH 348 | Organizational Change |
| PSYCH 349 | Executive Coaching Theory and Practice |
| PSYCH 354 | Consulting Skills in Industrial-Organizational Psychology |
| PSYCH 355 | Diversity in Organizations |

Electives– 6 units

Two of the following:

| | |
|-----------|---|
| MGT 344 | Training and Development |
| MGT 364 | Technology Application in Human Resource Management |
| PSYCH 352 | Structure, Theory and Ethics of Conflict Resolution |
| PSYCH 353 | Conflict Resolution: Skills and Techniques |
| PSYCH 398 | Internship: Applied Psychology |

For the most up-to-date program information and course listings, visit www.ggu.edu.

Executive Master of Public Administration (EMPA)

Offered by the oldest public administration department in the San Francisco Bay Area, the Executive Master of Public Administration (EMPA) is for students interested in a thorough understanding of the advanced processes, issues, and practices associated with the management of high-performing public service and nonprofit organizations at the municipal, regional, state, federal and international levels of governance. The EMPA will introduce students to the relevant set of real-world knowledge and skills required to function effectively in a managerial or executive role within such organizational settings. In addition to intergovernmental relations, the program will expose students to the latest best practices in succession planning, benchmarking, privatization, anti-corruption and ethics, as well as government, business and community partnerships.

Unlike the traditional MPA, the EMPA program is accelerated, more rigorous, and taught by professors who have all worked in public service. These seasoned professor-practitioners provide in-depth, real-time exposure to executive and managerial skills and knowledge common to middle and upper-level management in all public and nonprofit organizations. This includes planning; process management; financial management; human resources and labor relations; organizational development and change; law and administrative process; public policy formulation, analysis and implementation; accountability and ethics.

The goal of the EMPA program is to provide students with the leadership, organizational, analytical and communication skills, problem-solving techniques and subject-based knowledge required to manage effectively complex organizations in the public and nonprofit sectors. In addition, the program provides a critical understanding of the major political, social, economic and environmental problems confronted by contemporary public and nonprofit organizations. A strong sense of professional commitment to the highest standards of legal and ethical behavior as well as respect for the values upon which the profession of public administration is founded are important goals of GGU's EMPA program. For the opportunity to socialize and network within their fields, students are encouraged to join the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA). GGU also has a chapter of the national public administration honor society, Pi Alpha Alpha and has been an institutional member of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) since 1973.

Student Learning Outcomes

Graduates will be able to demonstrate knowledge of the theory and practice of:

1. Ethics, accountability, and governance in public service;
2. Policymaking and intergovernmental relations;
3. Leadership and organizational reform;
4. Government, business, and civil society partnerships;
5. Public finance and budgeting;
6. Law and justice in public service;
7. Law enforcement and security;
8. Public personnel, labor relations, succession planning; and
9. Policy research, analysis, and presentation.

Requirements for the Executive Master of Public Administration

The executive MPA is composed of nine four-semester-hour courses, a total of 36 units to receive the degree.

Advanced Program – 36 units

Core Courses — 24 units

| | |
|----------|---|
| EMPA 301 | Research Methods and Analysis |
| EMPA 302 | Public Policy Analysis and Program Evaluation |
| EMPA 304 | Public Enterprise Management and Public Sector Business Relations |
| EMPA 305 | Budgeting and Financial Management |
| EMPA 307 | Personnel Management and Labor Relations |
| EMPA 396 | Graduate Research Project in Public Management |

Concentration — 12 units

Students chose one of the following concentrations for 12 units:

General Concentration — 12 units

| | |
|----------|---|
| EMPA 300 | Theory, Ethics and Practice in Public Service |
| EMPA 303 | Organizational Development and Leadership |
| EMPA 306 | Public Service and the Law |

Judicial Administration Concentration (EMPA-JA) — 12 units

As the work of our nation's local, state and federal courts becomes more and more complex, court managers and managing judges must keep abreast of modern public administration techniques and practices hence the need for an EMPA-JA.

Required Courses — 12 units

| | |
|----------|--|
| EMPA 308 | Judicial History and Governance |
| EMPA 309 | Trends and Challenges in Judicial Administration |
| EMPA 310 | Judicial Management and Leadership |

Law Enforcement and Security Concentration (EMPA-LES) —36 units

Designed for law enforcement, public and private security professionals, probation and correctional officers, military police and first responders who seek to gain advanced knowledge, critical thinking, as well as operational and managerial skills in their dynamic field. Practitioners will benefit from the core EMPA courses in leadership, organizational development, law budgeting, and research. The specialization courses in law enforcement, emergency, and security address issues and cases facing administration and operations in federal, state, municipal, and private agencies.

Required Courses – 24 units

| | |
|----------|---|
| EMPA 300 | Theory, Ethics and Practice in Public Service |
| EMPA 301 | Research Methods and Analysis |
| EMPA 303 | Organizational Development and Leadership |
| EMPA 305 | Budgeting and Financial Management |
| EMPA 306 | Public Service and the Law |
| EMPA 396 | Graduate Research in Public Management |

Additional Requirement – 12 units

| | |
|----------|---|
| EMPA 311 | Issues in Law Enforcement |
| EMPA 312 | Disaster, Emergency, and Security |
| EMPA 313 | Law Enforcement Ethics, Training, and Accountability |

All courses can be taken out of sequence except for the EMPA 396 capstone course, which must be taken at the end of the program.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Graduate Certificates in Business

Graduate Certificate in Conflict Resolution

The graduate certificate in conflict resolution prepares students for work in mediation, negotiation and dispute resolution. Students will learn the skills and concepts of non-adversarial problem solving and apply them in both public and private sectors, including family law, business, commerce, tax, insurance and domestic disputes. The certificate requires completion of six courses (18 units) with a B average or better at Golden Gate. Arrangements may be made for specific industries or interests to have a graduate certificate in conflict resolution especially designed to meet the regulatory requirements of that field. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required Courses – 18 units

| | |
|-----------|---|
| PSYCH 304 | Cross-Cultural Aspects of Psychology |
| PSYCH 352 | Structure, Theory and Ethics of Conflict Resolution |
| PSYCH 353 | Conflict Resolution: Skills and Techniques |

Three of the following:

| | |
|--|---|
| MGT 300 | Team Dynamics and Managerial Analysis |
| MGT 343 | Labor-Management Relations |
| MGT 346 | Human Resource Management |
| MGT 348 | Negotiating in Business |
| PSYCH 306 | Group Dynamics and Social Processes |
| PSYCH 320 | Therapeutic Communication and Counseling Skills |
| PSYCH 326 | Legal and Ethical Responsibility for Counselors |
| PSYCH 341 | Organizational Behavior and Process |
| PSYCH 342 | Organizational Development, Assessment and Intervention |
| PSYCH 396A–ZZ | Selected Topics in Applied Psychology |
| PSYCH 397 | Practicum in Conflict Resolution |
| Any other graduate course approved by the program chair (3 units). | |

Graduate Certificate in Counseling Skills

Qualified students wishing to enroll in the program may earn a graduate certificate in counseling skills by completing, with a B average or better, five courses (15 units) with the “PSYCH” prefix at Golden Gate. These five courses are chosen in consultation with the program director. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Graduate Certificate in Finance

Many business professionals recognize the importance of university coursework in finance, but have neither the time nor the need to complete the requirements for a traditional academic degree. For such students, a certificate is the ideal solution. The graduate certificate in finance can be structured to serve as preparation for the Chartered Financial Analyst (CFA) exam. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required Courses – 15 units

FI 300 Corporate Finance
Four additional ECON or FI 300- or 400-level courses, for a total of 15 units.

Graduate Certificate in Financial Planning

The graduate financial planning certificate requires the completion of seven courses (21 semester units), plus any necessary prerequisite courses. No comprehensive examination is required. The graduate financial planning certificate meets the educational requirement of the Certified Financial Planner® (CFP®) designation.*

Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required Courses – 21 units

| | |
|--------|---|
| FI 420 | Personal Financial Planning |
| FI 421 | Personal Investment Management |
| FI 422 | Retirement and Employee Benefits Planning |
| FI 425 | Income Tax Planning |
| FI 426 | Estate Planning (Must be taken as part of the final six units of the program) |
| FI 434 | Cases in Financial Planning |
| FI 483 | Risk Management and Insurance Planning |

The seven courses that make up the graduate financial planning certificate also comprise much of the core of the MS degree in financial planning. Thus, students who complete the certificate program need only three additional courses (as well as any foundation courses that may be required) in order to complete the MS degree. Students should speak with the director of the financial planning program about this exciting opportunity.

* After successfully completing GGU’s graduate financial planning certificate, students are eligible to sit for the CFP® examination if they register with the CFP Board. Students can sit for the CFP® examination before completing the experience requirement. Golden Gate University does not award the CFP® and Certified Financial Planner™ designations. The right to use the marks CFP® and Certified Financial Planner™ is granted by the Certified Financial Planner Board of Standards (CFP Board) to those persons who have met its rigorous educational standards, passed the CFP Board’s certification examination, satisfied a work experience requirement and agreed to abide by the CFP Board’s Code of Ethics and Professional Responsibility. Only persons registered with the CFP Board are permitted to sit for the certification examination. CFP® certificates and licenses are issued only by the CFP Board (www.CFP-Board.org).

Graduate Certificate in Human Resource Management

The graduate certificate in human resource management is available for those who want a less extensive program or who have specific interests in the field. The certificate requires completion with a B average or better and completion of one core course and any five of the following courses (18 units). All courses must be completed at Golden Gate. The selection of these courses should be discussed with the Human Resource Management program director. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100.

Required Courses – 18 units

MGT 346 Human Resource Management

Five of the following:

MGT 305 Managing People in International Settings
 MGT 341 Benefits Administration
 MGT 342 Compensation Administration
 MGT 343 Labor Relations
 MGT 344 Training and Development
 MGT 358 Employment Law
 MGT 359 Managing the Employment Function
 MGT 364 Technology Applications in Human Resource Management
 MGT 370 Strategic Human Resource Management
 MGT 396A–ZZ Selected Topics in Management
 MGT 398 Internship: Management
 MGT 399 Directed Study

Graduate Certificate in Industrial-Organizational Psychology

This certificate program provides students with a foundation in the field of Industrial-Organizational Psychology and its allied disciplines. Students pursue a course of study that exposes them to the field's essential theoretical frameworks while also facilitating the pursuit of Psychology, the certificate is ideally combined with the M.A. Counseling Psychology for those students who seek to apply their skills to the workplace.

Required Courses – 6 units

PSYCH 341 Organizational Behavior and Process
 PSYCH 342 Organizational Development, Assessment and Intervention

Electives – 9 units

Three of the following courses:

MGT 305 Managing People in International Settings
 MGT 344 Training and Development
 MGT 346 Human Resources Management
 MGT 364 Technology Applications in Human Resources Management
 PSYCH 348 Organizational Change
 PSYCH 349 Executive Coaching Theory and Practice
 PSYCH 354 Consulting Skills in Industrial-Organizational Psychology
 PSYCH 355 Diversity in Organizations

Graduate Certificate in Information Technology Management

The graduate certificate in information technology management can be configured to suit the student's unique professional goals and requirements. The flexible structure allows students to acquire new knowledge or to refresh their knowledge and skills in areas they need most.

Five courses (15 units) must be completed at Golden Gate University with a B average or better. Enrollment as a degree candidate is not required. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed.

Courses successfully completed in this program may be transferred, if applicable, to the MS ITM or any of the Edward S. Ageno School of Business' MS degrees as appropriate. However, students must still satisfy the graduate admission requirements. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100.

Required Courses – 12 units

ITM 300 Managing Information Technology in the Business Enterprise
 ITM 315 Infrastructure and Hosted Services
 ITM 316 Software Engineering
 ITM 317 Networks & Communications

Electives – 6 units

Two of the following courses:

ITM 304 Managing Data Systems
 ITM 323 Security, Privacy & Compliance
 ITM 342 Enterprise Architecture Planning
 ITM 343 Budgeting and Finance for IT Managers
 ITM 344 Project Governance: Portfolio and Program Management

Graduate Certificate in Integrated Marketing Communications

The graduate certificate in integrated marketing communications (IMC) meets the need for a focused graduate preparation for employment in marketing communications. Leading marketing organizations today are creating and managing their communications in an integrated fashion, with coordination in terms of messages, positioning, and timing, all developed in support of overall organizational objectives. There is strong growth among agencies that deliver integrated solutions and among their client firms using those approaches. Our program will help the student prepare for a key role in such organizations.

The graduate certificate in integrated marketing communications requires completion of 18 semester units of graduate-level work. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate University) before the certificate courses can be completed. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment" on p. 100.

Graduate Writing Proficiency Requirement

Students admitted to the graduate certificate in integrated marketing communications program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the graduate writing proficiency exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Required Courses – 18 units

| | |
|---------|-------------------------------------|
| MKT 300 | Marketing Management |
| MKT 305 | Integrated Marketing Communications |
| MKT 307 | Sales Promotion and Sponsorships |
| MKT 321 | Direct and Database Marketing |
| MKT 339 | Advertising Strategy |
| PR 320 | Contemporary Public Relations |

Graduate Certificate in Marketing

The graduate certificate in marketing is designed for students interested in either acquiring knowledge in marketing, or in refreshing or extending their knowledge in the marketing field. The certificate requires completion, with a B average or better, of six courses (18 units) in marketing (prefix MKT). With the approval of the department chair, students are free to design a certificate program to meet their individual needs in order to enhance professional growth and aid in achieving career expectations. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate University) before the certificate courses can be completed.

Graduate Writing Proficiency Requirement

Students admitted to the graduate certificate in marketing program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Required Courses – 18 units

| | |
|---------|----------------------|
| MKT 300 | Marketing Management |
|---------|----------------------|

Five additional courses with the MKT prefix.

Graduate Certificate in Global Supply Chain Management

For those who don’t need an MBA degree but do need to update and broaden their professional skills, the graduate Global Supply Chain Management (GSCM) certificate provides the theories and practices to be successful in this critical area of modern business. Students take two core operations management (OP) courses, two elective OP courses, and two other elective courses, as approved by the program director for a total of 18 units. The two core OP courses cover key strategic, design, tactical, and execution management knowledge. The two elective OP courses allow students to tailor their certificate in GSCM. The two other elective courses allow students to broaden their knowledge either in GSCM or in related areas such as marketing, finance, technology, project management and international business.

In addition to academic knowledge, students will have the opportunity to create a career plan to accomplish their goals with the support of academic, industry, and alumni advisors.

All courses must be completed at Golden Gate University with a B average (3.00) or better. Enrollment as a degree candidate is not required. In some situations, prerequisite coursework may be required depending on the student’s background. Certificate students who are later admitted to degree programs may apply the credit earned in this certificate toward the degree requirements.

Required Courses – 6 units

| | |
|--------|--|
| OP 321 | Supply Chain Planning and Control (must be taken as the first OP course in the certificate) |
| OP 329 | Global Supply Chain Management Applications and Analytics (must be taken as the last OP course in the certificate) |

OP Electives – 6 units

| | |
|--------|--|
| OP 301 | Sustainable Supply Chain Operations |
| OP 302 | Quality Management and Process Improvement |
| OP 303 | Managing Innovation and Technology |
| OP 305 | Supply Chain Management Technology and Information Systems |
| OP 320 | Strategic Sourcing |
| OP 323 | Supply Chain Logistics Management |
| OP 398 | Internship: Operations Management |

Other Electives – 6 units

Any two 300-level courses related to GSCM that are approved by the program director

Graduate Certificate in Project Management

The graduate certificate in project management prepares students as professionals with highly desirable skills in the field of project management, by giving students a thorough grounding in multiple PM skills, including budgeting, conflict resolution, communication, project scope, developing and using resources, leadership and team building. These skills and many others provided by the program enable graduates to take leadership roles in local, outsourced and global projects.

The content of courses is integrated with the Project Management Body of Knowledge so that as students progress through courses, they are preparing themselves for the PMI certification exam.

Required Courses – 12 units

| | |
|--------|--|
| OP 340 | Introduction to Project Management |
| OP 342 | Agile Management for Project Managers |
| OP 343 | Project Planning and Control |
| OP 345 | Project Administration, Leadership and Team Dynamics |

Electives – 6 units**Two of the following courses:**

| | |
|--------|--|
| OP 302 | Quality Management and Process Improvement |
| OP 344 | Project Governance: Program & Portfolio Management |
| OP 347 | Project Management for IT Professionals |

Graduate Certificate in Public Administration Leadership

The graduate certificate in public administration requires the completion of four courses (16 semester units), plus any necessary prerequisite courses. With a graduate leadership certificate in public administration, students learn to do the right things. They gain real-world skills that allow them to identify, analyze, and evaluate political, managerial, and policy concerns faced by communities and governments. Students also develop the necessary confidence and competencies needed to implement innovative best practices grounded on effectiveness, efficiency, transparency, accountability, as well as social and environmental responsibility.

Required courses – 4 units

EMPA 303 Organizational Development and Leadership
Any three additional courses – 12 units

General leadership concentration

EMPA 300 Theory, Ethics and Practice in Public Service
EMPA 302 Public Policy Analysis and Program Evaluation
EMPA 304 Public Enterprise Management and Public Sector Business Relations
EMPA 305 Budgeting and Financial Management
EMPA 306 Public Service and the Law
EMPA 307 Personnel Management and Labor Relations
EMPA 398 Special Topics in Public Administration

Judicial Leadership Concentration

EMPA 308 Judicial History and Governance
EMPA 309 Trends and Challenges in Judicial Administration
EMPA 310 Judicial Management and Leadership

Law Enforcement Leadership Concentration

EMPA 311 Current Issues in Law Enforcement
EMPA 312 Disaster, Emergency and Security
EMPA 313 Law Enforcement Ethics, Training and Accountability

Graduate Certificate in Public Relations

As more and more organizations realize the importance of precise, two-way communications with the public, savvy public relations professionals are in increasing demand. The graduate certificate in public relations is for those who wish for a less extensive program than is required for the MS degree in integrated marketing communications with a concentration in public relations.

The graduate certificate in public relations is a professional development program designed primarily for working professionals who want to update their skills in their fast-changing field or to study areas of specialization in which they are interested but for which they have no formal training.

The certificate in public relations requires completion, with a B average or better, of the following 18 units at Golden Gate University. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or

through taking the courses at Golden Gate University) before the certificate courses can be completed. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Graduate Writing Proficiency Requirement

Students admitted to the graduate certificate in public relations program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See “Proficiency in Mathematics, English and Computer Skill Required for Certain Master’s Degrees and Certain Graduate Certificates” on p. 128.

Required Courses – 18 units

MKT 305 Integrated Marketing Communications
PR 320 Contemporary Public Relations
PR 330A Writing for Public Relations and Marketing Communications
PR 332 Media Relations and the Professional Spokesperson
PR 334 Managing Public Issues: Consumer Affairs and Government Relations

One 300-level course with the prefixes MKT or PR.

Graduate Certificate in Technical Market Analysis

The graduate certificate in technical market analysis requires the completion of five courses (15 semester units), plus any necessary prerequisite courses. No comprehensive examination is required. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate University) before the certificate courses can be completed.

Required Courses – 15 units

FI 352 Technical Analysis of Securities
FI 354 Wyckoff Method I
FI 355 Wyckoff Method II
FI 358 Technical Analysis of Trading: Strategy and Implementation

Any other ECON or FI 300- or 400-level course not previously taken.

For the most up-to-date program information and course listings, visit www.ggu.edu.

School of Law

Founded in 1901, Golden Gate University School of Law was the first Northern California law school with an evening program and is one of the oldest law schools in the Western United States.

Offering both day and evening programs, the School of Law provides exceptional, practical legal training combined with solid legal theory. Students are challenged to view law not merely as rules to be mastered, but also as social policies to be explored and questioned. Through our extensive clinical offerings, our highly respected litigation program and our comprehensive writing curriculum, our students acquire superb skills in analysis, document drafting, advocacy, trial technique, counseling, interviewing and negotiating.

Law courses are conveniently offered on a full-time and part-time basis with both day and evening classes. Law students earn a doctor of jurisprudence (JD) degree and may also receive a certificate of specialization in one or more specialty areas: business law, environmental law, family law, intellectual property law, public interest law, and tax law.

To further enhance students' career options, the School of Law also offers a joint JD/MBA in conjunction with GGU's Ageno School of Business. The School of Law is fully accredited by the American Bar Association and is a member of the Association of American Law Schools.

Special Programs

Located in the heart of San Francisco's legal and financial district, we offer students a variety of hands-on programs — clinics, externships, advocacy and litigation training and competition, and our unique Honors Lawyering Program. In these programs, students earn academic credit while working closely under the supervision of full-time clinical faculty members and practicing attorneys. Our award-winning on-site clinics, The Women's Employment Rights Clinic (WERC), The Environmental Law & Justice Clinic (ELJC), Veterans Legal Advocacy Center, and the Pro Bono Tax Clinic provide students with opportunities to represent low income clients under supervision of excellent lawyer/professors and receive academic credit. We also have a Pro Bono Tax Clinic, representing low-income clients with pending cases before the California State Board of Equalization. We recently created a Veterans Legal Advocacy Center (VLAC) which focuses on ensuring that our students with military experience are supported. VLAC also provides pro bono assistance to veterans in the community who are seeking health care or compensation from the Department of Veteran Affairs. Similarly, our extensive externship clinical program, also offered as an integral part of the curriculum, gives our law students field experience with local, state and federal legal agencies, courts, non-profits and private firms.

The School of Law's litigation and advocacy programs train students in every aspect of pretrial negotiation and planning, including trial techniques and appellate briefs and arguments. Our mock trial teams have won multiple regional and national championships in trial competition over the past two years.

The Honors Lawyering Program (HLP) offers a rigorous examination of legal theory and legal writing coupled with practical experience. In the intensive summer session after the first year, HLP students learn the law and also represent real clients on real problems in housing matters. They then spend two semesters doing supervised legal work in apprenticeships with lawyers or judges.

Summer Session

Each year, the School of Law sponsors a summer session offering both required and elective courses. The program is open to law students from Golden Gate University and other ABA-accredited

law schools. Our Summer Trial and Evidence Program (1st STEP) allows students who have completed their first year of law school to spend eight weeks focusing intensively on litigation and advocacy skills, in a program that integrates the rules of evidence with trial advocacy.

Graduate Law Programs

Law graduates may continue their legal studies by enrolling in one of our five LL.M programs: environmental law, intellectual property law, international legal studies, taxation, estate planning and probate, and United States legal studies. Students with an LL.M may also earn an SJD (doctorate) in international legal studies.

Our Faculty

Our School of Law faculty shares a strong commitment to both excellence in teaching and accessibility to students. The full-time and adjunct members of the faculty are dedicated to giving their students one of the best legal educations in the country. They are well respected within the legal community and have been trained at the nation's finest law schools. Their education, real-world legal experience and expert teaching skills prepare students for an exciting, successful career in law.

Student Body

Our student body of approximately 470 students is a diverse mix of working professionals and recent college graduates drawn from more than 80 undergraduate and graduate institutions. Approximately 58 percent of our students are women, and approximately 53 percent of the students attend the School of Law full time. Over 42% of students identify as being of minority status.

Benefits

- Golden Gate University School of Law is fully accredited by the Council of the Section of Legal Education and Admissions to the Bar of the American Bar Association (ABA), 321 N. Clark St., Chicago, IL 60654-7598, 312-988-6738 800-285-2221; and the Committee of Bar Examiners of the State of California and is a member in good standing of the Association of American Law Schools (AALS). Golden Gate University is fully accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC). Graduates qualify to take the bar exam in all 50 states and in the District of Columbia.
- Located in the heart of San Francisco's financial and legal district
- Offers students extensive clinical programs and opportunities for practical legal experience and a comprehensive advocacy and litigation program
- Has created a unique Honors Lawyering Program including apprenticeships with lawyers and judges
- JD, JD/MBA; certificates of specialization in various concentrations; LL.M degrees in environmental law, intellectual property law, taxation, estate planning and probate, and United States legal studies; and LL.M and SJD in international legal studies

For admissions and application information, please call or write to Admissions Office
Golden Gate University School of Law
536 Mission Street, San Francisco, CA 94105-2968
Phone: 415-442-6630
E-mail: lawadmit@ggu.edu
Website: law.ggu.edu

Bruce F. Braden School of Taxation

A Master of Science in Taxation is an attractive asset in today's job market that often results in higher starting salaries. GGU has earned a reputation for providing the most comprehensive and applicable tax education available today. GGU's tax program is the largest and one of the most respected graduate tax programs in the country. All of the Big Four and Global Six firms hire GGU graduates and most regularly send their employees to GGU to update their tax education. Our offerings are highly focused and prepare students to be knowledgeable tax professionals. Students will gain a thorough and current knowledge of tax law concepts and practices, as well as trends in the discipline in an environment that promotes the development of analytical and communication skills.

GGU's Braden School of Taxation provides one of the most cost-effective sources of high-quality continuing professional education. Each academic unit equals 15 CPE hours, or 45 hours for the typical three-unit course. For lawyers, MCLE credit may also be earned. The MS in taxation also fulfills the California State Bar's educational requirement for Certified Specialists in Taxation Law.

Since many of our students are already tax practitioners, our programs are designed to meet the needs of working professionals seeking to improve their careers and their lives. Our tax courses bring contemporary issues into the classroom, allowing for spirited investigation with their peers. A relevant and practical curriculum combined with hands-on skills training gives students the necessary tools to be an effective leader in this very specialized field.

The Braden School of Taxation offers a Master of Science in Taxation that can be accomplished on a part-time or a nine-month full-time basis. The full-time cohort begins in late July each year. The school also offers graduate certificates in estate planning, taxation or international taxation. These programs are offered in San Francisco, Los Angeles and Seattle, as well as online. GGU also offers an LLM in taxation through the School of Law. For more information, refer to "School of Law," p. 53.

Relevant Education

Tax courses are designed to give students an understanding of and ability to handle tax planning, compliance and controversies. Each class melds theory and practical experience by tackling real-world problems through a case study approach. Students learn by applying the Internal Revenue Code and administrative and judicial interpretations to a variety of realistic problem sets.

With a strong set of analytical, logical and technical skills, combined with a comprehensive understanding of tax theory and concepts, students will be well prepared to tackle today's ever-changing laws and business environment.

Benefits

- Largest tax program in the nation
- Faculty are leading tax accountants and tax attorneys
- Courses built to fit the demands of career-minded adults
- Continuing education credit for attorneys and CPAs
- Tax season internship opportunities in our full-time program

Taxation Programs offered:

| | |
|--|-----|
| MS in Taxation | .55 |
| Graduate Certificate in | |
| Advanced Studies in Taxation | .56 |
| Estate Planning | .56 |
| International Taxation. | .56 |
| State and Local Taxation | .57 |
| Taxation | .57 |

For further information, please call the Bruce F. Braden School of Taxation, or write to:

Bruce F. Braden School of Taxation
 Golden Gate University
 536 Mission Street, Room 5314
 San Francisco, CA 94105-2968
 Phone: 415-442-7880
 Fax: 415-543-2607
 E-mail: tax@ggu.edu
 Website: www.ggu.edu/programs/taxation

For the most up-to-date program information and course listings, visit www.ggu.edu.

Master Of Science in Taxation

The Master of Science in Taxation degree program at Golden Gate University is one of the finest tax programs in the nation. Our curriculum consists of approximately 30 courses covering general and specialized tax subjects such as estate and gift tax, partnerships, C corporations, LLCs and S corporations, California and multi-state tax, international tax, retirement plans, tax issues for individuals, and tax research. One way to obtain a GGU MS in taxation is through our full-time cohort program, which commences in late July, enabling students to earn the MS degree in only nine months by attending intensive day classes in San Francisco. All classes are taught by expert tax accountants and tax lawyers. The program typically culminates with a 10-week tax-season internship for eligible students. For those who prefer to study part time, GGU offers convenient evening classes in San Francisco, Seattle and Los Angeles, so students can earn their degrees at their own pace. In addition, students can opt to complete the MS in taxation through our fully accredited program online.

Student Learning Outcomes

- Graduates will demonstrate the ability to identify tax issues, determine the applicable relevant primary authority, analyze relevant primary authority and apply the authorities to reach well-reasoned oral or written conclusions.
- Graduates will demonstrate basic knowledge and understanding of IRS practice and procedure and be able to represent a client in a tax controversy.
- Graduates will demonstrate knowledge of the ethics and standards of professional responsibilities applicable to tax practitioners.

Requirements for the Master of Science in Taxation

The MS degree in taxation requires completion of 30 semester units. Please refer to p. 137 for the Required Academic Progress and Grade Requirements for Graduation for Graduate Students.

All applicants should have earned an undergraduate degree from an accredited institution with at least a 3.00 grade-point average (GPA). Individuals with an undergraduate GPA below 3.00 are welcome to apply and will be considered for admission based on employment history, professional accomplishments, recommendations, etc. Certificate and open enrollment students must meet the same standards and prerequisites that apply to degree candidates.

Advanced Program – 30 units*

Core Courses — 21 units

| | |
|---------|--|
| TA 318 | Advanced Federal Income Taxation |
| TA 319 | Federal Tax Procedure |
| TA 322A | Federal Income Taxation of Corporations and Shareholders I |
| TA 328 | Federal Income Taxation of Partners and Partnerships |
| TA 329 | Tax Research and Decision Making |
| TA 330 | Property Transactions |
| TA 338 | Tax Timing |

Electives — 9 units

Students in the part-time program will take nine additional units with the TA prefix. It is highly recommended that students take TA 356 Limited Liabilities Companies and S Corporations: A Choice of Entity (3 units).

Students in the full-time program will take, if eligible, three additional units with the TA prefix and six units of Tax Internship (TA 398).

*Students transferring credit from accredited law schools, colleges and universities may be granted as many as six units of credit toward the MS (tax) requirements for graduate tax courses successfully completed at those institutions.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Graduate Certificates in Taxation

Graduate Certificate in Advanced Studies In Taxation

The graduate certificate in advanced studies in taxation is for tax professionals who already have a graduate tax degree, but who wish to update and broaden their knowledge of tax law.

The certificate requires completion of 12 units of graduate courses. This course of study must be completed within a five-year period.

Please refer to p. 137 for the Required Academic Progress and Grade Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Qualifying courses include all those leading to the MS in taxation at the university. With the dean’s approval, students may repeat up to two (3 unit) courses that were previously taken as part of the student’s MS degree curriculum.

Admission to the advanced studies in taxation program is open to those individuals who have received an MS or MBA in taxation (or an LLM in taxation) degree from Golden Gate. Admission for those students whose graduate tax degrees were obtained from schools other than GGU is conditional upon prior approval of the dean. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required Courses – 12 units

| | |
|---------|--|
| TA 318 | Advanced Federal Income Taxation |
| TA 319 | Federal Tax Procedure |
| TA 322A | Federal Income Taxation of Corporations and Shareholders I |
| TA 328 | Federal Income Taxation of Partners and Partnerships |
| TA 329 | Tax Research and Decision Making |
| TA 330 | Property Transactions |
| TA 338 | Tax Timing |

Electives – 9 units

Full time students

TA 398 Tax Internship (3–6 units)**
3 units from courses with the TA (Taxation) Prefix

Part time students

9 units from courses with the TA (Taxation) Prefix
It is highly recommended that part-time students take TA 356: Limited Liabilities Companies and S Corporations: A Choice of Entity (3 units). If eligible, part-time students may take TA 398.**

**Up to 6 units of course credit may be obtained through internship experience. Eligibility determined by School of Taxation. Please see Internship Eligibility in Overview for more information.

Graduate Certificate in Estate Planning

The graduate certificate in estate planning is a 12 unit program that provides practitioners with a broad-based education in the specialized field of estate planning. Designed and administered by attorneys and accountants who are estate planners, the courses in the certificate program will give students a solid foundation in federal tax law and relevant state law. Students will acquire the tools they need to advise clients on how to formulate, implement and revise estate plans. They will hone their skills on contemporary case studies, using the same legal documents they will encounter in practice. Our courses qualify for CPE (for California CPAs) and for CLE (for California attorneys).

Please refer to p. 137 for the Required Academic Progress and Grade Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required Courses – 12 units

| | |
|--------|---|
| TA 325 | Estate and Gift Taxation |
| TA 334 | Estate Planning |
| TA 337 | Individual Retirement Plans and Distributions |
| TA 344 | Federal Income Taxation of Trusts and Estates |

Graduate Certificate in International Taxation

The Graduate Certificate in International Taxation is a 15-unit certificate for those students interested in a broad-based education in the international taxation field. Because the certificate deals primarily with corporations, students should have an adequate background in corporate taxation before commencing the program.

Please refer to p. 137 for the Required Academic Progress and Grade Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required Courses – 9 units

| | |
|---------|--|
| TA 321 | Principles of International Taxation |
| TA 350A | Taxation of Foreign Persons with US Activities |
| TA 350B | Taxation of US Persons with Foreign Activities |

Electives – 6 units

Two of the following:

| | |
|---------|--|
| TA 350C | Income Tax Treaties |
| TA 350D | Transfer Pricing |
| TA 350E | International Mergers, Acquisitions and Joint Ventures |
| TA 352 | Taxation of Electronic Commerce |

Graduate Certificate in State and Local Taxation

The Graduate Certificate in State and Local Taxation is a 12-unit program designed for tax professionals who are interested in building a broad-based understanding of state and local tax issues. The focus of the program is on the taxation of business entities (particularly those that operate in a multistate environment), but residency and personal income-tax issues will also be discussed. The certificate is designed to create the foundation for a career as a state and local tax expert. The program will also provide the skills necessary to become competent in doing multistate tax research to effectively develop answers to client questions and planning options. It is expected that students pursuing this certificate will have a basic knowledge of federal tax principles and/or equivalent work experience in preparing federal and state/ local tax returns.

The certificate can be completed both online and in person at the San Francisco and Los Angeles campuses. Both programs are taught with an emphasis on practical applications and case studies.

The SALT Certificate program consists of four courses with one required course and three electives. Each course is 3 units with 12 units required to complete the SALT Certificate Program.

Please refer to p. 137 for the Required Academic Progress and Grade Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Admission to the program is open to anyone who has successfully completed an undergraduate degree from a regionally accredited institution. Applicants must provide an official and complete transcript documenting the award of the undergraduate degree with an overall grade point average of B or better.

Upon completion of the program, candidates will be able to handle complex nexus and apportionment questions, prepare a combined report and understand how to research state tax questions in a multistate environment. Candidates will also gain an understanding of sourcing rules that apply to all taxpayers, including individuals and business entities. Students will develop a basic understanding of the sales tax assessment and collection/remittance process. The program will enable the student to become the state and local expert in their office.

Required Courses – 3 units

One of the following:

| | |
|--------|---|
| TA 315 | Multistate Taxation of Business Entities (other States) |
| TA 320 | Multistate Taxation of California Business Entities |

Elective Courses – 9 units

Student can take both TA 315 or TA 320 and count one as a required course and the other as an elective course.

| | |
|---------|---|
| TA 323 | Multistate Taxation of Individuals and Trusts/ Estates |
| TA 332 | State Tax Research, Practice and Procedure |
| TA 346K | Washington State and Local Taxes |
| TA 348 | California Sales and Use Taxation |
| TA 396W | Washington State and Local Tax (offered on-site at the Seattle campus only) |

Students currently enrolled in the MST program, can count the classes listed above towards the completion of their MST degree.

Graduate Certificate in Taxation

Qualified students may earn a 15-unit Graduate Certificate in Taxation, giving them practical, general tax knowledge. Students must have earned an undergraduate degree from an accredited institution with at least a 3.00 grade-point average. Individuals with an undergraduate GPA below 3.00 are welcome to apply and will be considered for admission based on employment history, professional accomplishments and recommendations.

The certificate courses are available at all of our locations. In addition, the entire graduate certificate in taxation may be taken on the internet in highly interactive web-based classes.

Please refer to p. 137 for the Required Academic Progress and Grade Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to “Admission to Certificate Programs and Registering for Open Enrollment” on p. 100.

Required Courses – 12 units

| | |
|--------|----------------------------------|
| TA 318 | Advanced Federal Income Taxation |
| TA 329 | Tax Research and Decision Making |
| TA 330 | Property Transactions |
| TA 338 | Tax Timing |

Electives – 3 units

Three units of any course(s) with a TA prefix.

For the most up-to-date program information and course listings, visit www.ggu.edu.

Course Descriptions

Prerequisites and Corequisites

Prerequisites are courses that must be taken before the course for which they are required. Prerequisites, if any, are listed following the description.

Corequisites are prerequisites, which, if not taken before a course for which they are required, may be taken at the same time as the course for which they are required. Like prerequisites, corequisites are listed after the course description.

Textbooks

Textbook information is available in our online course schedule.

Undergraduate Courses

Each undergraduate course is assigned a number according to the following plan:

- 1–99 Lower-division courses
- 100–199 Upper-division courses

Uppercase “A” and “B” following a number indicate related courses that may be taken out of sequence (unless prerequisites are noted).

Directed study, with permission of the instructor, department chair or program director and the dean, is available to advanced students in several fields (see p. 121).

Courses carry from one to six units of credit in one trimester or term, depending upon the number of semester hours assigned to that course. Primary focus and consideration are given to expected learning outcomes and the way in which they are affected. Generally, for traditional in-person instruction, academic credit is assigned on the basis of one semester credit hour for each 15 hours of classroom contact. However, credit is not entirely derived by a simple arithmetic conversion of contact hours, but considers factors such as course assignments and activities, course materials and the nature of the learning experience, required outside preparation and assessment instruments. These factors are the sole factors for determining credit hours for classes involving distance learning.

California Articulation Number

The California Articulation Number (CAN) system identifies many transferable, lower-division, major-preparation courses commonly taught on California college and university campuses. While this program has been slated for discontinuation, it continues to be used by articulation officers throughout California. GGU will continue to recognize the CAN system until it is no longer accepted in the California higher education system.

The system assures students that CAN courses on one participating campus will be accepted “in lieu of” the comparable CAN courses on another participating campus. For example: CAN ECON 2 on one campus will be accepted for CAN ECON 2 on every other participating campus that has also qualified CAN ECON 2. Each campus retains its own numbering system, but adds the CAN designation parenthetically in its publications.

Check with counseling offices, departmental offices or articulation officers for current listings of CAN-qualified courses. A CAN catalog listing campuses and courses is published in January and June.

Graduate Courses

Graduate courses are assigned numbers according to the following plan:

- 200–299 Foundation Program Courses
- 300–499 Advanced Program Courses
- 800–899 Doctoral Seminars

Only one directed study may be taken for credit by a candidate for a master’s degree. The dean’s approval is required.

Courses carry from one to three units of credit in one trimester or term, depending upon the number of semester hours assigned to that course. Primary focus and consideration are given to expected learning outcomes and the way in which they are effected. Generally, for traditional in-person instruction, academic credit is assigned on the basis of one semester credit hour for each 15 hours of classroom contact. However, credit is not entirely derived by a simple arithmetic conversion of contact hours, but considers factors such as course assignments and activities, course materials and the nature of the learning experience, required outside preparation and assessment instruments. These factors are the sole factors for determining credit hours for classes involving distance learning.

Subjects

| | |
|--|-----|
| Accounting (ACCTG) | .59 |
| Arts (ARTS) | .63 |
| Communications (COMM) | .63 |
| Critical Thinking (CRTH) | .63 |
| Doctoral Seminars in Business Administration (DBA) | .63 |
| Economics (ECON) | .65 |
| English (ENGL) | .65 |
| Executive MBA (EMBA) | .66 |
| Executive MPA (EMPA) | .67 |
| Finance (FI) | .68 |
| Health Services Management (HSM) | .72 |
| History (HIST) | .73 |
| Humanities (HUM) | .73 |
| Information Technology Management (ITM) | .73 |
| Literature (LIT) | .76 |
| Management (MGT) | .76 |
| Marketing (MKT) | .79 |
| Master in Business Administration (MBA) | .81 |
| Mathematics (MATH) | .82 |
| Operations Management (OP) | .83 |
| Philosophy (PHIL) | .85 |
| Psychology (PSYCH) | .86 |
| Public Administration (PAD) | .88 |
| Public Relations (PR) | .89 |
| Science (SCI) | .89 |
| Social Sciences (SOSC) | .90 |
| Taxation (TAX) | .90 |
| Undergraduate Programs (UGP) | .93 |

ACCOUNTING (ACCTG)

ACCTG 1A Introductory Financial Accounting – 3 units

Introduces financial accounting emphasizing accounting terminology, ethics and the role of accounting information in business decisions. Coursework will provide students with a basic understanding of the accounting process; financial statements; and the content of certain asset, liability and owner's equity accounts, including IFRS. The corporate form of business is discussed in detail. Provides students with an understanding of accounting information in a decision context. Includes a computerized practice set. (CAN BUS 2)

ACCTG 1B Introductory Managerial Accounting – 3 units

Introduces students to managerial accounting focusing on business decisions using internal accounting information. Introduces and explores relevant costs for decision-making, cost-volume analysis, costing systems, cost behavior, budgeting and performance measurements. Prerequisite: ACCTG 1A.

ACCTG 100A Intermediate Accounting I – 3 units

Examines current pronouncements and practical applications. Students will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements. Topics include statement presentation, required disclosures, in-depth study of current assets, the time value of money, inventories and revenue recognition. Prerequisites: ACCTG 1A and MATH 20. Knowledge of spreadsheets is recommended.

ACCTG 100B Intermediate Accounting II – 3 units

Continues intermediate accounting with an emphasis on current pronouncements and practical applications. Students will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements, including IFRS. Topics include plant and equipment, intangible assets, current liabilities, long-term debt, stockholders' equity, investments, and introduction to the cash flow statement. Prerequisite: ACCTG 100A.

ACCTG 100C Intermediate Accounting III – 3 units

Continues intermediate accounting with an emphasis on current pronouncements and practical applications. Students will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements. Topics include earnings per share, leases, pensions, deferred taxes, accounting changes, statement of cash flows, financial statement analysis, full disclosure and problem solving using computer spreadsheets. Professional writing is emphasized through various assignments. Master of accountancy students must take ACCTG 305. Prerequisite: ACCTG 100B.

ACCTG 105 Cost Management – 3 units

Surveys the methods and procedures used in determining cost for manufacturing, including cost-volume-profit relationships, costing systems in the manufacturing and merchandising sectors, process and job costing, master and flexible budgeting, variances and responsibility accounting, and allocation of overhead. Prerequisites: ACCTG 1A or ACCTG 201, and MATH 20.

ACCTG 108A Federal Income Tax I – 3 units

Introduces federal taxation for individuals. Students will study taxable income, gross income exclusions and inclusions, capital gains, depreciation, business and itemized deductions, personal exemptions, passive activity losses, tax credits and methods of accounting. Required for students in the BSB in accounting. Master of accountancy students must take ACCTG 360. Students who have passed the Enrolled Agents Exam are not required to take this course; another upper-division accounting course must be

substituted for those students in the bachelor's degree program. Satisfies part of the educational requirements to sit for the CFP® examination.* Prerequisite: ACCTG 1A.

ACCTG 111 Auditing – 3 units

Examines auditing theory and practice, emphasizing audit standards, reports and professional ethics, sampling, accountants' liability, and audit programs. Prerequisites: ACCTG 100B and MATH 40.

ACCTG 159 Accounting Research and Communication – 3 units

Presents the theory and methods of accounting research and applying technical literature to selected problems. Should be taken as part of the final 12 units in the degree program. Prerequisites: ACCTG 100C, ENGL 1A and ENGL 1B.

ACCTG 197A-ZZ Special Topics in Accounting – 1-3 units

Addresses significant, topical and practical problems, issues and theories in accounting. Topics will be selected by the department chair. May be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

ACCTG 198 Internship: Accounting – 3 units

Offers students the opportunity to receive work experience in an accounting setting. Available only for students without significant prior accounting firm experience. Students will be responsible for their own placement in an internship approved by the department. A written internship proposal is required before consideration for this course. A resume and offer letter are required before being allowed to register. A written report is required upon completion of the internship. Student eligibility: Completion of 6 undergraduate-level upper division accounting courses; GPA of 3.0 or better in accounting courses; cumulative GPA of 2.8 or better; no professional work experience in the area(s) upon which the internship work will focus. Prerequisite: consent of the department.

ACCTG 199 Directed Study in Accounting – 1-3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed study course per trimester. Prerequisite: consent of the department.

ACCTG 201 Accounting for Managers – 3 units

Introduces financial and managerial accounting for non-accounting majors. Areas of study include financial statement analysis, financial accounting concepts and principles and managerial cost systems.

ACCTG 300 Accounting Research and Communication – 3 units

Presents certain structured methodologies to improve the professional's effectiveness in the research of relevant accounting issues, the application of research findings to transaction fact patterns, and the evaluation and communication of those results in a concise and logical manner to a reader. Incorporates real-world examples dealing with the more complex issues in accounting today. Assignments will emphasize identifying the pertinent facts, reviewing and assessing alternative answers, and understanding the concepts behind the applicable accounting rules and principles, to arrive at a conclusion that is fully supportable. Consists primarily of relevant real-world case studies and students' preparation of technical research memoranda. Co-requisite: ACCTG 305.

ACCTG 301 Introduction to Accounting Standards and Accounting Information Systems – 3 units

Provides an introduction to the concept of accounting standards (US GAAP), and how such standards are used in preparing financial statements. Explains the business activities and related information processing of a typical commercial enterprise, and how that relates to the accounting function and internal accounting controls. Covers the concept of "time value of money" as it is used in various accounting topics.

ACCTG 301A Intermediate Accounting I – 3 units

Provides an introduction to relevant current accounting topics and the underlying accounting standards (FASB Codification). Topics will include revenue recognition, including multiple element arrangements, inventory costing and valuation, contingent liabilities, investments the fair value concept, and business combinations. Students will gain an enhanced understanding of the practical issues in the appropriate accounting for the transactions that are covered under these topics. Prerequisite: ACCTG 301

ACCTG 301B Intermediate Accounting II – 3 units

Provides insight into current, relevant accounting topics, and the underlying accounting standards (FASB Codification). Topics will include long-term debt, complex debt/equity instruments, stockholders' equity, share-based payments, leasing, income taxes, consolidation (VIEs), income taxes, and partnerships/joint venture accounting. Imparts an understanding of the practical issues in the appropriate accounting for transactions that are covered under these topics. Prerequisite: ACCTG 301.

ACCTG 302 Accountants' Professional Responsibilities and Ethics – 3 units

Focuses on the foundations of ethics, ethical behavior and responding to ethical dilemmas. Topical content will include relevant professional, ethical standards and regulations, as well as research and practice concerning challenging ethical situations. Will also focus on the network of advisers and the professional network available for clarity and support when faced with ethical challenges. Includes the participation of outside professionals, who will bring their own personal challenges and experiences to the table for class discussion and analysis. Case studies and required reading will include informative real-life scenarios. Prerequisites: ACCTG 310, ACCTG 351B and ACCTG 360

ACCTG 303 Sustainability for Accountants and Finance Professionals – 3 units

Focuses on sustainability as it relates to the work of accounting and finance professionals. Background information is provided to help students understand what sustainability is, and why it matters in the current business climate. Thereafter, the topics covered are the global reporting initiative (i.e. corporate sustainability reporting), the current landscape for accounting standards and disclosures, emissions trading schemes (cap and trade) and sustainability in the supply chain. Students will then learn how to use standard corporate finance metrics to measure sustainability efforts. Draws from the two texts required and will also explore current issues related to the material in this class in the form of newspaper articles and video clips. Prerequisites: ACCTG 301 for students in the MAc program or ACCTG 1A for students in the MBA program.

ACCTG 304 Issues in Governmental and Not-for-Profit Accounting – 3 units

Studies the concepts, methods and reporting issues in accounting for federal, state and local governments and for other nonprofit entities, including voluntary health and welfare agencies, hospitals, colleges and universities, and religious organizations. Provides an overview of some of the issues of management's information requirements and taxation problems and the role that the accountant plays. Prerequisite: ACCTG 301B.

ACCTG 305 Advanced Financial Accounting Topics – 3 units

Provides a more in-depth analysis and discussion of highly relevant accounting topics previously introduced in ACCTG 301A and 301B. Topics will be covered in part by examining examples of real-world complex transactions, and will include advanced revenue recognition, sophisticated financial instruments, complex lease accounting issues, advanced issues in consolidation, accounting for errors and changes in estimate, share-based payment pricing models and modifications,

segment reporting, and partnership accounting. Imparts an enhanced understanding of the practical issues in determining the appropriate accounting for transactions covered under these topics. Prerequisites: ACCTG 301A and ACCTG 301B.

ACCTG 306 Advanced Issues in Financial and SEC Reporting – 3 units

Provides an understanding of the relevant accounting standards for preparation of financial statements for private companies in accordance with US GAAP, and for public companies under SEC regulations SX. Material will be covered through reviewing and discussing the authoritative reporting guidance, and analyzing real-world prepared financial statements. Covers the reporting requirements for the most common SEC filings required under the 1933 and 1934 Securities Acts, including understanding the various reporting forms (10K, 10Q, S-1). Imparts an enhanced understanding of some of the current reporting issues being faced by companies through reviewing actual SEC comment letters on registrant filings. Prerequisites: ACCTG 301A and ACCTG 301B.

ACCTG 309 Analysis and Use of Financial Statements – 3 units

Focuses on the analysis of information incorporated in financial statements, including the impact of alternative accounting procedures and assumptions. Offers ways to adjust for selected reporting differences. Discusses applications using cross sectional and time series analysis. Uses case studies of US and international firms as well as discussions of computer databases and computer-based assignments. Course will include a project based on company and industry of the student's own choosing. Prerequisite: ACCTG 301B; Co-requisite: ACCTG 305.

ACCTG 310 Auditing – 3 units

Focuses on the environmental, professional and technical aspects of internal and external auditing. Ethics, auditor's legal and professional responsibilities, auditor's report, audit evidence, internal controls and statistical sampling are studied. Students will use the actual audit standards and practices to understand and evaluate audit situations. Prerequisite: ACCTG 301B.

ACCTG 311 Fraud Examination – 3 units

Focuses on auditing to prevent, identify and investigate fraud. Students will engage in an assessment activity focused on practice, realistic projects requiring professional judgment, and effective written and oral communication. Prerequisite: ACCTG 310 or consent of the dean.

ACCTG 312 Internal Controls Over Financial Reporting – 3 units

Focuses on understanding the concepts underlying the use of internal controls in financial reporting systems. Course will cover the various types of internal controls, how controls are designed to address financial processes, and how such controls are tested for effectiveness. Students will also become familiar with the PCAOB guidelines for completing audits of Internal Control in compliance with SEC reporting requirements. Prerequisite: ACCTG 310

ACCTG 313 Performance Auditing – 3 units

Provides an overview of performance auditing (including internal business audits), focusing on audit process and reporting. By the end of the course, students will be able to apply the tools needed to conduct a performance audit in a governmental or business entity. Prerequisite: ACCTG 300.

ACCTG 319 Accounting Information Systems – 3 units

Examines accounting systems as integral components of management information systems. Coursework will provide students with an understanding of general systems theory, information theory, databases and systems analysis. Students will focus on detailed examination of specific accounting applications. Prerequisite: ACCTG 301B.

ACCTG 320 Issues in Modern Management Accounting – 3 units

Focuses on current trends in managing the accounting function within a for-profit organization and defines the role of top financial officers and the expertise they provide. Topics will demonstrate the accountant's role in the decision-making, implementation and evaluation processes of the firm. Begins with study of cost management issues in depth, and then moves to advanced topics such as customer profitability, cash-flow estimation focusing on controllable costs, capital budgeting and other investment decisions. Prerequisite: ACCTG 301.

ACCTG 321 Strategic Cost and Management Control Systems – 3 units

Examines the emerging role of the accountant as chief financial information officer and financial adviser to management teams. Focuses on examination of the strategic decision-making process and the need for accounting information. Through lectures, readings, problems and cases, students will study topics that include performance measurement for responsibility centers, structuring of investment and profit centers, transfer pricing, control of managed costs, incentive systems, budgeting systems and long-range planning. Students will engage in an assessment activity in which the student will confront a challenging managing accounting scenario that will require researching primary and secondary authority, considering ethical implications and communicating in a manner relevant to management accountants. Prerequisite: ACCTG 320.

ACCTG 335 Consulting: Business Valuations – 3 units

Provides a basic foundation in the principles and methods of valuing closely held businesses. Upon completion of this course, students should be able to prepare a basic valuation of a closely held enterprise, understand the key issues related to stock options and warrants, and critically review valuation reports prepared by others. Prerequisite: ACCTG 305.

ACCTG 351A Economics, Finance, and International Business for Accountants – 3 units

Focuses on economics, finance and international business as these topics are important to accountants. Specifically, the topics covered are domestic and international finance markets and institutions, interest rates, bond valuation, cost of capital, capital structure and leverage, working capital management and hybrid financing including leases. Closes with a discussion of international supply chain management in a high-technology environment. Prerequisite: ACCTG 301. Corequisite: ECON 1 or ECON 2.

ACCTG 351B Business Law – 3 units

Focuses on the legal, regulatory and ethical context of professional accounting practice. Will consider the law and the legal environment within which certified public accountants practice and the most important areas of the law affecting clients. Topics include the law of administrative agencies; the regulation of professions generally and of accounting specifically; ethics and professional responsibility, including an introductory survey of the Treasury's Circular 230, the AICPA's Code of Professional Conduct and the IMA's Statement of Ethical Professional Practice. Corporate governance, Sarbanes Oxley and securities law will be emphasized.

ACCTG 351C Communication and Analysis of Financial Information for Accountants – 3 units

Focuses on the management and strategic planning context of financial information and its communication by accountants. This focus will include development of quantitative analysis concepts, technology concepts and communications skills required of a professional accountant. The context topics for consideration include strategic planning, supply chains, production, channels of distribution and target markets, with appropriate exposure to the international dimensions of these areas. The quantitative and technology concepts addressed include optimization, forecasting, sampling and statistical inference. A significant portion of

the class will be devoted to developing communication and analytical skills based upon the course's subject matter. Prerequisite: ACCTG 301. Corequisite: ECON 1 or ECON 2.

ACCTG 360 Federal Taxation – 3 units

Focuses on a variety of subjects relevant to the federal income tax law applicable to individuals and C corporations. Subjects covered include gross income, property transactions, capital gains, depreciation, business and itemized deductions, tax credits and accounting periods and methods. Open only to students in the master of accountancy degree program. Prerequisite: ACCTG 301.

ACCTG 361 Taxation of Corporations and Other Entities – 3 units

Focuses on more advanced topics applicable to individuals, C and S corporations and partnerships. Income taxation of estates and trusts, estate and gift tax, and the basics of multi-jurisdictional taxation are also covered. Students will engage in an assessment activity which will integrate substantive tax issues, researching primary tax authority; ethical considerations for the tax professional; and forms of communication most relevant to tax practice. Prerequisite: ACCTG 360.

ACCTG 372 Introduction to Financial Forensic Accounting – 3 units

Forensic accountants serve in a variety of non-traditional capacities. Their roles include aiding in computer discovery, assisting government regulators or computing damages in the course of litigation. Many of these roles culminate in testifying as an expert in a court of law. This course will provide the student with an overview of these roles and an opportunity to explore this growing field. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills.

ACCTG 373 Forensic Accounting in Family Law – 3 units

Comprehensive presentation of common financial challenges and problems found in divorce engagements. Covers community property, separate property, management of family law case, tracing, business valuation and division of property. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 374 Damages – 3 units

Forensic accountants are frequently engaged to prepare analyses supporting or rebutting damages claimed related to personal and business litigation. Based on these analyses, accountants testify as experts. This course will provide the student with an overview of the law related to damages. The student will study various techniques available to determine damages in a variety of litigation situations. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite: ACCTG 372 or consent of dean.

ACCTG 375A Economic Damages – 1 unit

Forensic accountants are often engaged to compute damages that a plaintiff has suffered. This course will assist students in understanding the implications of this assignment. Includes learning how to estimate incremental costs, the proper discount rate, the use of hindsight, and losses in new businesses. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375C Forensic Valuation – 1 unit

Forensic valuations are frequently performed for closely held businesses or assets for which no clearly established market valuation is available. This course will address the fundamentals of business valuation in litigation using a case study approach. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375D Bankruptcy and Insolvency – 1 unit

Forensic accountants are often engaged to evaluate and present financial information related to financially troubled businesses. These professional services can be undertaken to assist management or other responsible individuals or organizations as part of the bankruptcy process or other less formal debt restructuring environments. This course will assist students in understanding the implications of these types of assignments including consideration of relevant law, business practices, and the role and responsibilities of the forensic accountant. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375G Construction Claims – 1 unit

Forensic accountants are often engaged to compute, or refute, damages in construction claims. This course will provide practical guidelines for the calculation and preparation of construction claim damages. Covers the general method used to calculate damages, such as actual cost, estimated cost, total cost or modified total cost. Also covers the varying types of damages, such as labor productivity losses, materials costs, home office and jobsite overhead, interest and liquidated damages. Based on real-world case studies and textbook readings. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375I Lost Wages and Employment Litigation – 1 unit

Forensic accountants are often engaged to compute lost wages and damages suffered by a plaintiff related to employment litigation. This course will assist students in understanding the implications of this assignment. Includes how to build a basic damage model, including determination of information needed and special facts that are unique to a given situation. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375J Disputes in Mergers & Acquisitions – 1 unit

Forensic accountants are called upon to analyze disputes resulting from mergers or acquisitions. These disputes involve misrepresentations about the historical or projected performance of acquired assets or entities, to disputes about interpretations of merger agreements, and issues about control. This course will analyze the role of accountants in conducting analysis and contributing to dispute resolution. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375K Intellectual Property – 1 unit

Provides students with a more in-depth understanding of the different types of intellectual property and the monetary remedies available to the intellectual property owner in the event of infringement. Specifically discusses the calculation of damages associated with patent, trademark and copyright infringement, as well as the preparation of expert reports. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375L Financial Statement Investigations – 1 unit

Forensic accountants are often engaged to investigate potential financial statement fraud. One key type of fraud relates directly to the misstatements of financial information provided to investors via an entity's financial statements and footnotes or other public disclosures. This course provides students with an understanding of different types of engagements, how investigative teams work, and investigative methods and techniques used when performing financial statement investigations. Highlights the many common types of financial reporting manipulations that frequently occur historically and in today's environment, which includes an overview of current accounting topics that are often susceptible to manipulations and recurring financial statement fraud. Based on real-world case studies. Includes professionals from the accounting, legal and regulatory fields. Students should expect to utilize strong analytical and organizational skills, exercise professional judgment and demonstrate effective writing and presentation skills. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375N Complex Discovery and Data Management – 1 unit

Forensic accountants are often engaged to review, analyze and evaluate complex financial and non-financial information related to investigations and legal proceedings. Given the magnitude and complexity of information for evaluation, efficient and effective analysis is essential. This course focuses on the nature of the challenge and techniques for use in discovery and data management. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375O Expert Testimony – 1 unit

Forensic accountants are called upon to present deposition and trial testimony to assist the jury and/or the trier of fact to understand relevant and reliable expert opinions on both liability and damage related issues. The course will cover the preparation and presentation methods needed to effectively present both direct testimony and cross-examination, and to enable the expert to withstand challenges from opposing counsel. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375P Role of the Expert and the Expert Report – 1 unit

Forensic accountants serve a variety of clients in a variety of roles. This course will explore these different roles whether as a consultant or expert, working for the plaintiff, defense, or a regulator. Addresses issues confronted by the expert in developing and issuing an expert report. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 375R Allegations of Audit Failure – 1 unit

Forensic accountants are engaged to evaluate whether auditors performed an audit in accordance with generally accepted auditing standards. This course will address the issues considered by the expert in developing his or her opinion. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite: ACCTG 372 or consent of the dean.

ACCTG 376A-ZZ Special Topics in Forensic Accounting – 1-3 units

Addresses significant, topical and practical problems, issues and theories in forensic accounting. Topics are compiled and selected by the dean. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

ACCTG 396A-ZZ Selected Topics in Accounting – 1-3 units

Addresses significant, topical and practical problems, issues and theories in accounting. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

ACCTG 398 Internship: Accounting – 1-6 units

Afford students the opportunity to gain direct accounting practice experience for course credit. The educational value of the internship lies in the student's ability to apply the substantive body of accounting knowledge and skills in a real-world setting under the supervision of an accounting practitioner. To be eligible for internship course credit, students must be in good academic standing, and have satisfied prerequisites and additional requirements determined by the School of Accounting. For more information on student eligibility for ACCTG 398, Internship: Accounting, go to <http://www.ggu.edu/programs/accounting/internship/>

ACCTG 399 Directed Study – 1-6 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: completion of five advanced graduate accounting courses, or consent of the department.

*Golden Gate University does not award the CFP® and Certified Financial Planner™ designations. The right to use the marks CFP® and Certified Financial Planner™ is granted by the Certified Financial Planner Board of Standards (CFP Board) to those persons who have met its rigorous educational standards, passed the CFP Board's Certification Examination, satisfied a work experience requirement and agreed to abide by the CFP Board's Code of Ethics and Professional Responsibility. Only persons registered with the CFP Board are permitted to sit for the Certification Examination. CFP® certificates and licenses are issued only by the CFP Board.

ARTS (ARTS)

ARTS 50 Contemporary Arts and Culture – 3 units

Provides an overview of influential art movements from Modernism to the present. Groupings of artists will be compared to discover thematic similarities, points of influence, and derivation. We will also examine modern and postmodern philosophy, as well as art criticism to gain an understanding of the philosophical motivation and cultural context of art. The goal of the course is to develop a rich understanding of contemporary art that allows students to comprehend the relevance and significance of art to contemporary cultural and to their personal lives. Co-requisite: ENGL 1A.

ARTS 198A–ZZ Special Topics in Arts – 1–3 units

Addresses significant, topical and practical problems, issues and theories in the creative arts. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department.

ARTS 199 Directed Study in Arts – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

COMMUNICATIONS (COMM)

COMM 35 Speech Communication – 3 units

Teaches the principles of effective public speaking. Students will prepare and deliver speeches, and become a supportive and critical audience for others' speeches. Their own speech video will provide a tool for, and record of, their speaking improvement and success. (CAN SPCH 4)

COMM 40 Understanding Communication – 3 units

Examines the theory and practice of communication, from the ancient world through today's mass media, networked organizations and virtual workspaces. Looks at the social and cultural aspects of communication in small-group interactions, organizational development and interpersonal behavior.

COMM 199 Directed Study in Communication – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

CRITICAL THINKING (CRTH)

CRTH 10 Critical Thinking – 3 units

Develops skills and knowledge to analyze and evaluate problems and arguments in personal and professional life. Students will also reflect on dispositions productive of good reasoning, and learn how to evaluate techniques of suggestion and persuasion in language and media. The course aims to prepare students to engage tasks, decisions and problems in the workplace and life with developed critical skills, awareness, and reflective judgment. Co-requisite: ENGL 1A.

CRTH 198A–ZZ Special Topics in Critical Thinking – 1–3 units

Addresses significant, topical and practical problems, issues and theories in critical thinking. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

CRTH 199 Directed Study in Critical Thinking – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed study course per trimester. Prerequisite: consent of the department.

DOCTORAL SEMINARS IN BUSINESS ADMINISTRATION (DBA)

DBA 800 Doctoral Writing and Research Methods – 4 units

Covers the basic principles and techniques of doctoral scholarship. Students will study the principles of scientific method and techniques of research design common to both qualitative and quantitative research methods, including sampling methods and data collection techniques. Students will learn how to critically read research papers and articles. They will be introduced to the techniques of writing necessary to produce expository and analytical papers in a style that meets the standards of publishable work. Literature research methods will acquaint students with both traditional library research and the recent developments in electronic search and retrieval methods.

DBA 801 Quantitative Research and Analysis – 4 units

Topics include survey design; experimental design; statistical analysis of survey and experimental data; multivariate statistical analysis including analysis of variance, multiple regression, the general linear model, factor analysis, and other methods; time series analysis; and other topics. Students will learn how to interpret the statistical results contained in scholarly papers and articles. Students will learn how to apply these methods using statistical software through hands-on analysis of research data sets. Prerequisite: MATH 240 (or MATH 40 and MATH 104).

DBA 802 Qualitative Research and Analysis – 4 units

Examines contemporary approaches to qualitative analysis in business. Students will learn about and practice using such qualitative research techniques as open-ended interviewing, focus groups and the case study approach. Other topics include the use of qualitative research software, the philosophical foundations of knowledge and the effective display of data.

DBA 803 Economic Theory and Policy – 4 units

Explores the theory of prices and markets and examines macroeconomics policies of government that affect the management decisions of business. Explores the theoretical roots of competing policy options in areas such as taxation, fiscal and monetary policy, international trade and antitrust regulation. Also assesses the implications for business decisions of various government regulations as they affect the productivity and overall performance of the private sector.

DBA 804 Management and Organizational Theory – 4 units

Examines theories of organizations and individual behavior in organizations with attention to both historical context and current approaches. Topics include how organizations are structured and designed, and the behaviors and motivations of workers and managers in organizations, organizational culture, diversity in organizations, and individuals in teams and teamwork. Students take an active role in presenting and critiquing early and current theory and practice, as well as relating theory and research to their own experience.

DBA 806 Operations and Technology Systems – 4 units

Integrates the theory, research and practice from the fields of operations and technology management with a focus on the deployment of technology systems into manufacturing and service-related processes. Students will explore the fundamental issues and recent developments in the field of operations management along with theories of technology adoption and information transfer. These theories will be used in the examination of the research and application of evolving operations concepts and techniques, productivity and competitiveness programs, and planning and implementation of operations and technology-based systems in redefining the organization of work.

DBA 807 Business, Government and Society – 4 units

Examines the complex interface between the public and private sectors within contemporary American society as well as in a comparative context, both historical and global. A review of the extensive scholarly literature in the field includes widely varying visions of the “public interest” with regard to business. At the same time, real-world case studies provide students with a practical understanding of and techniques for managing business-government relations at the local, state, federal and multinational level. Students will learn advanced problem-defining, analytical and communication skills in dealing with “messy” problems faced by businesses involving government regulation, politics, ethics and corporate social responsibility.

DBA 820 Corporate Finance – 4 units

Examines financial processes as they relate to corporate financial decision making and the types of near-term and long-term financial decisions, which must be made by managers. Topics include capital structure, credit policies, financial operation, capital budgeting and transaction financing.

DBA 821 Marketing Management – 4 units

Covers the full range of the principles, theories, and practice of the management of the marketing function. Students will learn the theories of the field including both key seminal literature and current published research. Students will explore problem-solving techniques for practical application through cases and modeling techniques, and will study current developments in marketing from both academic and practitioner perspectives.

DBA 822 Strategy and International Business – 4 units

Covers the theory and practice of developing and implementing strategies for gaining competitive advantage in the global business environment. Students will master the theoretical body of knowledge in the fields of strategic management and international business. In the process of the study of this theoretical work, they will also consider a variety of empirical approaches used to research the international competitive strategy process. They will explore the accelerating globalization of industries, regionalization of competition, and the institutional contexts that both facilitate and impede the formation and implementation of strategies globally. They will also consider such emerging topics as organizational change, competitive dynamics, development of firm resources and capabilities, sustainable competitive advantage, regional approaches to competitive strategy and the formation of new organizational forms such as strategic alliances and inter-firm networks.

DBA 830 Financial Theory and Applications – 4 units

Explores contemporary financial theories and investigates their applications, particularly in the field of corporate finance and risk management. Topics include portfolio theory, asset pricing models, option theory, agency theory and corporate governance, and behavioral economics. The latest developments and research work in financial risk management are also discussed.

DBA 862 Project and Systems Management – 4 units

Covers the latest principles, tools and techniques of planning, executing and controlling activities and resources for a project established for the

accomplishment of specific goals and objectives. Through extensive review of scholarly and research work published in the field, students will explore the relationship between contemporary project management and systems theory with emphasis placed on the role of projects within an organization's overall strategic governance. Other topics covered include scope management, scheduling, estimating and budgeting, earned value analysis, change control, risk management, procurement, and the manager's role in leadership, motivation, communication, stakeholder management and conflict resolution. Computer software packages and literature research are used in developing a comprehensive term project.

DBA 871 Buyer Behavior – 4 units

Covers both the consumer and industrial perspectives with regard to the buyer decision processes in reference to need recognition and search; pre-purchase alternative evaluation; buyer purchase; and consumption, satisfaction and divestment. Students will examine individual differences along with buyer knowledge, attitudes, motivation and self-concept, personality, values and lifestyle. Students will study psychological processes — information processing, learning, and influencing attitudes and behavior — as well as environmental influences with emphasis on culture, ethnicity, social class and status, personal influence, family and household influences and, finally, situational influences. A treatment of marketing issues and ethics is provided. Emphasis will be placed on both theoretical and applied research.

DBA 880 Leadership Theory, Research and Application – 4 units

Covers the history and evolution of leadership theories and practice, from classical times to the present, with an emphasis and focus on business leadership. Through class discussions, reading and in-depth research proposal and presentation, students will compare and contrast different approaches to leadership, review current literature and recent empirical research, and analyze practical applications. Students will choose an in-depth focus on one of many specialized areas including neuroscience and leadership, women and leadership, global leadership, competency-based leadership, leadership and power, complexity and leadership, managing change and innovation, emotional intelligence, strengths-based leadership, leadership and culture, or conflict resolution. Students may also choose to focus on the fields of coaching, executive development or strategic management. Students will leave the course with an overview of leadership studies, knowledge of important scholarly and practitioner works, and the skills to apply what they have learned in the business world.

DBA 891A-ZZ Special Topics in Business Administration – 4 units

Covers areas and subjects that are not offered in the regular curriculum. Special topics is a mechanism that facilitates the development of new courses and encourages experimentation and curriculum development in the different business administration fields.

DBA 895 Directed Study – 4 units

Provides individual study of selected topics under the supervision of a faculty member. Directed-study topics are based on seminars in the doctoral program. Directed study may be substituted for seminars under certain conditions, with the approval of the DBA program director.

DBA 897 Independent Study – 4 units

Provides the opportunity for students to conduct research based upon a formal proposal, approved by the DBA program director that results in a research product. Independent study projects are not substituted for required seminars.

DBA 899 Dissertation Research – 1-12 units

May be applied for only after completion of all required coursework and passing the qualifying examination. See the DBA Policies and Procedures Manual for specifics.

ECONOMICS (ECON)

ECON 1 Principles of Microeconomics – 3 units

Introduces the process and analysis of resource allocation in a decentralized market economy. Special focus on the coordination of consumer and producer decisions through price adjustments under alternative market structures and public policies. (ECON 1 and ECON 2 need not be taken in sequence and can be taken simultaneously.) Prerequisite: MATH 20. (CAN ECON 4)

ECON 2 Principles of Macroeconomics – 3 units

Introduces the nature and analysis of data and phenomena that impact the national economy. Special focus on the problems of inflation, recession, unemployment, international trade and financial system instability. (ECON 1 and ECON 2 need not be taken in sequence and can be taken simultaneously.) Prerequisite: MATH 20. (CAN ECON 2)

ECON 103 Money and Banking – 3 units

Studies money and the capital market; monetary policies; structure, conduct and performance of the banking system; international finance. Prerequisites: ENGL 1A, ENGL 1B, ECON 1, ECON 2 and MATH 30.

ECON 108 International Economics – 3 units

Surveys international trade and monetary theory, the forces and institutions that guide our external relations, and the issues and problems that constrain growth in foreign trade. Provides students with a thorough grounding in the interaction of US business and those abroad. Prerequisites: ENGL 1A, ENGL 1B, ECON 1, ECON 2 and MATH 30.

ECON 198A–ZZ Special Topics in Economics – 1–3 units

Addresses significant, topical and practical problems, issues and theories in economics. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

ECON 199 Directed Study in Economics – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

ECON 202 Economics for Managers – 3 units

Surveys macroeconomics and microeconomics, domestic and international economic policies and major issues in business economics; emphasis on the application of economic analysis to current economic issues. Prerequisite: MATH 20.

ECON 340 International Trade and Finance – 3 units

Explores the theory of international trade and foreign investments and the foundation of the world trading order; commercial policies of US and major trading countries; national policies affecting trade; commodity agreements and cartels; customs unions, direction, volume and composition of US and world trade; the case for multilateral trade; GATT; US Trade Reform Act of 1979; US export regulations and US government-assistance programs with exports and foreign investments. Prerequisite: ECON 202 (or ECON1 and ECON2).

ECON 380 Financial Markets and Institutions – 3 units

Examines the transfer of funds in the economic system through financial intermediaries. Topics include the flow of funds, capital markets, debt, liquidity, nature of money in the US economy, the innovations and interrelationships of institutions within the changing financial services industry, governmental regulation and agencies and the impact of public policy on economic transfers. Prerequisite: ECON 202 (or ECON1 and ECON2).

ECON 396A–ZZ Selected Topics in Economics – 1–3 units

Addresses significant, topical and practical problems, issues and theories in economics. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

ECON 399 Directed Study – 1–3 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: consent of the department.

ENGLISH (ENGL)

See also: LITERATURE (LIT)

English Placement, Writing Proficiency and CLEP Tests

English Placement Test

• All students wishing to enroll in ENGL 1A must take the English placement test. • The results of the exam will be used to determine if ENGL 10A and/or ENGL 10B will be required prior to enrolling in ENGL 1A. • The exam lasts an hour and a half, and no outside materials may be brought in for this computer-based test. • Offered by GGU Testing Service ggutesting@ggu.edu • No fee • For more information, visit <http://www.ggu.edu/testing>

Graduate Writing Proficiency Exam

• Designed to establish proficiency at a given level of English and eliminate the need to take ENGL 201 will be waived for students who pass the computer-based proficiency test with an acceptable score. • Offered by GGU Testing Services • The exam lasts an hour and a half, and no outside materials may be brought in for this computer-based test. • No fee • For more information, visit <http://www.ggu.edu/testing>

College Examination Program (CLEP)

• Offered throughout the trimester by GGU Testing Services • Fee required • Academic credit given for passing score on English Composition with Essay CLEP test. For more information, visit <http://www.ggu.edu/testing>.

ENGL 10A Writing Skills Workshop I – 3 units

Reviews the basics of well-formed sentences, paragraphs and essays. Earns three units of lower-division general elective credit. Prerequisite: satisfactory score on the English Placement Test.

ENGL 10B Writing Skills Workshop II – 3 units

Teaches students the skills for composing well-formed essays for both academic and professional writing purposes. Earns three units of lower-division general elective credit. Prerequisite: satisfactory score on the English Placement Test or a grade of C or better in ENGL 10A.

ENGL 1A Expository Writing – 3 units

Introduces the comprehensive skills of expository writing and critical reading. Students will learn to analyze various types of reading material and will strengthen their writing skills in a variety of genres. These skills will support their academic work and prepare them to meet the reading and writing demands of professional activities. Prerequisite: satisfactory score on the English Placement Test or a grade of C or better in ENGL 10B. (CAN ENGL 2)

ENGL 1B Research Writing – 3 units

Provides extensive practice in research and writing techniques that can be applied in both academic and professional settings. Students will learn to analyze various types of reading material and will practice information-gathering techniques, library and online research strategies, and the use of surveys, interviews and field observations. Prerequisite: Students must complete ENGL 1A with a grade of C or better.

ENGL 120 Business Writing – 3 units

Helps students develop the skills necessary for effective business writing. They will write, edit and format letters, memos, reports and a research paper. They will analyze business articles and other professionally oriented material. Prerequisites: ENGL 1A; ENGL 1B or consent of the department. Students must complete ENGL 1B with a grade of C or better.

ENGL 198A–ZZ Special Topics in English – 1–3 units

Examines specific topics in English. Topics are selected by the department coordinator. Students may take this course more than once, provided the topic is not repeated. Prerequisite: consent of the department.

ENGL 199 Directed Study in English – 1–3 units

Provides individual study of selected topics under the supervision of a faculty member. Students may enroll in only one directed study course each trimester. Prerequisite: consent of the department.

ENGL 201 Graduate Writing – 3 units

Prepares graduate students to write in both academic and professional settings. Reviews unity, coherence, clarity, conciseness, audience analysis and document formatting. Using library and online research, students will prepare documents appropriate for presentation in their professional field. Course requirement may be satisfied based upon the results of the GMAT writing score or the GGU Graduate Writing Proficiency Exam (formerly ENGL 301).

EXECUTIVE MBA (EMBA)**EMBA 300 Managerial Analysis and Team Dynamics – 4 units**

Develops the strategies and practices for effective problem solving, leadership, cross-cultural issues, group dynamics and teamwork in the context of day-to-day management. Emphasizes skill practice through case studies, structured exercises, simulations and discussion. Seminar format maximizes opportunities to practice techniques, team learning and exchanges of viewpoints and experiences.

EMBA 305 Quantitative Aspects of Decision Making – 4 units

Provides a survey of statistical methods widely used in management problem solving and decision making. Course topics include data analysis, descriptive and inferential statistics, regression analysis, model building and time series modeling. Emphasis is on learning to use basic statistics and quantitative methodology to better analyze and solve various management challenges. Real-world data using spreadsheet applications and add-ins will be used throughout the course.

EMBA 310 Accounting for Decision Making – 4 units

Introduces the fundamental concepts and terminology of accounting for business enterprises with an emphasis on the use of accounting and financial information in managerial decision making. Areas of study include financial statement analysis, financial accounting concepts and principles and managerial cost systems such as the generally accepted accounting principles, the financial accounting process, analysis and interpretation of financial statements and contemporary cost management principles.

EMBA 315 Managerial Economics – 4 units

Surveys macroeconomics and microeconomics, domestic and international economic policies and major issues in business economics; emphasizes the application of economic analysis to current economic issues. Students will analyze the management processes associated with resource acquisition and allocation; theories of demand, production, cost and pricing with emphasis on applications and the forecasting of business and financial conditions. Quantitative methods are stressed.

EMBA 320 Financial Management – 4 units

Looks at the field of financial management from a managerial perspective. Students will focus on understanding capital budgeting and on planning and control decisions: how the firm's funds are to be allocated across the universe of global investment opportunities, and how the success of these efforts are to be monitored and evaluated. In addition, liquidity or cash management, a daily preoccupation of the financial manager, will be explored. They will learn the concepts, tools, and techniques necessary to making value-adding decisions in the SBU. In the process, the integration of finance with the other functional areas and strategic concerns of the firm will be emphasized. Presents coverage of the international aspects of financial management. Case analysis and team projects are used as appropriate.

EMBA 325 Management and Communications – 4 units

Conducts an in-depth study of how organizational design, corporate cultures, managerial process and communication make up the essential qualities of excellent global companies. Students will conduct an in-depth study of management decision making, leadership styles and managing during uncertainty and crisis. This will include the principles of management, staffing, planning, organizing, controlling, leading and communicating, as well as management concepts of motivation, morale and cross cultural communications. Students are encouraged to develop individual evaluative criteria for communications style with the aid of the instructor and peers.

EMBA 330 Innovation and Technology Management – 4 units

Explores the theory and practice of managing innovation and technology and their role in competitive business situations in a global economy. Students will examine the strategic and managerial issues related to the adoption and implementation of new technologies and to the innovation process. Product, process and information technologies will be covered through case studies, readings and class discussions. Emphasis will be placed on technology planning, development and acquisition, global sourcing and managing the technically oriented business functions.

EMBA 335 Marketing Management – 4 units

Discusses theory of modern marketing with a strategic emphasis on integrating marketing activities with company objectives, the customer and environmental opportunities. Key topics covered include market research and segmentation, product positioning, pricing policies, distribution channels and promotion/advertising/selling. Students will be exposed to marketing in a variety of contexts such as for-profit, nonprofit, Internet and the global context. Course involves both individual and group work culminating with the production of an original marketing plan written by each student.

EMBA 340 Operations Management – 4 units

Introduces operations management as a key functional area of management in an international business and explores its links with other key functional areas of the firm. Students will learn about the acquisition and allocation of resources, product and process design, process improvement techniques, global supply chain and materials management, operation of the production system and technology deployment to support and improve the entire value chain. Both manufacturing and service systems will be explored. Students will be introduced to contemporary operations management issues, such as just-in-time systems, flexible production systems, agility, mass customization, process reengineering and quality management programs.

EMBA 345 Contextual Environment of Business – 4 units

Examines the critical impact of non-market forces including the international, legal, political, social, environmental and cultural roles played by the business enterprise in conducting global business. In addition to purely legal concerns, a major emphasis of the course is also the ethical, social and environmental obligations of both the individual manager and the corporation as a whole.

EMBA 350 Developing Personal Leadership – 4 units

Designed to provide students with opportunities to learn and obtain skills and knowledge necessary for developing an effective personal leadership style, as well as a career and life plan. Uses the workshop method. Focuses on developing an understanding of emotional intelligence and how to develop a concrete action/development plan that integrates self-awareness with a life goal. This, in turn, results in career/lifestyle choices that fit students' personal vision.

EMBA 355 Strategic Management – 4 units

Covers the development and implementation of strategies for gaining competitive advantage in a global economy. Students will consider the strategic problems encountered by top-level managers in a competitive global market from an integrated perspective. They will learn varied approaches to analyzing strategic situations, developing a competitive strategy and managing policies to implement these strategies including controlling organization-wide policies, leading organizational change and the allocation and leverage of resources. Students will consider such emerging topics as global strategy, competitive dynamics, technology-based competition, business-governmental relationships, corporate social responsibility, ethics, environmental and cooperative strategy.

EXECUTIVE MPA (EMPA)**EMPA 300 Theory, Ethics and Practice in Public Service – 4 units**

Introduces graduate students to key thinkers in public administration, examines the boundaries of the field and its overlaps with political science, international studies and political economy. Upon taking this class — a survey of all the courses in the program — students will better understand and appreciate the rigors and riches in the field of public policy and administration. Advanced critical thinking and analysis is utilized.

EMPA 301 Research Methods and Analysis – 4 units

Provides students with the writing, analytical and research tools required of professional public managers. Emphasis is on the methods of problem identification, developing a research strategy and formal research proposal; identification of secondary sources essential to public policy and management research; use of the Internet as a research tool; appropriate research methodologies; and a special emphasis on improving their ability to write concisely and in a persuasive style. Training in the use of multi-media presentation methods will be provided as well.

EMPA 302 Public Policy Analysis and Program Evaluation – 4 units

Explores the environment of the policy analyst, including an examination of the frames of reference that both guide and constrain work in the field. Students will be introduced to policy analytical paradigms, examine historical themes in the policy literature and use the major tools used in policy analysis and program evaluation, including benefit-cost analysis, factor analysis and time series analysis. The advantages and disadvantages of these tools will be critically examined. Case studies will be used extensively as example and source material for theory building.

EMPA 303 Organizational Development and Leadership – 4 units

Examines the development and current emphases in organization theory from scientific management to the present. Focuses on the uses of pertinent theories in public management as well as the specific diagnosis and intervention tools and strategies employed in organizational development and change. Specific emphasis is given to experiential skill-building techniques, action research, work design and organizational development methods.

EMPA 304 Public Enterprise Management and Public Sector Business Relations – 4 units

Focuses on the growing trend toward market-based public service delivery systems. Public administrators in many levels of government are being challenged to become more entrepreneurial in their management of public enterprises. Contracting with private firms to provide public services is becoming the norm, rather than the exception. The course examines these trends and provides students with needed competencies related to contract management, marketing, customer service and quality management.

EMPA 305 Budgeting and Financial Management – 4 units

Examines financial administration in public and not-for-profit organizations. Topics include concepts and activities in public financial management, budgeting, taxation, revenue planning, borrowing, fiscal controls and the analytical skills needed to direct and control public fiscal activities. Particular attention is given to the nature of public expenditure controls, the budget cycle (preparation, submission, review, adoption, execution and evaluation), financial management and legislative and accounting analysis of budgets.

EMPA 306 Public Service and the Law – 4 units

Introduces public service managers and executives to administrative law and related administrative procedures. The major constitutional and statutory provisions that impact public service activities are discussed. Major topics include constitutional law and special provisions of the California Constitution, the Freedom of Information Act, the Federal and California Administrative Procedures Acts, the Brown Act and the Privacy Act. Cases will be used extensively to illustrate concepts and the application of the law.

EMPA 307 Personnel Management and Labor Relations – 4 units

Covers contemporary issues surrounding employer/employee relations in public sector organizations. Topics include images of public service, work life in organizations, staffing, training and development, merit systems, labor relations, equal employment opportunity and affirmative action and job evaluation. Particular attention is given to developments in public service employees' collective bargaining legislation, improved employee-participation programs, and strategies and techniques used in conflict resolution.

EMPA 308 Judicial History and Governance – 4 units

Examines the history, operations and governance of the judicial branch, including its role as an independent and co-equal branch of government vis-à-vis the legislative and executive branches. Special emphasis is given to the California court system.

EMPA 309 Trends and Challenges in Judicial Administration – 4 units

Examines emerging issues, trends, and challenges that courts face in the 21st century. Courts as employers are constantly responding to challenges related to court customer needs, new legislation, access and fairness, and funding requirements — to name a few. Court administrators must be prepared to meet these current issues, anticipate the next round of problems and be flexible enough to address those unanticipated challenges that occur. This course will be an opportunity for students to plan strategies to overcome these barriers to the effective and efficient administration of justice.

EMPA 310 Judicial Management and Leadership – 4 units

Using a case study approach, this course examines the current management structure of the judicial branch trial and appellate courts, the complex leadership structure, and the principles of public policy and administration essential to the delivery of fair and accessible justice. Special emphasis is given to the California court system.

EMPA 311 Current Issues in Law Enforcement — 4 units

Students apply practical and innovative approaches to managing the complexities facing law enforcement agencies and officials that include recruitment, retention and succession planning. In addition, students will discuss the position of leadership roles, its effect on organizational behavior, effective negotiations and personnel, ethics and laws. Students will understand the importance and impact of media relations, public outreach, and collaboration with the private sector and non-governmental organizations.

EMPA 312 Disaster, Emergency and Security — 4 units

Students will critically examine preparation, coordination and actions of first responders to emergencies, disasters, terrorism, and civil disobedience. Directives and guidelines from the Department of Homeland Security, FEMA, CDC, TSA, and other federal agencies will be discussed in relation to the role of state and municipal law enforcement officials and administrators. This course will also consider detection, prevention, and communications strategies to such threats and acts.

EMPA 313 Law Enforcement Ethics, Training and Accountability — 4 units

This course addresses the ethical, moral, and accountability dilemmas that face law enforcement practitioners in preventing and controlling crime. Students will explore and apply the key practices of the audit and oversight functions in law enforcement. The social, political, economic and organizational factors affecting law enforcement policies along with recent development of law enforcement innovations will be discussed, such as the use of Zero Tolerance Enforcement, CompStat, Law Enforcement Community Partnerships, and Restorative Justice Practices. The role in Law Enforcement training will be examined.

EMPA 396 Graduate Research Project in Public Management — 4 units

Presents the capstone course taken in the final term of the EMPA program. The student will undertake a major research project to integrate and synthesize the knowledge and skills acquired in the program. The research project is expected to involve rigorous research, primary data gathering, creative analysis, policy recommendations and have practical utility in relationship to their organization or society.

EMPA 398A–ZZ Special Topic in Public Policy and Administration — 1–4 units

Address significant, topical and practical problems, issues and theories in public policy and administration. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

EMPA 399 Directed Study — 4 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. The project to be undertaken should include an element of creativity and lend itself to completion within 150 hours. Ordinarily, directed individual study courses must be completed within one trimester. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: consent of the department.

FINANCE (FI)**FI 100 Financial Management — 3 units**

Introduces financial analysis and management in terms of its most important functions: raising funds at minimum cost and risk and allocating those funds between competing short- and long-term uses. Topics include financial statement analysis, discounted cash flow analysis, financial markets and interest rate determination, stock and bond valuation models, capital budgeting methodologies and working capital management. Concepts of risk and return, cost of capital calculation and capital structure are introduced. Prerequisites: ACCTG 1A, and MATH 20 or MATH 30.

FI 101 Strategic Decisions in Financing and Investment — 3 units

Expands and completes the discussion of issues raised in Finance 100 and extends the examination of the field of finance to include such important areas as dividend policy, leasing, mergers and acquisitions. Case analysis is used extensively. Prerequisite: FI 100.

FI 102 Financial Analysis — 3 units

Introduces tools for an applied approach to the analysis of financial problems. Topics include funds flows, ratio analysis, cash-flow budgets and projections, and financial and operating leverage models. Includes identification of sources of financial information. Prerequisite: FI 100.

FI 105 Modeling for Financial Analysis — 3 units

Presents the techniques of financial analysis and modeling using electronic spreadsheet tools. Includes basic operations such as organizing spreadsheets, entering numbers and text, performing calculations, using financial commands, creating charts, embedding spreadsheets in word processing documents, file management, etc. It emphasizes advanced spreadsheet methods for doing sensitivity analysis, break-even ratio analysis, capital budgeting, sales forecasting, funds forecasting, cash budgeting, cash flow and financial ratio analysis, and capital structure analysis. This is a hands-on course that develops spreadsheet skills and shows how to use the results to make better financial decisions. It highlights the use of spreadsheets for communicating as well as calculating. Prerequisite: FI 100.

FI 120 Investments — 3 units

Introduces the theory of portfolio analysis and the characteristics of various investment instruments with a focus on securities investment analysis, with some consideration of other investment forms. Topics include sources of investment information, risk/return analysis, money-market investments, measuring investment performance. Satisfies part of the educational requirements to sit for the CFP examination.* Prerequisite: FI 100.

FI 141 International Banking and Finance — 3 units

Surveys operational aspects of international banking. Topics include financing international operations, sources of capital, the foreign-exchange market, transaction and translation risks, international financial institutions (including the Euro-currency market), international collections, lending policies, government regulations and services available to the global manager. Prerequisite: FI 100.

FI 160 Personal Financial Planning — 3 units

Introduces the process of comprehensive personal financial and estate planning. Topics include historical context of personal financial planning and services, career opportunities, analysis of personal financial statements, time-value-of-money applications, consumer decision-making analysis, personal risk/insurance analysis, house-buying analysis, savings and investment strategies and income/retirement/estate tax planning. Satisfies part of the educational requirements to sit for the CFP examination.* Prerequisite: ACCTG 1A.

FI 197 Internship: Finance — 3 units

Offers students the opportunity to receive work experience in a job directly related to their academic major and career goals. Students will be responsible for their own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

FI 198A–ZZ Selected Topics in Finance — 3 units

Addresses significant, topical and practical problems, issues and theories in finance. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

FI 199 Directed Study in Finance – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed study course per trimester. Prerequisite: consent of the department.

FI 203 Financial Analysis for Managers – 3 units

Introduces financial analysis and management in terms of its most important functions: raising funds at minimum cost and risk and allocating those funds between competing short- and long-term uses. Topics include financial statement analysis, discounted cash flow analysis, financial markets and interest rate determination, stock and bond valuation models, capital budgeting methodologies and working capital management. Concepts of risk and return, cost of capital calculation and capital structure are introduced. Prerequisites: ACCTG 201 (or ACCTG 1A) and MATH 20 (or MATH 30).

FI 300 Corporate Finance – 3 units

Presents an intermediate level treatment of corporate finance that builds on the conceptual and technical foundation of FI 203. Topics include risk and return models, cost of capital calculations, real options in capital budgeting, capital structure theory and practice, leasing, option valuation and the analysis of option-like securities, financial risk management and multinational finance. Prerequisites: ACCTG 201 (or ACCTG 1A and ACCTG 1B), ECON 202 (or ECON 1 and ECON 2), FI 203 (or FI 100 or FI 300A) and MATH 40.

FI 300A Managerial Finance – 3 units

Introduces the principles of financial management at the level of the strategic business unit, in the departments and divisions of the firm. Students will focus on understanding capital budgeting and on planning and control decisions: how the firm's funds are to be allocated across the universe of investment opportunities and how the successes of these efforts are to be monitored and evaluated. In addition, liquidity or cash management, a daily preoccupation of the financial manager will be explored. Students will learn the concepts, tools, and techniques necessary to making value-adding decisions in the SBU. In the process, the integration of finance with the other functional areas and strategic concerns of the firm will be emphasized. Case analysis and team projects are used as appropriate. Prerequisites: ACCTG 201 (or ACCTG 1A and ACCTG 1B) and MATH 240 (or MATH 40 and MATH 104).

FI 305 Financial Reporting and Analysis – 3 units

Combines practical techniques of financial analysis with theoretical concepts underlying the presentation of financial statements. Students will improve their understanding of accounting as an information system that helps users make good business decisions. Topics include accounting principles; examination of the balance sheet, income statement and statement of cash flows; application of the various quantitative techniques such as ratio analysis, equity valuation methods; credit evaluation and performance measurement. Prerequisite: FI 300.

FI 307 Financial Modeling – 3 units

Presents the theory and practice of financial management with emphasizing computer-based modeling and forecasting. Uses spreadsheet and other software products to analyze the impact of financial decisions related to financial statement analysis, cash budgeting, cost of capital determination, capital budgeting and capital structure choices. The course covers a variety of techniques, such as sensitivity and scenario analysis, optimization methods, Monte Carlo simulation, regression and time-series analysis and neural network models. Prerequisite: FI 300.

FI 308 Management Control Systems – 3 units

Surveys systems for controlling and monitoring resource utilization within the context of the organization's objectives. Topics include performance measurement for responsibility centers, structuring of investment and profit centers, transfer pricing, control of managed costs, incentive

systems, budgeting systems and long-range planning. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 312 Capital Budgeting and Long-Term Financing – 3 units

Analyzes capital budgeting and long-term financing decisions in depth. Topics include interaction of investment and financing decisions, project cash flow analysis, risk analysis, alternative valuation methods, capital structure theory and the selection of various financing methods. Prerequisite: FI 300.

FI 314 Working Capital Management – 3 units

Examines financial decisions that affect the value of the firm in the short run. Topics include receivables management, inventory management, marketable securities management, short-term liability management and cash management. Prerequisite: FI 300.

FI 317 Mergers and Acquisitions – 3 units

Surveys the field of mergers and acquisitions using case studies. Topics include accounting for acquisitions, tax implications of mergers, legal aspects of mergers, the role of investment bankers in mergers, valuing business, merger negotiation, risk management, leveraged buyouts, tenders and defenses. Prerequisite: FI 300.

FI 318 Venture Capital and Start-Up Financing – 3 units

Examines the strategic and financial issues facing start-ups and venture capital investments. This course examines the entrepreneurial process, focusing on financing – how new ventures are funded, applying the perspective of both the venture seeking financing and investors considering how to identify and manage good opportunities. Topics covered include the history and current direction of the venture capital industry; alternative financing sources, notably venture capital and angel investors; business planning methods; screening new venture opportunities; valuation techniques; capital raising practices and methods; management of new ventures; and harvesting or exit strategies, including IPO's and mergers. Students will be able to attend investor forums, and guest lecturers will supplement the course content. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 320 Financial Strategy and Value Creation – 3 units

Demonstrates the use of competitive strategy to create shareholder value, industry attractiveness, firm-based resources and competitive advantage in a variety of settings, including technology-intensive and mature industries. Introduces the use of transaction cost economics and the capital-asset pricing model to analyze vertical integration, diversification and global strategies. Extensively uses case studies to build strategy development skills. This course may not be taken by MBA students. Prerequisite: FI 300.

FI 340 Investments – 3 units

Presents the theory and practice of investment analysis. Topics include efficient market theory; risk and return analysis for stocks, bonds and cash equivalents; modern portfolio theory; asset pricing models; bond pricing and the term structure of interest rates; effects of taxes and inflation on investment choices; and derivative asset analysis and alternative investment. Prerequisite: FI 300.

FI 343 International Corporate Finance – 3 units

Surveys the international aspects of financial management. Topics include the international currency arrangement for the settlement of private and public transactions; the theory of international financial adjustments; functions of financial institutions including the Federal Reserve System, the Euro-currency market, IBRD and IMF; financing of trade including EXIM and FCIA and commercial banks; foreign-exchange markets; management of currency exposure; estimating country debt-servicing capacity; and external debt-financing problems. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 344 Fundamental Analysis of Securities – 3 units

Presents the concepts and theory underlying stock and bond analysis. Topics include understanding financial statements; income manipulations; common stock valuation techniques; industry analysis; company analysis; fixed income securities analysis; other investments such as convertibles, warrants, options and short-term fixed income securities; and efficient market theory. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 346 Derivative Markets – 3 units

Introduces theory and practice in the forward, futures, swap and options markets. Topics include commodity derivatives, currency derivatives, stock options, stock index futures and options, interest rate derivatives, arbitrage strategies, Black-Scholes and Binomial option-pricing models and computer applications. Prerequisite: FI 340.

FI 347 Financial Engineering – 3 units

Covers risk-management techniques for corporations and managers of equity, bond and derivative portfolios. Topics include measurement of corporate risk exposure, portfolio risk exposure and value at risk for financial institutions; hedging the price risk of commodities, exchange rates, interest rates and equity markets; credit risk management; portfolio insurance; portfolio immunization; synthetic assets; and computer applications. Prerequisite: FI 340. Corequisite: FI 346.

FI 350 Portfolio Management – 3 units

Applies the theoretical principles of portfolio management to domestic and international asset allocation, the management of equity and fixed income portfolios and the use of derivatives to manage portfolio risk. Topics include passive and active management; quadratic optimization; international diversification; tactical asset allocation; market timing; factor models for risk measurement, optimization and performance attribution; hedging; and computer applications. Prerequisite: FI 340.

FI 352 Technical Analysis of Securities – 3 units

Examines empirical evidence concerning non-efficient markets in which technical analysis is thought to apply. Topics include trend analysis, turning-point analysis, charting techniques, volume and open interest indicators, contrary opinion theories and technical theories such as Dow theory and Elliott waves. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 354 Wyckoff Method I – 3 units

Studies the Richard D. Wyckoff method: a complete, time-tested and effective approach to market analysis and trading. The action sequence is a unique active-learning way to acquire the skills and judgment needed to apply the Wyckoff method. Prerequisite: FI 352 or consent of the department.

FI 355 Wyckoff Method II – 3 units

Continues the study of the Richard D. Wyckoff method: a complete, time-tested and effective approach to market analysis and trading. The action sequence is a unique active-learning way to acquire the skills and judgment needed to apply the Wyckoff method. Prerequisites: FI 352 and FI 354, or consent of the department.

FI 358 Technical Market Analysis Strategies – 3 units

Provides advanced studies in technical analysis and trading. Money management, investor psychology and technical analysis elements are considered. Focuses upon development of a trading plan. Prerequisite: FI 352 or consent of the department.

FI 360 Behavioral Finance – 3 units

Introduces the theories developed by research into cognitive biases, investor emotions and herd effects. Explores the applications of these theories in corporate finance and investment management and suggests approaches

through which sophisticated investors can exploit the opportunities created by non-rational investors. Traditional (or standard) finance builds its theories on the presumption that assets are valued in modern financial markets through the buy-and-sell decisions of rational, profit-maximizing investors. An accumulating body of research challenges this fundamental presumption, suggesting instead that investment decisions are motivated by a complex array of non-rational psychological factors.

FI 382 Management of Banks and Financial Holding Companies – 3 units

Analyzes the management of the operations of banks, savings and loans, credit unions and other lending institutions. Topics include the banking industry, firm organizational structure, the legal and regulatory environment, performance analysis, services and financial statements, constraints on management decisions and marketing strategies. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 420 Personal Financial Planning – 3 units

Introduces the broad scope of financial planning as it relates to personal goals/values, as well as its role in the financial services industry. Topics include careers in financial services, management of personal financial statements, time-value-of-money analysis, calculator/computer applications, insurance, social security, house-buying strategies, investments, retirement planning, income tax and estate planning. Satisfies part of the educational requirements to sit for the CFP® examination.* Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 421 Personal Investment Management – 3 units

Investigates the investment process from the perspective of the individual investor. Typically, such investors have small portfolios and must work with lower-quality information, greater time constraints, and less sophisticated analytical skills than their institutional counterparts. This course will discuss approaches and techniques that enable individual investors to build and manage portfolios that offer returns commensurate with their risks. Familiarity with the universe of securities, the mechanics of trading, the many and varied sources of investment information, and with the vocabulary of investing will be emphasized. Satisfies part of the educational requirements to sit for the CFP® examination.* Prerequisite: FI 203 (or FI 100) or FI 300A. This course is not open to students who have completed FI 340.

FI 422 Retirement and Employee Benefits Planning – 3 units

Introduces strategies used by financial planners to help clients assess employee benefits and to reduce the tax burden while planning for retirement. Topics include retirement needs analysis, defined benefit and contribution plans; profit sharing; 401k; 403b; ESOP; IRA; SEP-IRA; Roth-IRA; Keogh; TSA; social security benefits and integration; vesting; employee benefits analysis; funding vehicles; plan installation and administration; asset balancing; buy-sell agreements, ERISA; stock redemption and cross-purchase plans; evaluation of retirement timing; life-cycle planning, retirement lifestyle issues, distribution planning, and post-retirement financial and qualitative assessment of needs. Satisfies part of the educational requirements to sit for the CFP® examination.* Corequisite: FI 420 (or FI 160) or FI 425 (or ACCTG 108A), or consent of the department.

FI 424 Facilitating Financial Health – 3 units

Presents a new model to help clients achieve balanced and healthy financial lives. Integrated financial planning brings together the fields of psychotherapy, coaching and financial planning. It enables students to go beyond the traditional boundaries of financial planning to help clients build healthy relationships with money, to explore the roots of destructive financial behaviors, and to develop specific techniques to support constructive change. Corequisite: FI 420

FI 425 Income Tax Planning – 3 units

Introduces strategies used by financial planners to help clients achieve greater tax efficiency. Topics include income tax concepts and calculations, income tax research methods, gross income realization, exclusions and deductions, passive activities, alternative minimum tax, tax considerations of business forms, taxable and nontaxable property transactions, compensation planning, family tax planning, audit risk and dealing with the IRS. Satisfies part of the requirements to sit for the CFP® examination.* Prerequisite: FI 420 or FI 160.

FI 426 Estate Planning – 3 units

Introduces estate planning tools and strategies to assist a client in developing, maintaining and transferring his/her wealth consistent with objectives. Topics include professional role differentiation between financial advisers, CPAs, and estate-planning attorneys; writing disclaimers in a financial plan; gift and estate taxation; ownership of personal and real property issues; wills; letter of last instructions; trusts; trustees/personal representatives and their fiduciary responsibilities; probate strategies; implications for individuals; general/limited partnerships; closely held businesses; corporations; life insurance funding; post-mortem planning; creative estate planning strategies consistent with client goals and values; charitable giving strategies; California estate planning issues; and how to implement and monitor the estate plan. Satisfies part of the educational requirements to sit for the CFP® examination.* Prerequisite: FI 420.

FI 428 Business Valuation – 3 units

Examines closely held companies, not publicly traded firms, for applications including mergers, acquisitions, and divestitures; raising capital and the venture capital model; capital structure and the cost of capital; performance planning and appraisal; real options pricing; and special industry analyses. A commonly stated objective for business managers is to add value to their companies or enterprises; this course covers the major topics for business valuations, analytical methods such as financial statement analysis; cash-flow and comparable company valuation methods; research techniques for obtaining information; and owners' interests. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 430 Business Development in Financial Services – 3 units

Presents an overview of the different methods and skill sets needed to develop a financial services practice by developing and maintaining client relationships. Running an efficient practice will have a direct impact on the success of your marketing and business development efforts, as well as on the profitability and long-term value of your firm. This course exposes students to the various tools and methodologies used by best in-class practitioners. In addition, students will have the opportunity to gain hands-on experience with some of the platforms currently used throughout the industry. Industry leaders and practitioners will join as guest speakers throughout the term. Topics include an overview of the current environment and the issues surrounding establishing a practice; a review of the personal tools needed in business development; the advantages and disadvantages of the various methods of attracting new business; how to differentiate a business from other financial planners; how to develop trust with prospective clients; how to create a brand message; using the internet and other direct marketing tools; using the media and public relations; developing and implementing a budget and a plan; other marketing options including seminars, speeches and products.

FI 434 Cases in Financial Planning – 3 units

Uses case studies that apply financial planning principles to strategic personal wealth management for advising clients in the comprehensive financial and estate-planning approach. Topics include integrating and balancing client needs with financial products and strategies, update on taxation and new financial products, writing a comprehensive financial plan, presenting the plan, implementing the plan, providing periodic review, professional literature and resources, qualitative client factors and analysis, financial counseling techniques and computer resources. Prerequisites: FI 420, FI 421, FI 422, FI 425, FI 426 and FI 483.

FI 450 Practicum in Financial Planning – 3 units

Teaches students to work with clients in determining their needs and developing appropriate financial planning recommendations. Designed to help them make the transition from the learning phase of their careers to the actual practice of financial planning. At the heart of this process is an opportunity to work with experienced mentors as students develop comprehensive financial plans for real clients. Includes lectures, expert panels and guest speakers. Significant time will be devoted to role-playing exercises and critiques intended to prepare students for their client discovery and plan presentation meetings. Prerequisites: FI 420, FI 421, FI 422, FI 425, FI 426, and FI 483. Alternatively, completion of a course of study that qualifies the student to sit for the CFP Board's comprehensive exam, or passage of the CFP™ exam, with the consent of the program director.

FI 460 Real Estate – 3 units

Analyzes real estate concepts and presents an overview of the industry. Topics include the nature of real estate assets as distinct from non-real-estate assets; the institutions, market forces and regulatory groups that affect real estate; special attention to the terminology and language used in connection with the conversion of land from non-urban to urban use; examination of activities and functions of those engaged in developing, building, appraising, financing, marketing, leasing and planning; and their interrelationships. Fulfills part of the educational requirements of the California Department of Real Estate for salesperson and broker licensing; contact the DRE for more information. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 463 Real Estate Finance and Investment – 3 units

Presents an analytical and applications approach to real estate finance and investment. Topics include real estate markets and institutions, real estate project analysis, conventional and creative financing, governmental and tax-related issues, real estate investment products, yield analysis and decision models. Fulfills part of the educational requirements of the California Department of Real Estate (DRE) for salesperson and broker licensing; contact the DRE for more information. Prerequisite: FI 203 (or FI 100) or FI 300A.

FI 483 Risk Management and Insurance Planning – 3 units

Explores personal risk analysis and insurance planning in the context of personal financial planning. Topics include career issues; contractual and agency legal issues; insurance distribution systems (including Internet); evaluating insurers; personal risk assessment; risk strategies; alternative risk transfer approaches; life insurance programming and product analysis; key-person insurance; business continuation applications; life insurance use in income and estate tax planning; applicability of other insurance products (e.g., health, disability, general liability, property and casualty); HMOs, group insurance plans; workers compensation; relevant aspects of social security; negligence issues; errors and omissions policies; and professional ethics. Satisfies part of the educational requirements to sit for the CFP® examination. Corequisite: FI 420 (or FI 160) or consent of the department.*

FI 497 Internship: Finance – 3 units

Offers students the opportunity to receive graduate-level work experience in a job directly related to their academic major and career goals. Students are responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

FI 498A-ZZ Selected Topics in Finance – 1-3 units

Addresses significant, topical and practical problems, issues and theories in finance. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: FI 300. Other prerequisites will vary based on topic.

FI 499 Directed Study in Finance – 1–3 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisites: FI 300 and consent of the department.

*Golden Gate University does not award the CFP® and Certified Financial Planner™ designations. The right to use the marks CFP® and Certified Financial Planner™ is granted by the Certified Financial Planner Board of Standards (CFP Board) to those persons who have met its rigorous educational standards, passed the CFP Board's Certification Examination, satisfied a work experience requirement and agreed to abide by the CFP Board's Code of Ethics and Professional Responsibility. Only persons registered with the CFP Board are permitted to sit for the Certification Examination. CFP® certificates and licenses are issued only by the CFP Board.

HEALTH SERVICES MANAGEMENT (HSM)

HSM 372 US Health Services Delivery System – 3 units

Provides a broad and critical analysis of the US health services delivery system in financial, economic, social, and political terms including an examination of the major operational and programmatic system components. Explores the historical development of the current delivery system and the multiple forces that interacted to create it, and also examines current forces that are driving transformation in the system. Must be taken as part of the first six units of the concentration, unless approved by the program director.

HSM 373 Healthcare Policy and Government Relations – 3 units

Provides an examination of the healthcare policymaking process, the effect of healthcare policy on healthcare and broader social policy, the influence of political and economic forces on healthcare policy, and the necessity of health services organizations to engage in strategic government relations to influence policy. Topics covered include the historical development of US healthcare policies, current US policy issues and challenges, and the role of the government relations function within the health services organization. Corequisite: HSM 372 or approval of the program director.

HSM 374 Healthcare Economics – 3 units

Provides an overview of basic micro- and macro-economic concepts, principles, and methods, and examines their unique application to the regulation, organization, costs, and distribution of health services in the US. Topics covered include elasticity of demand, health services as a production input to health, the structure of the health care market, the health production function, provider-induced demand, health insurance premium pricing, cost-effectiveness and cost-benefit analysis and health labor shortages and surpluses. Corequisite: HSM 372 or approval of the program director.

HSM 375 Health Services Quality Assessment and Improvement – 3 units

Addresses the tools, concepts, techniques, and methodologies used to assess and improve the quality of health services delivery. This course includes an overview of the historical beginnings, state-of-the-art, voluntary, and governmental efforts to assess and improve the quality of health services in the US, including methods more commonly used in manufacturing such as Six Sigma, Lean Manufacturing, and Statistical Process Control. The topics addressed include definitions of quality in health services, dimensions of quality care and performance, the application of Six Sigma to health services quality, process mapping, quality control charts, variation in practice patterns, the application of Lean Manufacturing to health services quality, data collection and analysis, blending Six Sigma and Lean Manufacturing, errors and threats to patient safety, service flaws and waste. Corequisite: HSM 372 or approval of the program director.

HSM 376 Continuum of Long-Term Care – 3 units

Explores the current and future roles of health services organizations as providers in the continuum of long-term care. A variety of both formal and informal long-term care systems, including skilled nursing facilities, residential care facilities, home health organizations, board-and-care homes and hospice are discussed. Factors that influence the development of long-term care are also examined, including the aging US population, biodemography, healthy life expectancy, aging and public policy, financing, quality assessment, government regulation and the increasing prevalence of chronic debilitating health care conditions. The Social Security, Medicare, Aging Network, and Medicaid programs are discussed in depth, including concerns regarding each program's long-term viability. Corequisite: HSM 372 or approval of the program director.

HSM 377 Financial Management of Health Services Organizations – 3 units

Provides an examination of the tools, concepts, and applications of financial management in health services organizations in the US. The course emphasizes the effect of multiple third-party payment sources and reimbursement systems on health services organizations, and focuses on trends in health services costs and expenditures. Corequisite: HSM 372 or approval of the program director.

HSM 378 Managing the Legal and Ethical Aspects of Health Services – 3 units

Examines the principles and rules of law and their application to health services organizations — particularly concerning liability — to prepare managers to deal knowledgeably with common legal problems facing the health services industry. Develops critical thinking and judgment by exploring a number of ethical philosophies, principles and approaches in the context of ethical decision making and the creation of law. Provides an overview of a variety of methodologies, techniques, professional codes of ethics, and decision making frameworks that help to analyze ethical issues and determine their possible solutions. Addresses controversial ethical issues in biotechnology, medicine and health services access, including medical decision making, advanced health care directives, palliative care, death and dying, healthcare rationing, genetics, choices in reproduction and human experimentation. Corequisite: HSM 372 or approval of the program director.

HSM 379 Evolution of Managed Care and Integrated Health Services Delivery Systems – 3 units

Provides a detailed overview of managed care and integrated health services delivery systems including history, evolution, regulation and financing. A variety of organizational types are examined, including health maintenance organizations, physician-hospital organizations, independent practice associations, management services organizations, provider-sponsored organizations and physician practice management companies. The course explores a number of management issues that are common to most managed care and integrated health services delivery systems, including accreditation and performance measurement, physician compensation, performance-based incentives, medical management and the regulatory environment. Corequisite: HSM 372 or approval of the program director.

HSM 396A–ZZ Special Topics in Health Services – 3 units

Addresses significant, topical and practical problems, issues and theories in health services management. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

HSM 398 Internship in Health Services Management – 3 units

Offers students the opportunity to receive graduate-level work experience in health services management. They are responsible for their own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

HSM 399 Directed Study in Health Services Management – 1-3 units

Provides an opportunity for the advanced student with a specific project in mind to do a reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course can be taken for credit toward a master's degree or graduate certificate. Prerequisite: consent of the department.

HISTORY (HIST)**HIST 50 Contemporary American Economic History – 3 units**

Examines major events and trends in the economic history of the United States from the end of the Cold War to the present, including the Internet boom of the 1990s, the impact of 9/11, the recession of 2008–9, and the evolving fiscal policies of the federal government. Students will acquire basic knowledge of this economic history and learn how to define and apply foundational economic concepts, like money supply, law of supply and demand, and the business cycle, in analyzing the significance of this history. The course aims to provide students with general knowledge that is essential to a comprehension of current economic conditions in the United States and how these conditions affect their lives. Prerequisite: ENGL 1A

HIST 198A-ZZ Special Topics in History – 1-3 units

Addresses significant, topical and practical problems, issues and theories in history. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

HIST 199 Directed Study in History – 1-3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

HUMANITIES (HUM)**HUM 50 Examining the Humanities – 3 units**

The humanities involve studies of works, ideas and theories from a broad spectrum of disciplines, including art, literature, philosophy, and history, that allow us to conceptualize and interpret our experience and the world at large. This course examines a series of topics in the humanities and aims to provide students with insights and knowledge relevant and useful to professional practice and personal growth. The study will engage students in reflection on the meaning and application of their education, and encourage an appreciation of the humanities for lifelong learning. Prerequisite: ENGL 1A

HUM 198A-ZZ Special Topics in Humanities – 1-3 units

Addresses significant, topical and practical problems, issues and theories in the humanities. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

HUM 199 Directed Study in Humanities – 1-3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

INFORMATION TECHNOLOGY MANAGEMENT (ITM)**ITM 105 Social Media in Business – 3 units**

Explores the emergence of Web-based social media tools and their increasing role in the world of business. Social media tools are highly important in communication, organizational marketing, self-branding and business networking. Although the first use of social media tools has been personal, business is now taking significant advantage of these tools for gathering customer input, informal research and development, product marketing and the development of consumer communities. Students will learn the tools and techniques of social networking and social media use through research and applications of tools such as corporate and individual weblogs, podcasting, video, Wikis and proprietary social networking sites such as Facebook, YouTube, Twitter and LinkedIn.

ITM 106 Information Technology for Managers I – 3 units

Well-managed information technologies can bring substantial business value, and can support a broad range of business strategies, objectives and tactics. Students in ITM 106 will learn and articulate information technologies and their applications in the IT department itself, and integrated across the range of business functions. Students will investigate networks, the Internet/World Wide Web, transmission protocols (TCP/IP, Packet Switching) enterprise tools such as Enterprise Resource Planning Systems and Business Intelligence/Analytics. Wireless technologies, security issues and technologies and cloud computing technologies, which are discussed in more detail in ITM 107, are introduced. Prerequisite: ITM 125.

ITM 107 Information Technology for Managers II – 3 units

Well-managed information technologies can bring substantial business value, and can support a broad range of business strategies, objectives and tactics. Students in ITM 107 will learn and articulate a variety of digital technologies and their applications in the IT department itself, and integrated across the range of business functions. Students will investigate ethics in business networked environments; business security; e-Commerce; wireless technologies; IT project management; IT portfolio management; and emerging digital business technologies. Prerequisite: ITM 106.

ITM 108 Introduction to Databases for Managers – 3 units

Provides a foundation in database essentials for business managers who manage in database and data-driven environments. Students will learn existing and emerging database designs and tools, and the use of Structured Query Language (SQL) and Procedural Language/Structured Query Language (PL/SQL). Prerequisite: ITM 125.

ITM 125 Management Information Systems – 3 units

Studies the managerial aspects of information systems in business organizations. Emphasis is placed on the planning, implementation, evaluation, budgeting and management of information systems. Emerging technological trends will be explored.

ITM 144 Database Administration Fundamentals – 3 units

Provides a solid foundation for database administration. Students will learn how to get started with the database server, how to manage a database instance, how to create a database, the basics of the database architecture, how to manage the physical database structure, tablespaces, datafiles, storage structures, undo data, database objects and database users. Extensive use of ORACLE. Prerequisite: ITM 108.

ITM 197 Internship: Information Technology – 3 units

Offers students the opportunity to receive work experience in the information technology industry. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

ITM 198A–ZZ Special Topics in Information Technology – 3 units

Addresses significant, topical and practical problems, issues and theories in the information technology industry. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

ITM 199 Directed Study in Information Technology – 3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

ITM 225 Management Information Systems – 3 units

Studies the managerial aspects of Information Systems in business organizations. Emphasis is placed on the planning, implementation, evaluation, budgeting and management of information systems. Emerging technological trends will be explored.

ITM 300 Managing Information Technologies in the Business Enterprise – 3 units

Provides an introduction to the business knowledge and management skills necessary for leadership roles in IT departments. Emphases include aligning IT to the needs of business processes and enabling business value. Students will also be introduced to emerging technologies such as cloud computing, network computing and social media, in order to gain an understanding of today's complex IT environment. Should be taken in the first nine units of the MSITM advanced program.

ITM 304 Managing Distributed Data Systems – 3 units

Introduces students to concepts and practices of contemporary database technologies and data systems, their design and deployment, and their use as operational and strategic tools. Assists students in developing knowledge of a broad range of database technologies and applications, including database types, the database-management system (DBMS), data modeling using entity-relationship diagrams, data mining, data security and the role of data within the organization as levers for both operational information and strategic impact. Students will learn the Structured Query Language (SQL) and the use of built-in functions in Business Analytics and Business Reports. Corequisite: ITM 300.

ITM 315 Infrastructure and Hosted Services – 3 units

Gives the student an understanding of how data centers are built and operated, from a project perspective. Structured as a mock data center infrastructure build-out, covering leasing, power, AC, racks, structured cabling, diverse routes for power and WAN, and being green in each of the steps, including virtualization. Students will design a mobile platform, goes through the project steps to build out and install the platform. Addresses ongoing operations of the data center, as well as issues of outsourcing and hosted services on the cloud. Corequisite: ITM 300.

ITM 316 Software Engineering – 3 units

Introduces the student to the multiple facets of a systematic approach to software creation, and the diverse set of tools and methods that support that approach. While software engineering is usually identified with product development, ITM 316 will draw on the best techniques of software engineering and apply these to enterprise systems and web applications. Corequisite: ITM 300

ITM 317 Networks and Communications – 3 units

Develops a managerial level of technical knowledge and terminology for data, voice, image, video and computer networks to effectively communicate with technical, operational and management personnel concerning a company's telecommunications and networking infrastructure. Key concepts of modern business communication networks and technical innovations principles are discussed. Students are expected to learn, understand and apply data communications concepts to situations encountered in industry; learn concepts and techniques of data and voice communications; understand Internet technology and business justification as well as the regulatory environment. Corequisite: ITM 300

ITM 323 Security, Privacy and Compliance – 3 units

Provides the basic knowledge needed to understand key concepts of information security from both a theoretical and practical perspective. The student will gain a strong footing to cope with the changes that are to come with the use and ever-growing reliance on computer technology. Issues of privacy and compliance will also be addressed in the context of greater visibility and public concerns. Through examination of the 10 domains of the Common Body of Knowledge for Information Security, students will learn how these concepts are applied and used to protect information assets and defend against attacks. They will also gain an understanding of how these concepts can be used to drive security projects and policies that will strengthen the overall security posture of an organization.

ITM 324 Data Analytics for Business – 3 units

Focuses on the practice of analytics. Students will be introduced to traditional media analytics, social media analytics and web analytics using the R language. They will learn skills, methods and tools necessary for analytical work in a broad variety of businesses situations with a range of data structures. Students will also learn how to acquire information in a variety of forms — such as text (newspaper articles, blog posts and social messages) and numbers (from web analytics) — and transform them into data, which they will be able to analyze applying statistical methods with the help of R. Upon completion of the course, students are expected to be able to complete basic media analysis as part of marketing, or competitive research; to run methodologically sound analysis of social media; to report on web analytics; and to apply basic statistical concept to a variety of analyses. Prerequisite: MATH 240.

ITM 325 tools for Data Analytics – 3 units

Introduces students to popular tools used for advanced statistics and predictive/textual analytics, as well as frameworks for handling unstructured data. Current packages may include such tools as SAS, Python, SPSS Data Modeler, and Apache Hadoop. These may change with technology trends. Students will have access to software available in the GGU computer network for assignment sand projects. Class activities will focus on learning programming logic to produce routines, working with temporary and permanent files, using built-in procedures and functions, producing simple and complex reports. Students who complete this course will have a strong exposure to data analytics in the business environment. Prerequisite: Math 240

ITM 342 Enterprise Architecture Planning – 3 units

Examines the elements of enterprise architecture and how the IT manager links the business mission, strategy and processes of an organization to its IT strategy. Students will examine the different EA methodologies and approaches, and understand where they fit into the IT function. Key linkages between business strategy, IT project portfolio management, and EA will be explored. Using case studies, students will learn how to apply the tenets of the EA discipline to define and chart the course of IT strategy to solve strategic business problems.

ITM 343 Budgeting and Finance for the IT Manager – 3 units

Presents an intermediate-level treatment of managerial finance for the unique needs of the IT manager. Builds on the conceptual and technical foundation of the managerial finance course. Topics include capital structure theory and practice, capital budgeting, leasing, project cash flow analysis, risk analysis, the selection of various financing methods — as well as the financial implications of external contract structures.

ITM 344 Project Governance: Portfolio and Program Management – 3 units

Introduces the processes of project governance, project portfolio management, and program management. Students will learn how to identify and take the lead in effective project decision-making, manage multiple project investments using principles of program management, organize and control the program delivery process, and examine the concept of decision rights in IT project governance. They will learn how to charter and organize a program management office (PMO), demonstrate the interrelationship between project governance and portfolio management, articulate the frameworks and objectives of effective project portfolio management, and show how to manage and control the delivery of multiple project investments. Contemporary management texts, case studies and selected readings will be used.

ITM 345 Business Intelligence and Decision Support Systems – 3 units

Provides an overview of decision support and business intelligence systems with in-depth coverage of contemporary topics such as text mining, big data analytics, visual data analytics and knowledge management, as well as traditional data warehouse architecture, planning and implementation. Students will understand the business value and use cases for different technologies, and experience BI use in the context of various industry segments (specifically finance, healthcare, manufacturing and retail). Beyond the use of a widely respected textbook and contemporary online resources (such as Teradata University Network and Data Warehouse Institute), students will get hands-on experience in building BPM dashboards (i.e. MicroStrategy), visual data representation and analysis (i.e. using Tableau), and decision trees. Assignments are designed to leverage students' own preferences and experiences, and to encourage practical application of the knowledge gathered in class and from their own research. Prerequisite: Math 240.

ITM 347 Project Management for IT Professionals – 3 units

Builds on the principles and techniques introduced in the Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK) 5th ed., while addressing elements specific to IT project management. Topics include IT project manager responsibilities; implications of organizational structures; IT project selection and governance; business owner, end-user, and SME responsibilities; scheduling and control of project operations, planning, budgeting and staffing; multiple methodologies and their characteristics; quality assurance vs. quality control; scope management, risk, and change control; and IT project success measures. Students will have the opportunity to apply course content to a semester research project. The text material will be integrated with the PMBOK, 5th ed., and supplemented with case studies and outside readings.

ITM 395 Strategic Information Technology Planning, Organization and Leadership – 3 units

Bringing together the skills and knowledge developed in the other core courses, this capstone course for the MSITM degree explores the organizing, administration and strategic planning of the information technology function in the organization. Introduces advanced coverage of the areas of IT and business strategy integration, IT services outsourcing, IT budgeting and IT management frameworks. These are applied across a

series of challenging case studies, and culminate in a final project in which they structure IT to solve business problems and link IT and business strategy. Prerequisites: ITM 395 must be taken as the last course in the core in the MS ITM Advanced Program.

ITM 396A–ZZ Selected Topics in Information Technology – 3 units

Addresses significant, topical and practical problems, issues and theories in areas encompassed by the Ageno School of Business graduate degrees. Topics are compiled and selected by the department chairs. Prerequisites will vary based on topic.

ITM 398 Internship: Information Technology Management – 3 units

Offers students the opportunity to participate in graduate-level work experience in the information technology field. Students are responsible for their own placement in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: completion of five advanced graduate seminars or consent of the department.

ITM 399 Directed Study – 3 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: consent of the department.

LITERATURE (LIT)**LIT 50 Principles of Storytelling – 3 units**

Examines the process by which storytelling makes human experiences intelligible. Students will analyze the various narrative devices through which stories are constructed across a variety of media and in real-world applications, interpret the meanings that result from different kinds of storylines, and evaluate how effectively storytelling shapes and influences understanding and cognition. Students will review how narrative operates in business case studies as well as in works of fiction and nonfiction as they develop a framework for broad, integrative learning, critical thinking and communication skills. Prerequisite: ENGL 1A

LIT 150 Business in Literature – 3 units

Examines business and social values in American life as reflected in stories, novels and plays of the past and present. Prerequisite: ENGL 1A.

LIT 160 Business in Movies – 3 units

Looks at business in American life as reflected in movies, from slapstick comedy to Wall Street drama.

LIT 198A–ZZ Selected Topics in Literature – 1–3 units

Examines specific topics, authors or genres in English, American or world literature. This course may be taken more than once, provided the topic is not repeated. Prerequisite: consent of the department.

LIT 199 Directed Study in Literature – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

MANAGEMENT (MGT)

MGT 100 The Manager as Communicator – 3 units

Seeks to improve communication skills in various management situations such as interviewing, oral presentation, group leadership and decision making. Emphasizes both oral and written professional communications. Students will be encouraged to develop individual evaluative criteria with the aid of the instructor and fellow students.

MGT 140 Management Principles – 3 units

Teaches the application in formal organizations of the principles of management, staffing, planning, organizing, controlling and leading as well as management concepts of motivation, morale and communications. Case studies are included.

MGT 141 Organizational Behavior – 3 units

Studies the impact that individuals, groups and organizational structure and processes have on behavior within organizations. Examines the foundations of individual and small group behavior and how this behavior affects organizational processes and performance. Utilizes case studies, role playing and experiential exercises. Requires extensive student participation.

MGT 145 Law of Contracts, Sales and Commercial Transactions – 3 units

Reviews law and legal theory relating to business; essentials of a binding contract; law of sales; nature and use of negotiable instruments; and Uniform Commercial Code.

MGT 156 Management Policy and Strategy – 3 units

Focuses on the development of company policy and strategy, examines the impact of a company's internal and external environment on strategic decisions and assigns case practice in analyzing and formulating business policy and strategy. Lower-division requirements must be satisfied. To be taken in the last 12 units of the BSB degree. Prerequisites: FI 100, MGT 140 and MKT 100.

MGT 160 Management and Leadership Strategy – 3 units

Capstone course for the bachelor of arts in management. Focuses on the integration of learning across the business disciplines and general education program. Using skills, knowledge and abilities in the areas of critical thinking, communication, ethics and organizational behavior, this class will require the application of business theory and practice to real-world examples to demonstrate mastery of the programs learning objectives. To be taken in the last term of the bachelor of arts in management program. Prerequisites: MGT 100, MGT 140, MGT 141, MGT 173.

MGT 172 Basic Employment Law – 3 units

Surveys contemporary federal and California employment law: worker classification, hiring, management, evaluation and termination of employment relationships, with specific focus on the relevant legal system, common law rules, anti-discrimination statutes, wage/hour law, privacy, worker safety and pension matters.

MGT 173 Human Resource Management – 3 units

Surveys the principles and practices in managing personnel; human resource planning, recruiting, selection and training; development of personnel policies; government regulation including EEOC, OSHA and wage-and-hour laws. Introduces labor relations and collective bargaining.

MGT 174 Labor-Management Relations – 3 units

Traces the growth of the labor movement and management reactions and policies; examines the role of government, contemporary problems, current practices in collective bargaining, grievance handling, state and federal labor legislation. Prerequisite: MGT 173.

MGT 175 Personnel Recruitment, Selection and Placement – 3 units

Examines the personnel process of human resource planning; generating applications (internal and external); analyzing qualifications, selection methods and decisions (including test evaluation); interview methods and practice; placement and exit programs (outplacement, retirement, etc.); and legal considerations. Utilizes simulation case practice and role playing. Prerequisite: MGT 173.

MGT 176 Compensation Decision Making – 3 units

Reviews the elements necessary to make sound compensation decisions. Topics include types of compensation plans, employee motivation, economic theory, labor markets, compensation surveys, job analysis and evaluation, performance assessment, compensation methods, employee benefits, non-economic rewards and compensation administration. Prerequisite: MGT 173.

MGT 177 Training Methods and Administration – 3 units

Examines the role of the training function within the field of human resource management. Students will identify performance problems related to training, practice a variety of training methods and materials and decide the methods of evaluation. They also will design a training package and do a brief training session in class. Demonstrations of interactive video and computer programs included. Prerequisite: MGT 173.

MGT 179 Introduction to International Business – 3 units

Examines environmental, economic, political and social constraints on doing business abroad; effects of overseas business investments on domestic and foreign economies; foreign market analysis and operational strategy of a firm; management problems and development potential of international operations.

MGT 188B Doing Business in East and Southeast Asia – 3 units

Focuses on the conduct of business between the United States and its major trading partners in East and Southeast Asia. Students will prepare a market analysis for one of these countries and a product or service of their choice. They also will learn how to identify which products and services are in demand, how to conduct business, what barriers to trade exist and what trade assistance is available for US companies. Corequisite: MGT 179.

MGT 188C Doing Business in Western Europe – 3 units

Focuses on the conduct of business between the United States and its major trading partners in Western Europe. Students will prepare a market analysis for one of these countries and a product or service of their choice. They also will learn how to identify which products and services are in demand, how to conduct business, what barriers to trade exist, and what trade assistance is available for US companies. Corequisite: MGT 179.

MGT 188D Doing Business in Latin America – 3 units

Focuses on the conduct of business between the United States and its major trading partners in Latin America. Students will prepare a market analysis for one of these countries and a product or service of their choice. They also will learn how to identify which products and services are in demand, how to conduct business, what barriers to trade exist, and what trade assistance is available for US companies. Corequisite: MGT 179.

MGT 190 Entrepreneurship and Small Business – 3 units

Reviews the principles and practices of entrepreneurship and small businesses. Explores entrepreneurship as an alternative to regular corporate executive career paths, entrepreneurial strategies, ownership alternatives, buying/selling business, franchising, venture capital and other related subjects. Both academic and hands-on real world exercises will be included. Prerequisite: any accounting course.

MGT 197 Internship: Management – 1-3 units

Offers students the opportunity to receive work experience in a job directly related to their academic major and career goals. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

MGT 198A-ZZ Special Topics in Management – 1-6 units

Addresses significant, topical and practical problems, issues and theories in management. The department chair will select topics. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

MGT 199 Directed Study in Management – 1-3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

MGT 204 International Business and Strategy – 3 units

Examines common trade theories and how these affect government policy and regulation. Considers alternative strategies for the conduct of multinational and global business. Explores the different international configurations of business-government-society relationship systems and how these affect international business strategies. Considers policy, strategy and management challenges in marketing, finance, production and personnel faced by multinational and global corporations.

MGT 210 Management Theory and Communications – 3 units

Provides a thorough coverage of management theory and applies the principles of management in formal organizations including planning, organizing, leading and controlling. Develops a basic understanding of the communication process and gives special attention to managerial effectiveness at achieving organizational goals in an ethical way within the changing external environment.

MGT 300 Team Dynamics and Managerial Analysis – 3 units

Develops critical thinking and analytical skills, and skills needed for managing and working in effective face to face and virtual teams, including designing teams, managing interpersonal dynamics through trust building, conflict management, effective feedback principles, self-reflection and analysis. Must be taken in the first six units of the MBA Advanced Program

MGT 301 Entrepreneurship – 3 units

Studies the underlying principles and theories of entrepreneurship, exploring its “how-tos” and pitfalls. Examines entrepreneurial strategies and management alternatives. Emphasizes starting new ventures, acquiring other businesses and making existing enterprises profitable. Focuses on both academic and practical considerations. Students will be able to work on projects while learning the ins and outs of being successful and happy entrepreneurs.

MGT 305 Managing People in International Settings – 3 units

Presents issues and challenges for managing a multinational work force in light of an organization’s strategic objectives and the larger global environment in which multinational organizations operate. Discusses techniques and strategies for managing performance in multinational settings to insure effective and efficient performance. Topics include cross-cultural teams and leadership and international dimensions of human resource management.

MGT 306 Legal Aspects of International Business Transactions – 3 units

Reviews the origin, nature and scope of international law; examines the bases for jurisdiction; sovereign immunity; dispute resolution; US export controls; trade regulation; and extraterritorial application of US laws governing international business transactions. Also examines the legal aspects of establishing an overseas operation; joint venturing abroad; using a foreign distributor; exporting technology; and the Export Administration Act, Foreign Corrupt Practices Act and relevant antitrust laws.

MGT 312 Business Planning for Entrepreneurs – 3 units

Designed to provide students with knowledge and practical skills for entrepreneurs and business managers so they can effectively develop plans and strategies for innovative business enterprises. Covers opportunity assessment, identification of competitive advantage, financial forecasting, alternate financing sources, valuation methodologies, legal issues and organizational development. Students will have the opportunity to prepare a business plan and gain feedback from experienced professionals. Prerequisite: FI 203 or FI 300A

MGT 320 Management Leadership: Theory and Practice – 3 units

Examines theories of leadership, their history and their application to current management theory and practice. Uses lectures, case methods and discussions in review of classic models and emerging trends; compares entrepreneurial, hierarchical and team management. Examines the students’ own leadership styles and those of others. Prerequisite: MGT 140 or MGT 141. (Cross-listed with PSYCH 343).

MGT 324 Organizational Behavior and Process – 3 units

Examines the structure, function and performance of organizations and the impact of psychological and sociological variables on the behavior of groups and their members. Students will learn the key relationships between organizational culture, behavior and processes. (Cross-listed with PSYCH 341)

MGT 338 The Manager as Communicator – 3 units

Builds students’ abilities to recognize crucial underlying interpersonal dynamics that generate practical problems in their own professional lives. Teaches effective interpretation of meanings and dialogue methods. Develops listening and public speaking skills and the ability to appropriately use power and influence. Experiential and group exercises are used extensively in this workshop-style course.

MGT 341 Benefits Administration – 3 units

Reviews the health/welfare and retirement-plan management fields. Examines benefit planning and negotiation; controlling benefit costs; administering benefit programs; legal issues, including ERISA impact; and future trends. Corequisite: MGT 346.

MGT 342 Compensation Administration – 3 units

Examines procedures and strategies for determining compensation systems in contemporary organizations, considering both traditional and more innovative methods of compensation. Addresses the need for strategically focused compensation systems and examines the related variables that impact employee motivation and performance in a variety of organizational settings. Corequisite: MGT 346.

MGT 343 Labor Relations – 3 units

Examines issues and trends in the relationship between organized labor and management in a variety of organizational settings. Provides an in-depth understanding of the National Labor Relations Act and the role of the National Labor Relations Board. Addresses the negotiation and collective bargaining process as well as forms of alternative dispute resolution. Corequisite: MGT 346.

MGT 344 Training and Development – 3 units

Provides a rigorous study of the functions and roles of individual employee and team training and development to ensure effective performance. Examines the role of training from a strategic perspective including planning and assessment, design and delivery, evaluation of training and integration of training with performance management and compensation systems. Includes study of technology applications in training. Corequisite: MGT 346.

MGT 345 Contextual Environment of Business – 3 units

Examines the critical impact of non-market forces including the international, legal, political, social, environmental and cultural roles played by the business enterprise in conducting global business. In addition to purely legal concerns, a major emphasis of the course is the ethical, social and environmental obligations of both the individual manager and the corporation as a whole.

MGT 346 Human Resource Management – 3 units

Provides an overview of the critical functions and activities of human resource management from the perspective of the general manager. Illustrates the need for an integrated approach towards human resource planning, staffing, training, performance management, compensation and benefits, labor relations and employee separation. Pays special attention to the role of HR in assuring compliance with legal regulation of the employment relationship.

MGT 348 Negotiating in Business – 3 units

Examines the knowledge and skills needed to be an effective negotiator. Applications include employment and salary negotiations; negotiating with employees/employers; sales negotiations; and negotiating with colleagues. Stresses knowledge, discipline and skill that students need to achieve their objectives during negotiations.

MGT 353 Organizational Development – 3 units

Applies behavioral science theory to corporate change and problem solving through the organizational development method; examines the role of the facilitator and client, data collection, climate studies, diagnosis, interventions such as data feedback and confrontation; planning and institutionalizing change. Students will practice the techniques of the facilitator. (Cross-listed with PSYCH 342)

MGT 356 Management Development Methods and Strategies – 3 units

Surveys management development within and outside of organizations. Focuses on career-management systems: the recruiting, selection, and assessment process; training techniques; appraisal; career planning; exit programs; examines “in-house” practices and programs; and additional resources for education and development.

MGT 358 Employment Law – 3 units

Surveys federal and state laws and their impact on the employment relationship, with particular emphasis on Title VII of the Civil Rights Act and other laws that regulate the terms and conditions of employment. Emphasizes the role of the Equal Employment Opportunity Commission and judicial interpretation of newer laws whose terms are ambiguous and hence present special challenges to organizations. Discusses the roles of the employer, federal government and public and private interest groups and their impact on employer/employee relations. Corequisite: MGT 346.

MGT 359 Managing the Employment Function – 3 units

Examines techniques and strategies for recruiting, selecting, motivating and retaining a high quality work force. Considers alternative forms of work organization and their impact on employee careers as well as organizational efficiency and effectiveness. Studies techniques of human

resource planning and strategies for managing employee separation, including termination, retirement and layoffs to ensure smooth personal and organizational transitions while maintaining compliance with relevant employment laws. Corequisite: MGT 346.

MGT 362 Developing Strategies for Competitive Advantage – 3 units

Covers the development and implementation of strategies for gaining competitive advantage. Students will consider the strategic problems encountered by top-level managers in a competitive global market from an integrated perspective. They will learn varied approaches to analyzing strategic situations, developing a competitive strategy and managing policies to implement these strategies, including controlling organization-wide policies, leading organizational change and the allocation and leverage of resources. Students will consider such emerging topics as competitive dynamics, technology-based competition, business-governmental relationships, corporate social responsibility and cooperative strategy. This is the capstone MBA class and should be taken in the last term of the MBA program. Prerequisites: MGT 300, OP 300, MKT 300 and FI 300A.

MGT 364 Technology Applications in Human Resource Management – 3 units

Investigates various technological applications to assist an organization in managing its employees. Examines system requirements and available standard or customized software options for processing HR-related information, including Internet and intranet development, and usage for human resource planning, staffing, training, compensation, career management and legal compliance. Corequisite: MGT 346.

MGT 370 Strategic Human Resource Management – 3 units

Analyzes the critical role of human resource management in achieving an organization's strategic objectives. Examines techniques for developing a holistic, integrated approach toward the various human resource functions that is aligned with the organization's strategy. Compares and contrasts models of traditional human resource management with strategic human resource management and the application of strategic HR in a variety of traditional and nontraditional organizational settings. Prerequisite: MGT 346.

MGT 396A-ZZ Selected Topics in Management – 1- 6 units

Addresses significant, topical and practical problems, issues and theories in management. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

MGT 398 Internship: Management – 3 units

Offers students the opportunity to receive graduate-level work experience in management. They are responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

MGT 399 Directed Study – 1-3 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: completion of six graduate seminars in the advanced program; consent of the department.

MARKETING (MKT)

MKT 100 Principles of Marketing – 3 units

Provides an introduction to the theory and practice of marketing. Students will learn about price policies, channels of distribution, promotion techniques, the management of products and services and marketing research. The course also covers the impact of government regulations and competitive practices, integration of marketing with other activities of the business enterprise, and strategic implications of marketing actions.

MKT 102 Consumer Behavior – 3 units

Investigates the cultural, psychological and behavioral factors affecting consumers' actions and the demand for consumer products and services. Students will learn the impact of consumer behavior on the marketing strategies of firms and the role of marketing in shaping consumer demand. Prerequisite: MKT 100.

MKT 103 Marketing Research – 3 units

Examines the research methods and techniques applicable to problem solving in marketing. Through a project-based class, students will learn to prepare a market research proposal, gather survey data, statistically analyze results and present a professional report. This class emphasizes the importance of marketing research in domestic and international markets. Students also gain a sound knowledge of internet-based research tools. Prerequisites: MKT 100 and MATH 40.

MKT 105 Integrated Marketing Communication – 3 units

Analyzes the total range of activities involved in marketing communication: advertising, selling, sales management, public relations and sales. Students will learn strategies and tools to develop favorable inter- and intracompany relationships. Prerequisite: MKT 100.

MKT 120 Business Marketing and Sales – 3 units

Covers the development and application of marketing and sales principles and skills in the business-to-business setting. Students will learn how to analyze business buying behavior. Topics include industrial product planning, channel decisions, promotional applications and pricing practice in the business-to-business context. Students will learn the techniques of good selling skills and the techniques for organizing, staffing, motivating and evaluating the sales force. They will learn about customer relationship management and the common kinds of CRM software. Prerequisite: MKT 100.

MKT 124 International Marketing – 3 units

Identifies international marketing opportunities; the impact of varying cultural, economic, legal and political environments on marketing strategy; technical and financial features; determinants and principles of foreign marketing policy as they relate to domestic marketing practice. Prerequisite: MKT 100.

MKT 197 Internship: Marketing – 3 units

Offers students the opportunity to receive work experience in marketing. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department chair.

MKT 198A-ZZ Special Topics in Marketing – 3 units

Addresses significant, topical and practical problems, issues and theories in marketing. The department chair will select topics. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

MKT 199 Directed Study in Marketing – 1-3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed study course per trimester. Prerequisite: consent of the department.

MKT 300 Marketing Management – 3 units

Focuses on marketing management and problem solving. Topics include methods for managing product positioning, pricing, distribution and external communications. Students will learn about customer behavior, demand determination and marketing research. They will be exposed to marketing in a variety of contexts such as for-profit, nonprofit, Internet and the global context. Emphasis is on developing fully integrated marketing programs as well as interfunctional coordination. The case method is used.

MKT 305 Integrated Marketing Communications – 3 units

Enables students to prepare, present and manage an integrated marketing communications plan using a blend of advertising, personal selling, sales promotion, public relations, direct marketing, Internet techniques and related marketing tools. Through case studies and practical exercises, they will learn how to reach appropriate market targets in the most cost-efficient and measurable way. Prerequisite: MKT 100 or MKT 300.

MKT 307 Sales Promotion and Sponsorships – 3 units

Focuses on how to achieve marketing objectives through direct inducements that offer an extra value or incentive for a product/service to ultimate consumers, sales force or distributor as well as through special events, sports, and causes, which together form a multi-billion dollar industry. Students will learn how to help an organization of any size develop closer relationships with target markets as well as trade partners and how to enhance the value of marketing communications strategies. Through lectures, case studies, and practical exercises they will learn how to incorporate sales promotion activities into an Integrated Communications plan, how to plan an event, create pricing and location strategies, and how to cost effectively promote them. Sponsorship development will be studied from the points of view of both event planner and corporate sponsor. Emphasis throughout will be on integrated marketing communications. Prerequisite: MKT 300.

MKT 308 Integrated Marketing Communications Strategy & Implementation – 3 units

Students review the principles and methods of integrated marketing communications (IMC) and learn to implement IMC methods in an organization. Each student will prepare an integrated marketing communications plan for an organization. Students must demonstrate competence in research, analysis, strategy development, communications and media planning, and IMC program development and evaluation. Uses cases. Restricted to students in the master of science in integrated marketing communications program. Should be completed in the final nine units of the program only. Prerequisite: MKT 305.

MKT 321 Direct and Database Marketing – 3 units

Covers the planning, design, and execution of direct marketing programs, including methods for utilizing databases and targeting techniques. Students will learn how to design direct mail, telephone, catalog, e-mail and Web-based marketing programs for consumer goods, services and industrial markets. They will learn the principles of database design for marketing and the basic techniques of statistical analysis for targeting, utilizing case studies and guest speakers. Excel spreadsheet program will be used. Prerequisites: MKT 300 and MATH 40.

MKT 322 Social Media and Marketing – 3 units

Class immerses students in the marketing application of social media and other newly emerging media channels. Course covers the planning and integration of social media into marketing plans. Students will learn to set objectives, develop social marketing plans, integrate social media into overall marketing and communication plans, measure program results, utilize new media technologies and about the macro-environmental issues affecting social media. The class includes hands-on development of social media tactics and channels. This may require students to set up individual social media accounts. Prerequisite: MKT 300

MKT 323 Search Engine Marketing – Design, Implementation and Optimization – 3 units

This project-based course covers the planning, design, implementation and optimization of search engine marketing campaigns, including methods for improving organic rankings (SEO) as well as paid search engine marketing (SEM) campaigns. Students build upon the principles of digital marketing to design and implement internet-based marketing programs for consumer goods, services, non-profit and industrial markets. Student teams will collaborate with a client to design and execute a paid search engine marketing campaign with an assigned budget, while using analytic tools for monitoring and optimizing. The Google Online Marketing Challenge and/or a client-sponsored campaign will be used as the basis for this course. Prerequisite: MKT 300 required; recommended MKT 321 or MKT 352

MKT 324 Data Analytics for Business – 3 units

Focuses on the practice of analytics. Students will be introduced to traditional media analytics, social media analytics and web analytics using the R language. Students will learn skills, methods and tools necessary for analytical work in a broad variety of businesses situations with a range of data structures. Students will learn how to acquire information in a variety of forms — such as text (newspaper articles, blog posts and social messages) and numbers (from web analytics) — and transform them into data, which they will be able to analyze applying statistical methods with the help of R. Upon completion of the course, students are expected to be able to complete basic media analysis as part of marketing, or competitive research; to run methodologically sound analysis of social media; to report on web analytics; and to apply basic statistical concepts to a variety of analyses. Prerequisite: MATH 240.

MKT 325 Brand and Product Management – 3 units

Explores the field of brand management including product management, brand positioning and building, measuring and managing brand equity over time. This course utilizes classic and current consumer and B-to-B case studies of leading marketers and their strategies for effectively building and managing products and brands. Topics include customer focus, brand positioning and identity, creating points of difference and competitive advantages, marketing communications and messages including the Internet and building customer loyalty. Covers building brand portfolios, sub-brands and line extensions and distribution strategies. Prerequisite: MKT 300.

MKT 331 Business-to-Business Marketing – 3 units

Provides a strategic view of industrial and other business-to-business marketing. Students will gain experience in solving marketing mix problems over the product life cycle and will learn about the impact of technology, derived demand, complex buying processes and customization. They will study the impact and use of business e-commerce exchanges and other web-based techniques. The case method is used. Prerequisite: MKT 300.

MKT 332 Sales Management – 3 units

Focuses on the operating and management problems of sales-management executives. Students will learn how to relate the sales function to other functions of business and will study techniques for estimating sales

potential, forecasting sales, manning territories, and selecting, training, supervising and compensating the sales force. They will learn about sales force automation tools, including web methods. Case method used. Corequisite: MKT 300.

MKT 334 Services Marketing – 3 units

Focuses on the distinctive aspects of service organizations including the importance of service quality and how marketing goals, mixes and strategies are tailored accordingly. Students will learn about new developments in the marketing of services, including the Internet, and how they apply in different settings, including financial, professional and not-for-profit. Case studies are used. Corequisite: MKT 300.

MKT 335 New-Product Decisions – 3 units

Examines the issues, strategies and approaches associated with developing, introducing and managing new products and services. Students will learn methods for identifying business opportunities, market segmentation, idea generation, concept development and testing, market testing and introductory market programs. Case studies are used. Corequisite: MKT 300.

MKT 336 Marketing Research – 3 units

Surveys the principles and techniques of marketing research, with emphasis on survey methods. Students will gain an in-depth knowledge of the planning and execution of market-research projects, including the acquisition and analysis of both primary and secondary data; use of statistical methods; questionnaire design; interview methods, including the Internet; and testing and communication of results achieved. Case materials are used. Prerequisites: MKT 100 or MKT 300 and MATH 40 or MATH 240.

MKT 337 Marketing Strategy and Planning – 3 units

Studies strategic and operational aspects of the marketing plan for consumer, industrial and service industries; formulation of top management strategic goals; and all elements of the annual marketing plan, including management summary, background data, quantitative objectives and implementation. Also covers planning for long-range market development. Case studies are used. Prerequisite: MKT 300.

MKT 338 Consumer Behavior – 3 units

Studies the influence of consumer behavior upon marketing-management strategy; examines behavioral concepts as they relate to the buying situations, types of consumer research instruments and types of marketing issues. Focus on use of consumer-behavior knowledge in realistic action-oriented situations, readings and case materials. Corequisite: MKT 300.

MKT 339 Advertising Strategy – 3 units

Covers the uses of various media in formulating an overall consumer-communication strategy, with an emphasis on consumer-targeting techniques and media-mix programming. Students will learn about the advantages and disadvantages of differing types of advertising vehicles, including the Internet, in reaching the target audience. The course uses a variety of readings and case materials. Corequisite: MKT 300.

MKT 343 International Marketing – 3 units

Examines the following processes: estimates of market potential, pricing and distribution strategies; the role of communications in serving markets outside the United States, serving these markets through branches, the Internet, warehousing operations, international brokers and traders and foreign affiliates; analyzing markets in countries with different cultural, political and economic characteristics. Reviews marketing and distribution methods in selected US and foreign companies.

MKT 352 Digital Marketing and E-commerce — 3 units

The nature of digital marketing and e-commerce is constantly evolving and key issues change rapidly. This course will examine timely concerns at the intersection of marketing and technology. Emphasizes marketing but gives due attention to enabling technology and selected new media. Students will learn how Internet marketing works, how e-commerce business models interact and how to integrate online and offline marketing. Topics include basic Internet technology for marketers, buyer behavior online, online privacy and security issues, online branding, website design and customer interfaces, public policy for digital interaction, web analytics, online payments, electronic marketing techniques such as banner advertising, outbound e-mail and paid search advertising. Analyzes how integrated multi-channel marketing works and examines emerging electronic media. Prerequisite: MKT 300.

MKT 396A-ZZ Selected Topics in Marketing —3 units

Addresses significant, topical and practical problems, issues and theories in marketing. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

MKT 398 Internship: Marketing — 3 units

Offers students the opportunity to receive graduate-level work experience in marketing. They are responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisites: at least 15 units completed in the Advanced Program and permission of the department chair.

MKT 399 Directed Study — 1-3 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: completion of six graduate seminars in the Advanced Program and consent of the department chair.

Master in Business Administration (MBA)**MBA 300 Management and Leadership — 3 units**

Introduces management and leadership theory and knowledge. Develops analytical and decision-making skills, and organizational knowledge. Explores basic concepts of management and leadership and how organizational context impacts managerial and leadership actions. Available only to MBA students. Co-requisites: Acctg 201, Econ 202 and Math 240

MBA 301 Personal Leadership — 3 Units

Develops interpersonal skills and self-awareness to function effectively as a leader in today's business environment. Creates a development plan for effective leadership in order to enhance career and personal goals. Available only to MBA students. Corequisite: MBA 300

MBA 302 Communications and Presentations — 3 units

Develops effective listening, writing, verbal communications and presentation skills for managers and business professionals. Focuses on both traditional in-person and online presentation and communication skills and covers digital, social, visual and mobile communications. Available only to MBA students. Corequisite: MBA 300

MBA 303 Teams in Organizations — 3 units

Develops skills needed to be a successful team member and a team leader. Learns the techniques of designing and establishing effective and supportive teams within organizations. Explores the various forms of organizational structures and the effective use of teams within these structures. Available only to MBA students. Corequisite: MBA 300

MBA 310 Context of Business — 3 units

Provides the framework for understanding the critical impact of the international, legal, political, social, environmental and cultural roles played by the business enterprise in conducting its business. Focuses on the obligations of the individual, managers and the corporation as a whole. Available only to MBA students. Prerequisite: MBA 300. Co-requisites: MBA 301, MBA 302 and MBA 303.

MBA 311 Strategic Analysis and Design — 3 units

Introduces strategic analysis and design techniques from an integrated perspective. Addresses the roles that functions within an organization play in strategy formulation and implementation. Students will perform analysis and develop strategy in response to external and internal business environment. Examines the implications of strategy on the outcome of business entities. Available only to MBA students. Prerequisites: MBA 300. Corequisites: MBA 301, MBA 302 and MBA 303.

MBA 320 Marketing — 3 units

Introduces marketing concepts and marketing-related business solutions. Students will learn about market research and customer behavior, the design of marketing strategies, and marketing mix components including product policy, pricing, distribution and marketing communications. Explores the role marketing plays in growing a business in collaboration with other business disciplines and in a cross-functional environment. Available only to MBA students. Corequisites: MBA 310 and MBA 311

MBA 321 Finance — 3 units

Introduces the concept of financial analysis in management decision making. Explores the financial techniques in analyzing business health, risks and returns, and capital investment decisions. Introduces valuation models and their roles in financial and business decisions. Available only to MBA students. Co-requisites: MBA 310 and MBA 311

MBA 322 Operations — 3 units

Explores the concepts and practices of managing business operations in producing the firm's goods and services with emphasis on how the operations function contributes to the achievement of its strategic objectives. Investigates how the operations function works with other business functions to achieve system-wide optimization. Introduces management concepts and techniques used in the design and development of goods and services, facility layout and location selection, operations planning and control, design and operating efficient supply chains, and in applying continuous process improvement techniques and technologies. Introduces operations management issues such as just-in-time and lean production systems, flexible production systems, agility, mass customization, process reengineering, and quality management programs. Available only to MBA students. Corequisites: MBA 310 and MBA 311

MBA 323 Information Technology — 3 units

Introduces the managerial aspects of information technology in business organizations, including governance models for business and management of technology assets. Analyzes how information technology can help improve productivity and efficiency of different functions within an organization to enhance performance. Examines emerging technology trends. Explores the use of information for improved decision-making and discusses the security challenges, privacy issues, and ethical conundrums facing managers in the digital enterprise. Available only to MBA students. Corequisites: MBA 310 and MBA 311

MBA 350 Business Planning — 3 units

Develops the skills needed to create effective strategic business plans that integrate all functional aspects of a business entity. Students will practice multiple strategy development and implementation exercises that address business issues with increasing complexity. Available only to MBA students. Prerequisites: MBA 320, MBA 321, MBA 322 and MBA 323 Recommended to be taken in the last term of the MBA Program.

MATHEMATICS (MATH)

Math Placement, Proficiency and CLEP Tests

Most undergraduate and graduate students need to take MATH 20 or MATH 30 for the algebra requirement.

Undergraduate Students:

- The math placement test is designed to place students in the math class that best suits their current skills
- Students are placed into either MATH 10, 20 or 30.
- Students may register directly for MATH 10 without taking the placement test.
- Offered by GGU Testing Services ggutesting@ggu.edu
- No fee

If students have not received credit for MATH 20 or MATH 30 either through transfer credit or by taking the appropriate classes at Golden Gate University, they may satisfy these course requirement(s) by taking a CLEP test.

College Examination Program (CLEP)

- Offered throughout the trimester by GGU Testing Services
- Fee required
- Undergraduate and graduate students are given academic credit for MATH 20 by passing the exam called College Mathematics or given academic credit for MATH 30 by passing the subject exams called College Algebra or Precalculus. For more information visit <http://www.ggu.edu/testing>.

Graduate Students:

If students have not received credit for MATH 20, MATH 30 or MATH 40, either through transfer credit or by taking the appropriate classes at Golden Gate University, they may satisfy these course requirement(s) by taking one of the tests listed below, or the CLEP test, above. Graduate students should see the Catalog section, “Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees” on p. 128, for additional ways to satisfy the MATH 20 or MATH 30 requirement.

Proficiency Test For MATH 20 And MATH 30

- Designed to establish proficiency at a given level of algebra and eliminate the need to take the course for graduate students only
- MATH 20 or MATH 30 can be waived for students who pass the proficiency test with an acceptable score.
- Offered by GGU Testing Services
- 2 1/2 hour exam
- No fee
- For more information, visit <http://www.ggu.edu/testing>

Proficiency Test For MATH 40

- Designed to establish proficiency at the college statistics level
- Open to graduate students whose programs include a MATH 40 proficiency requirement
- MATH 40 can be waived for students who pass the test with an acceptable score.
- The test may not be substituted for the course in programs that require three units of course credit for statistics.
- Offered by GGU Testing Services
- Three-hour exam
- No fee
- For more information, visit <http://www.ggu.edu/testing>

MATH 10 Introductory Algebra – 3 units

Introduces the concepts of elementary algebra. Topics include fundamental operations, the real number system, linear equations and inequalities, linear systems, polynomials, quadratic equations and graphs. Intended for students with little algebraic background. See Math Placement notation above.

MATH 20 Intermediate Algebra – 3 units

Continues MATH 10. Examines the concepts of equations (linear, quadratic, polynomial, rational and algebraic) and inequalities (linear and quadratic), linear and nonlinear systems, functions and graphs. Prerequisite: Grade of C- or better in MATH 10 (or its equivalent) or satisfactory results on the Mathematics Placement Test. See Math Placement notation above.

MATH 30 College Algebra – 3 units

Introduces the concepts and techniques of advanced algebra including algebra of functions, polynomial, rational, exponential and logarithmic functions, and linear and nonlinear systems. Prerequisite: Grade of C- or better in MATH 20 (or its equivalent) or satisfactory results on the Mathematics Placement Test. See Math Placement notation above.

MATH 40 Statistics – 3 units

Introduces the concepts and techniques of elementary statistics. Topics include collection and analysis of data, probability distributions (normal, binomial and Poisson), confidence intervals and hypothesis testing, linear regression and correlation and computer applications. Prerequisite: MATH 20 (or equivalent). (CAN STAT 2)

MATH 104 Applied Regression Analysis – 3 units

Applies multiple regression and correlation analysis to forecasting (in particular, managerial interpretation of the regression equation) using a case study approach. Other topics include: time-series analysis and regression of time-series data. Prerequisite: MATH 40.

MATH 198A-ZZ Special Topics in Mathematics – 1-3 units

Addresses significant, topical and practical problems, issues and theories in mathematics. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

MATH 199 Directed Study in Mathematics – 1-3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

MATH 240 Data Analysis for Managers – 3 units

Examines the importance data analysis plays in managerial decision making. Real-world data using spreadsheet applications and add-ins will be used throughout the course. Covers data analysis, descriptive and inferential statistics, regression analysis, model building and time series modeling. Prerequisite: MATH 20.

MATH 396A-ZZ Selected Topics in Mathematics – 1-3 units

Addresses significant, topical and practical problems, issues and theories in mathematics. Topics are compiled and selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Other prerequisites will vary based on topic.

MATH 399 Directed Study – 1-3 units

Provides an opportunity for the advanced student to study in a focused area under the direction of a faculty member. Only one directed study course may be taken for credit toward a master’s degree. Prerequisite: consent of the department. Prerequisites will vary based on topic.

OPERATIONS MANAGEMENT (OP)

OP 100 Principles of Operations Management – 3 units

Surveys the processes and techniques relating to both manufacturing and service systems. Emphasizes the systems approach to the efficient allocation of resources within the firm. Students will learn about the challenge of managing people, equipment and materials to jointly achieve organizational objectives. They will have the opportunity to use relevant computer applications. Prerequisite: MATH 40.

OP 108 Supply Chain Logistics – 3 units

Focuses on the business application of the integrated functions of logistics within the supply chain, including: transportation, warehousing, materials handling, packaging, inventory control, customer service, and logistics information systems. The role of government will be examined, and costing and pricing practices within the supply chain will be studied. Students will discover how logistics and the supply chain play major roles interacting with production, marketing and finance within the firm, and extend to suppliers, customers and others outside the organization.

OP 113 Import/Export Fundamentals – 3 units

Emphasizes the practical aspects of import and export operations. Students will study the start-up and operation of an export department, the administration of international transactions, letters of credit and other forms of payment, collection methods and shipping procedures. Documentation, export regulations, import customs clearance and other government requirements will also be examined.

OP 121 Production Planning and Inventory Control – 3 units

Surveys the design, development, implementation and management of production planning systems, including master production scheduling, aggregate planning, material requirements planning, capacity and inventory planning and production activity control. Students will be exposed to contemporary approaches such as just-in-time, theory of constraints and the relationship of enterprise-level planning and control systems to the overall materials flow.

OP 124 Business Process Improvement – 3 units

Surveys the concepts and techniques used by manufacturing and service firms in improving their business processes. Students will learn how to design and implement process improvement programs employing such techniques and philosophies as total quality management (TQM), statistical quality control, business process reengineering (BPR), Kaizen, innovation, just-in-time systems, process audit and process flowcharting.

OP 164 Purchasing and Materials Management – 3 units

Reviews basic purchasing, including organizational policies and procedures, development of requirements and specifications, bid and proposal preparations, selection and evaluation of suppliers, quality assurance and inspection, negotiations, materials management and legal considerations. These concepts will be applied to commercial, industrial, and government contracts administration. Students will relate Federal Acquisition Regulations and the Uniform Commercial Code to the purchasing function. Students will also review the special problems encountered in global sourcing and negotiation practices in a world-wide setting.

OP 180 Project Management – 3 units

Introduces project management tools and techniques and the problems associated with bringing projects in on time and within estimated cost. PERT/CPM, resource leveling, team dynamics and cost estimates will be employed. Students will learn how to develop project proposals and project reports.

OP 197 Internship: Operations Management – 3 units

Offers students the opportunity to receive work experience in operations management. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

OP 198A–ZZ Special Topics in Operations Management – 1–3 units

Addresses significant, topical and practical problems, issues and theories in operations management. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

OP 199 Directed Study in Operations Management – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

OP 300 Operations Management – 3 units

Introduces operations as a functional area of management and explores its links with other key functional areas of the firm. Students will learn about the acquisition and allocation of resources, product and process design, process improvement techniques, supply chain and materials management, operation of the production system and technology deployment to support and improve the entire value chain. Both manufacturing and service systems will be explored. Students will be introduced to contemporary operations management issues, such as just-in-time systems, flexible production systems, agility, mass customization, process reengineering and quality management programs. Prerequisite: MATH 40 or MATH 240.

OP 301 Sustainable Supply Chain Operations – 3 units

Designed to develop advanced skills in sustainable global supply chain management (GSCM). Focuses on how to acquire resources, produce products and services, and deliver them to customers with minimal environmental impact, while assuring maximum customer satisfaction and healthy organizational profits. Students will learn about the significant opportunities that GSCM has for sustainable development and key factors that are influencing them. Included will be incorporating sustainability into both product and service design and sustainable best practices in the areas of energy conservation, recycling and reuse. Addresses four interrelated areas of the supply chain: 1) upstream activities of manufacturing product, 2) downstream activities involving the usage of the products until finally consumed, 3) within-the-organization relating to green design, green packaging and green production and 4) logistics involving just-in-time, fulfillment and quality management connections to environmental criteria. The combined impact of these functions is focused on creating customer, economic, employee and social value for the business. Corequisite: OP 321

OP 302 Quality Management and Process Improvement – 3 units

Presents a systems approach to the collaboration of all functions in an organization to attain a customer oriented quality operation and to maintain appropriate process improvement programs. The focus of the course is on the roles of customers, vendors, workers and management in setting and achieving quality and process improvement goals. A special emphasis is given to leadership skills, team dynamics, training and motivating employees and process improvement techniques such as business process reengineering (BPR), Kaizen, total quality management (TQM), statistical process control, continuous process improvement, just-in-time systems (JIT) and innovation.

OP 303 Managing Innovation and Technology – 3 units

Explores the theory and practice of managing innovation and technology and their role in competitive business situations. Students will examine the strategic and managerial issues related to the adoption and implementation of new technologies and to the innovation process. Product, process and information technologies will be covered through case studies, readings and class discussions. Emphasis will be placed on technology planning, development and acquisition, and managing the technically-oriented business functions.

OP 305 Supply Chain Management Technology and Information**Systems – 3 units**

Introduces supply chain management as a key business process for successful enterprises, and the enablement provided by information systems and technology in its evolution. The requirements for advanced, demand driven supply chains that provide rapid order commitment and responsive replenishment will need process alignment and contemporary information technology such as automatic data collection, advanced planning systems and linked communications, in addition to automation technology such as robotics. This course will use case studies, real-world examples and projects to teach the applications of the advanced information systems and technology that are required to enable the supply chain management process of successful companies.

OP 320 Strategic Sourcing – 3 units

Examines purchasing management's role in global supply chain management to accomplish the organization's strategy for a competitive advantage. Included are defining the requirements for materials and services, spend analysis, selecting, evaluating and developing global suppliers, establishing the correct types of trust-based supplier relationships, utilizing technology effectively and making fact-based decisions. Teaches the integration of purchasing with the other activities in global supply chain management to create a systems approach from resources to consumption. Future issues of resource opportunities, transportation issues, government regulations, environmental obligations, contract management and fair labor practices will be covered. Corequisite: OP 321

OP 321 Supply Chain Planning and Control – 3 units

Introduces the components of global supply chain management (GSCM) and its role in modern product and service based organizations using industry accepted models such as SCOR from the Supply Chain Council. Covers the determination of GSCM goals and objectives, strategy, macro process design, and level of competence required to accomplish the organization's business strategy. Studies the determination and alternatives in the design of the technology, personnel, and infra-structure resource networks to enable supply chain competence. Develops materials and capacity plans. Establishes effective control of process execution in sourcing, production and logistics through performance evaluation. Promotes performance improvement through programs and best practices such as demand driven operations. GSCM focus areas are covered so students can select the correct elective courses in this program. This class must be taken first in the concentration.

OP 323 Supply Chain Logistics Management – 3 units

Studies the role of transportation and warehousing activities that impact the movement and storage of materials and services in the supply chain between suppliers, manufacturers and retailers. Students will examine the physical, economic, and functional characteristics of the major transportation modes as well as the increasing intermodal and global trends in logistics. Course includes the growing role of outsourcing to third party logistics providers. They will review the integration of transportation, warehousing, order processing, inventory control, materials handling, and customer service with the other components of the global supply chain.

OP 329 Global Supply Chain Management Applications and Analytics**– 3 units**

Introduces applications and issues in supply chain management of international trade operations in sourcing, production, logistics, services and customer service. These complex practices and procedures to support international trade management will be explored including import-export, risk management, regulations, transportation, foreign currency, information, and off shoring using current content, cases and real-world examples. Key analytical methods such as total landed costing and strategic

profit modeling will be taught as tools for decision making. Students will work on a personal term project involving an aspect of international supply chain management of their interest. Should be taken as the final course in the concentration. Prerequisite: OP 321

OP 340 Introduction to Project Management – 3 units

Introduces the principles and techniques of directing and controlling resources for a fixed-term project established for the accomplishment of specific goals and objectives, including issues pertaining to engineering, construction and large-systems development projects. Covers the manager's responsibility, use of systems analysis, scheduling and control of project operations, planning, executing, budgeting and staffing; and the manager's role in leadership, motivation, communication, conflict resolution and time management. Class material will be integrated with the information in the PMI's A Guide to the Project Management Body of Knowledge (PMBOK®), 5th ed. OP 340 is a prerequisite for any required course in the advanced program, as well as for OP 347.

OP 342 Agile Management for Project Managers – 3 units

Managers in today's complex, rapidly changing business environment must be able to effectively respond to change, learn consistently, make connections and understand context. This course uses presentation, interactive exercises and small-group work to explore Agile concepts, principles, roles and responsibilities, and practices. Students will get hands-on experience with Agile management tools and techniques, and gain an understanding of how Agile teams and projects work. Prerequisite: OP 340.

OP 343 Project Planning and Control – 3 units

Presents an in-depth treatment of critical aspects of planning and control in modern project management. Project-planning issues addressed include project life cycles, constraints, the work breakdown structure, project plan and charter, project estimating, project budgeting and financial control issues and earned value analysis. The latest techniques in project risk management are explored through assessing and controlling of the risk variables with emphasis on project procurement management, solicitation and contracting issues. Project quality management is treated in depth, to include contemporary concepts, tools and techniques. Applications using computer-based software and case studies are drawn from various industries to illustrate the analytical, planning and control activities common to project management. Course material will be integrated with PMI's A Guide to the Project Management Body of Knowledge (PMBOK®), 5th ed. Prerequisite: OP 340.

OP 344 Project Governance: Program and Portfolio Management – 3 units

Introduces the processes of project governance, project portfolio management and program management. Students will learn how to identify and take the lead in effective project decision-making, manage multiple project investments using principles of program management, organize and control the program-delivery process, and examine the concept of decision rights in IT project governance. They will learn how to charter and organize a program management office (PMO), demonstrate the interrelationship between project governance and portfolio management, articulate the frameworks and objectives of effective project portfolio management, and manage and control the delivery of multiple project investments. Contemporary management texts, case studies and selected readings will be used. Prerequisite: OP 340.

OP 345 Project Administration, Leadership and Team Dynamics – 3 units

Explores the three critical human aspects of successful project management (administration, leadership and team dynamics) in the context of each stage of the project process. Covers organizing and supporting human effort, positioning the project across organizational boundaries, internal and external roles and relationships of projects, politics of projects, indispensable leadership actions, influencing and supporting change, project communications, negotiation, managing conflict, and effective team building and leadership. Special attention is paid to managing virtual teams. Students' participation is focused on case studies, problem solving and creation of innovative approaches to dealing with the human side of projects. Prerequisite: OP 340

OP 346 The Practice of Project Management – 3 units

Integrates significant project management concepts and tools, ranging from the roles of project managers and team members, software tool analysis, project initiation components, advanced project planning and execution, as well as project monitoring and closing. Additionally, critical skills such as negotiation, problem solving, scheduling, risk analysis and earned value are addressed. The course will have a focus on practical applications, supported by outside readings including academic research, case studies, and PMI's A Guide to the Project Management Body of Knowledge, (PMBOK®), 5th ed. Students undertake a course-long research project based on real-world project management cases. OP 346 is taken in the last six units of Project Management coursework.

OP 347 Project Management for IT Professionals – 3 units

Builds on the principles and techniques introduced in OP 340. Topics include IT project manager responsibilities; implications of organizational structures; IT project selection and governance; business owner, end-user, and SME responsibilities; scheduling and control of project operations, planning, budgeting and staffing; multiple methodologies and their characteristics; quality assurance vs. quality control; scope management, risk and change control; and IT project success measures. Students will have the opportunity to apply course content to a semester research project. The text material will be integrated with the PMI's A Guide to the Project Management Body of Knowledge (PMBOK®), 5th ed., and supplemented with case studies and outside readings. Prerequisite: OP 340.

OP 349 PMP Credential Exam Prep – 3 units

Provides a comprehensive investigation and review of the content areas that form the substance of the Project Management Institute (PMI®) certification examination for Project Management Professional (PMP®). The field of project management is expanding rapidly, and the requirement for professional certification is growing along with it. This course will provide students with knowledge and skills that will allow the successful certifications that mark the professional in the field. Through lectures, audio PowerPoint presentations, class exercises, articles, quizzes, four major practice examinations and one final examination, the instructor interacts with the students to develop their understanding of the processes making up the discipline of project management.

OP 350 Project Management in Construction – 3 units

Places the construction profession squarely in the center of evolving project-management theory, while at the same time dealing with those aspects that make design and construction unique. Construction is the largest industry in the world, both in value and in workforce. Managers in the design and construction industry are a vital segment of the burgeoning project management career. They must be able to effectively apply modern concepts, tools and techniques to their endeavor. In this course, students will gain hands-on experience with tools and techniques, as well as an understanding of factors of success in the industry — and the organization, teamwork and motivation required to achieve it.

OP 396 Special Topics in Operations and Project Management – 3 units

Addresses significant, topical and practical problems, issues and theories in operations management or project management. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

OP 398 Internship: Operations and Project Management – 3 units

Offers students the opportunity to receive graduate-level work experience in operations management or project management. Students are responsible for their own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course, and a written report is required upon completion of the internship. Prerequisite: Approval of the department chair or program director.

OP 399 Directed Study – 1–3 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: completion of six graduate seminars in the advanced program and consent of the department.

PHILOSOPHY (PHIL)**Phil 50 Professional and Personal Ethics – 3 units**

How should one solve serious ethical problems in professional life? How should one make sense of the problem? Are there rules that can be followed? Should one simply obey the law? Are there any 'right' answers at all? Should one follow one's conscience? Or, is it just a matter of opinion what one should do? This course will study how to approach answering questions like these. We will study how to reason about and how to attempt to resolve moral problems in professional life and personal life. Specific attention will be paid to: 1. Conceptual tools and theories for identifying, framing and analyzing moral problems. 2. Different ways of thinking about our professional lives, our goals and ourselves. 3. Methods and principles that will help us address moral problems in business case studies related to whistle-blowing, conflict of interest and finance.

PHIL 198A–ZZ Special Topics in Philosophy – 1–3 units

Addresses significant, topical and practical problems, issues and theories in philosophy. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisite will vary based on topic.

PHIL 199 Directed Study in Philosophy – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

PSYCHOLOGY (PSYCH)**PSYCH 1 Principles of Psychology – 3 units**

Explores the field of psychology. Students will learn about themselves, the mind and the science of psychology. Subject matter includes human development, memory, cognition, perception and psychopathology. (CAN PSY 2)

PSYCH 100 Theories of Personality – 3 units

Explores theories of why people behave the way that they do and how they got that way. Students will study the works of Freud, Jung, Skinner, Maslow and other major theorists and practitioners of psychology. Prerequisites: ENGL 1A and ENGL 1B.

PSYCH 197 Internship: Psychology – 3 units

Provides supervised work experience in psychology. Job and learning objectives are developed in conjunction with the department chair. Prerequisite: consent of the department.

PSYCH 199 Directed Study in Psychology – 1–3 units

Individual study of a selected topic under the supervision of a faculty member. Students are limited to one directed-study course per semester. Prerequisite: consent of the department.

PSYCH 300 Introduction to Applied Psychology – 3 units

Examines the jobs and activities within the field of professional psychology, and the personal qualities necessary for success and contribution to the profession. Students will explore their own values, strengths and characteristics; learn about the opportunities and requirements of the professions; and begin to establish a network of local psychology professionals. Students will learn tools for their own professional and personal development, including research methods, presentations skills, networking skills, personal assessment, development exercises and career planning.

PSYCH 302 Lifespan Development: Theories and Applications for Therapists – 3 units

Examines the psychological, therapeutic and health implications developmental issues have on individuals, couples and family relationships; and the biological, social, cognitive and psychological aspects of aging. Cultural understandings of human development will be covered along with the impact of financial and social stress on human development. Therapeutic implications including long-term care, end of life and grief issues will be covered.

PSYCH 304 Cross-Cultural Aspects of Psychology – 3 units

Explores the effects of culture and ethnicity on psychology and behavior. Students will examine the cultural traits and values of various cultural groups in the United States. Implications for work and organizational environments and for counseling will be explored.

PSYCH 306 Group Models of Counseling – 3 units

Provides an overview of group psychotherapy. In this course, students develop the knowledge and skills necessary to participate in and lead therapy groups. Content includes a survey of group-counseling theories, techniques, and research; discussion of professional, ethical, and clinical issues in group practice; review of the developmental stages of groups; and practice as group members and as leader. Experiential practice is incorporated throughout.

PSYCH 308 Applied Psychological Research – 3 units

Examines the current methods and tools of psychological research and testing, and the interpretation of research reports and psychological tests. Explores the construction and validation of assessment tools used in psychology. Prerequisite: MATH 40 or equivalent.

PSYCH 320 Therapeutic Communication and Counseling Skills – 3 units

Examines the specialized communication skills used in the practice of counseling. Students will study basic counseling skills, interventions and the use of the psychological interview as an assessment tool.

PSYCH 321 Psychopathology – 3 units

Explores the paradigms of mental and emotional dysfunction. Emphasizes the clinical techniques and professional practices used in the evaluation of individual psychological disturbance. Case studies will be used to examine different disorders and to learn how to use the DSM-5.

PSYCH 322 Psychological Assessment – 3 units

Surveys the theoretical and conceptual foundations of psychological assessment. Students will learn to select and administer assessment tools and to interpret their findings.

PSYCH 323 Psychodynamic Models of Counseling – 3 units

Examines the major traditional and contemporary psychodynamic models of counseling and psychotherapy. These are concerned with the conscious, subconscious, unconscious and subjective constructions of life experiences. Students will learn how to work with individuals using these models, paying attention to the models' principles of change and techniques, and their underlying theoretical rationale. Students will also learn to develop clinical case formulations and treatment plans, consider neurological factors that are relevant to counseling practice and outcomes, and modify case formulations and therapeutic interventions in order to consider clients' cultural and social identities. Co-requisite: PSYCH 320.

PSYCH 324 Child/Adolescent Psychology, Assessment and Treatment – 3 units

Examines the issues related to child and adolescent therapy, including assessment. Applies the principles by which a child develops the ability to think, speak, perceive and act and the moral, intellectual and cognitive changes experienced in adolescence to the therapeutic process. Students will learn the different assessment methodologies and therapies used in working with young people. Co-requisite: PSYCH 320.

PSYCH 325 Principles of Couple and Family Counseling – 3 units

Explores the major theoretical approaches and therapeutic techniques used in counseling families and couples. Students will study the basic concepts of family systems and learn several methods of intervention. Co-requisite: PSYCH 320.

PSYCH 326 Legal and Ethical Responsibility for Counselors – 3 units

Examines the legal and ethical responsibilities of counselors such as confidentiality, privilege, involuntary hospitalization and mandatory reporting. Students will learn the legal obligations of professional practice, laws relating to minors, marriage and the family and professional codes of ethics.

PSYCH 329 The Neuroscience of Counseling and Psychopharmacology – 3 units

Examines the neuroscience of counseling and psychopharmacology. Considers recent research and theoretical perspectives on brain functioning, enabling us to understand that all forms of counseling, psychotherapy, pharmacotherapy are successful to the extent they change relevant neural circuits in the brain. Also considers the development of the brain and its relationship to psychological well-being and psychopathology. Examines several of the psychological problems individuals experience and the therapeutic interventions employed to address them, informed by our understanding of brain functioning. Major classes of psychotherapeutic medications, the psychiatric problems they address, their underlying neurological mechanisms, indications and contraindications for their use, and side effects are examined. Students learn to use internet databases and reference materials to maintain their knowledge base of these medications. The psychopharmacology of specific cultural and social groups is considered, including women, racial/ethnic groups, children and adolescents and the elderly.

PSYCH 331 Human Sexuality – 1 unit

Examines human sexuality and sexual development, including dysfunctions and their treatment. Students will study the range of sexual behaviors, including atypical and dysfunctional behaviors; examine sexuality issues related to special populations or groups; and learn processes and techniques of sex therapy.

PSYCH 333 Substance Use, Co-Occurring Disorders and Addiction – 1 unit

Covers the definition, etiology, identification and treatment approaches of substance use, co-occurring disorders and addictions. Prevention, populations with special risk, community resources and the role of people and systems that support or compound use and addiction will be covered. Effects of drug use, and medical and legal aspects will be explored.

PSYCH 334 Relational Abuse: Assessment, Treatment and Reporting – 1 unit

Prepares students to identify, intervene, report and treat intimate partner and spousal abuse, geriatric abuse, family abuse and child maltreatment. Legal, cultural and psychosocial issues will be covered. Students will learn about current issues and recent research in the area of family violence, trauma and child maltreatment. Prepares students to apply their knowledge to use in a variety of clinical settings.

PSYCH 335 Special Issues in the Treatment of Families – 2 units

Equips students with the knowledge and therapeutic tools necessary to work with families encountering special treatment issues including: substance abuse; immigration; illness; end of life and grief; and financial stress and homelessness. Students will also learn how to work with families who have a unique structure or are undergoing change such as same-sex relationships; divorce; single and step-parenting; and adoption. Students will be provided with a theoretical foundation while learning to execute practical therapeutic approaches required when working with a variety of special situations. Corequisite: PSYCH 325.

PSYCH 336 Evidence-Based Practice Treatment – 1 unit

Explores evidence-based practice treatments, best practices and the areas of emerging research knowledge within a recovery-orientated paradigm. Students will become familiar with specific evidence-based interventions to use for individuals diagnosed with serious mental illness, including co-occurring disorders. Additional topics of human diversity and legal/ethical concerns will be highlighted throughout the course. Should be taken within the last two trimesters of study. Corequisites: PSYCH 321, PSYCH 337 and PSYCH 339.

PSYCH 337 Community Mental Health – 3 units

Examines principles and skills required to work with adults, youth and families with a diagnosis of serious mental illness using a recovery-oriented paradigm. Specific approaches for engagement, assessment, treatment planning and case management are addressed for meeting needs of consumers with persistent mental illness, trauma histories and co-occurring mental health and substance abuse disorders. Students will learn how to engage in collaborative treatment, being a member of a multidisciplinary team with various systems of care; including community behavioral health; alcohol and drug service providers; human service agencies; law enforcement/criminal justice; primary care and academic/vocational services. Additional topics of illness prevention, health promotion, human diversity and legal/ethical concerns will be highlighted throughout the course. Prerequisite: PSYCH 321.

PSYCH 339 Cognitive-Behavioral and Short-Term Models of Counseling – 3 units

Examines and compares behavioral, cognitive-behavioral, and other short-term models of counseling and psychotherapy. Equips students with the tools and evidence-based techniques necessary to help individuals resolve a host of problems presented by their clients. Students will also

study behavioral and cognitive-behavioral models of couples and group counseling; learn to develop clinical case formulations and treatment plans; consider neurological factors that are relevant to addressing specific psychological problems; and modify case formulations and adapt therapeutic practice and interventions in order to consider clients' cultural and social identities, including socioeconomic status. Co-requisite: PSYCH 320.

PSYCH 341 Organizational Behavior and Process – 3 units

Examines the structure, function and performance of organizations and the impact of psychological and sociological variables on the behavior of groups and their members. Students will learn the key relationships between organizational culture, behavior and processes.

PSYCH 342 Organizational Development, Assessment and Intervention – 3 units

Explores how systematic organizational interventions are accomplished within complex human networks. Students will learn how to use behavioral science to assess an organization's current state and discover routes to its improvement. Also covered will be the role of internal and external consultants in intervention and the resulting impact on human behavior and organizational performance. (Cross-listed with MGT 353)

PSYCH 343 Leadership and the Development of Managerial Excellence – 3 units

Explores the nature and role of leadership in organizations. Special emphasis will be devoted to the role of emotional intelligence in organizational effectiveness and managerial excellence. Students will learn through an examination of their own emotional and leadership competencies, and also through readings, cases and group projects. (Cross-listed with MGT 320)

PSYCH 344 Tests and Measurements – 3 units

Prepares students to administer and interpret psychological tests in organizational environments. Students will be exposed to the major psychological assessment tools used to measure organizational performance and effectiveness, as well as tools used for employee selection, placement and training. Students will be able to select tools to perform key I/O duties like job analysis, performance appraisal and feedback, team building, person-environment fit analysis, leadership training and team morale assessment. They also will be able to construct and validate assessment tools and perform data analysis using SPSS to diagnose organizational problems. This course fulfills the test publishers' educational requirement to purchase testing materials. Prerequisite: MATH 40.

Psych 348 Organizational Change – 3 units

This course explores the nature and dynamics of change in organizations and its impact on individuals and teams from psychological and social-psychological perspectives. Introduces the discipline of Change Management and the major models associated with its practice. Reviews the skill sets of organizational change agents, best practices for managing resistance to change, and approaches to measuring the impacts of organizational change efforts.

PSYCH 349 Executive Coaching Theory and Practice – 3 units

This course highlights the theoretical and practical aspects of the field of executive coaching. Areas of emphasis include the recent growth of executive coaching as a discipline and its place among other employee development practices, attitudinal and behavioral approaches to the coaching process, the measurement of coaching outcomes, ethical considerations in coaching, similarities and differences with psychotherapy, and the skills of an executive coach.

PSYCH 350 Applied Industrial Psychology – 3 units

Explores in depth the field of industrial psychology. Students will learn how thorough job analysis, carefully selected performance criteria, and an appreciation for individual differences underlie the successful application of performance appraisal, recruitment, screening, selection, placement, training and development.

PSYCH 351 Career Counseling and Development – 3 units

Examines the expert skills and knowledge used in helping individuals clarify their career and life goals. Students will be introduced to the major career development theories and their application to the world of work. In the process, students will examine issues such as certification and licensure, multicultural counseling, retirement, and dual-career couples. Students will learn how to assess interest and ability and how to access occupational and educational information sources.

PSYCH 352 Structure, Theory and Ethics of Conflict Resolution – 3 units

Explores professional conflict resolution and mediation as an emerging means of problem solving in family, industrial, environmental and business law. Students will examine the theoretical framework of dispute resolution and its relationship to the traditional justice system, and explore related ethical issues.

PSYCH 353 Conflict Resolution: Skills and Techniques – 3 units

Explores the skills and techniques necessary for conflict mediation. Students will learn communication techniques, problem identification and disagreement management skills, techniques for achieving agreement or settlement and intake skills.

PSYCH 354 Consulting Skills – 3 units

This course introduces students to the action-research model on industrial/organizational psychology consulting to organizations and offers a step-by-step process to conduct successful consulting engagements. Core consulting processes such as entry, contracting, data-collection, feedback, action planning, and implementation will be reviewed. Additional topics include tactics for working with challenging clients, managing organizational politics, and typical career paths in consulting.

PSYCH 355 Diversity in Organizations – 3 units

This course examines the dynamics and structure of diversity in organizations and how initiatives to build and sustain competitive advantage. Emphasis will be placed on ways organizations integrate diversity into key processes to capture a ‘diversity dividend’ resulting in improved financial performance, customer loyalty, and employee engagement.

PSYCH 394 Practicum: Counseling Psychology – 1–9 units

Practical application of assessment, counseling, consultation and case management skills in an approved mental health setting. Students must conduct a minimum of 350 hours of face-to-face counseling with individuals (adults, children, and adolescents), couples, families or groups; includes up to 75 hours in performing client-centered advocacy. Supervision must be provided by an onsite practicum supervisor in accordance with Board of Behavioral Science regulations. Additionally, students will attend a practicum seminar that will provide group consultation utilizing written case studies and oral case presentations. Additional topics of human diversity and legal/ethical concerns will be highlighted throughout the course. Students are required to meet with clients and their families in volunteer and in-class settings. Prerequisites: PSYCH 320, and PSYCH 326 Corequisites: PSYCH 321, PSYCH 323, PSYCH 324, PSYCH 325, and PSYCH 339.

PSYCH 395 Field Research in Industrial/Organizational Psychology – 1–3 units

Provides practical experience in industrial or organizational psychology through an extensive case analysis under the direction of a faculty member. Students will research and assess an organization, and develop an appropriate intervention. This course involves extensive reading and research and a final project summary. Prerequisite: consent of the department.

PSYCH 396A–ZZ Selected Topics in Applied Psychology – 1–3 units

Explores significant, topical, practical and theoretical problems and issues in applied psychology. Topics are selected by the department chair. This course may be taken more than once, provided the same topic is not repeated.

PSYCH 397 Practicum in Conflict Resolution – 3 units

Provides practical experience in conflict resolution by working with an experienced mediator in a supervised environment. Prerequisite: consent of the department. Prerequisites or Corequisites: PSYCH 352 and PSYCH 353.

PSYCH 398 Internship: Applied Psychology – 1–3 units

Provides practical experience and training in applied psychology by working with an experienced practitioner in an appropriate setting. Prerequisite: consent of the department.

PSYCH 399 Directed Study in Applied Psychology – 1–3 units

Allows rigorous exploration of a specific topic. Students will research and prepare an extensive paper on an area of special interest. This course is for the advanced student only. Only one directed-study course may be taken for credit toward a master’s degree. PSYCH 399 can be used to satisfy area of concentration requirements for the master’s degrees in psychology. Prerequisite: consent of the department.

PUBLIC ADMINISTRATION (PAD)

[See also: Executive Master of Public Administration (EMPA)]

PAD 100 Public Policy and Administration – 3 units

Introduces the theory and practice of public policy and administration; focuses on the administrative enforcement including relations between governmental branches; a history of administration; theories of administrative organization; the management of public organizations including leadership, personnel and budgetary concepts; planning and evaluating; public policy questions; and current and future issues. Recommended as the first course in the public administration concentration for the bachelor of arts and bachelor of science degrees and the undergraduate certificate in Public Administration Leadership.

PAD 102 Policy Making and Analysis – 3 units

Provides an introduction to policy making, policy analysis and policy evaluation. Focuses on the theories of policymaking and the public process. Introduces students to some techniques and practical examples of public policy analysis.

PAD 104 Privatization and the Public Service – 3 units

Examines the growing trends and experiences toward market-based public service delivery systems. Public administrators in many levels of government are being challenged to become more entrepreneurial in their management of public enterprises. Additionally, contracting with private firms and adapting e-Commerce processes to provide public services is becoming the norm, rather than the exception.

PAD 105 Public Budgeting Techniques and Processes – 3 units

Provides an exploration and analysis of the budgetary process typically employed at the federal, state and local levels of the government. Students will study the practical as well as theoretical exposure to the techniques and various formats of public budgeting.

PAD 106 Administrative Law and Justice – 3 units

Introduces students to the concepts, resources and language of law as these relate to administrative law; functions and procedures of the public agency; limitations to and safeguards against arbitrary or erroneous administrative action; extent of judicial control over administrative action; Administrative Procedures Act; and relationship of executive branch agencies to the other branches of government. Prerequisites: ENGL 1A and ENGL 1B.

PAD 197 Internship: Public Administration – 3 units

Offers students the opportunity to receive work experience in a public management setting. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

PAD 198A–ZZ Special Topics in Public Administration – 3 units

Addresses significant, topical and practical problems, issues and theories in public management. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated.

PAD 199 Directed Study in Public Administration – 1–3 units

Serves as an individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

PUBLIC RELATIONS (PR)**PR 320 Contemporary Public Relations – 3 units**

Provides a conceptual framework for understanding public relations and its role in present-day social and business environments. Discusses the evolution of public relations practice from its beginnings to its present professional status. Emphasizes both the principles as well as the nuts and bolts of planning and implementing a public relations campaign, including planning, selecting and developing appropriate publicity tools and evaluating the effectiveness of the program. Students will also learn techniques for managing the public relations function within organizations, the public relations process, as well as professional and legal issues. Prerequisite: Students must pass the Graduate Writing Proficiency Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

PR 330A Writing for Public Relations and Marketing Communications – 3 units

Focuses on development of speed, clarity, brevity and style in writing for a range of audiences. Stresses the role of the public relations/marketing communications writer as a bridge between the interests of the client organization, its employees, the news media and the general public. Students will learn how to do professional writing in the formats most frequently used by the public relations practitioner: news release, feature article, brochure, newsletter and public service announcement. Students will also be exposed to writing web copy and advertising copy. Prerequisite: PR 320. Students must pass the Graduate Writing Proficiency Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

PR 332 Media Relations and the Professional Spokesperson – 3 units

Provides knowledge and skills for interacting with the media. Students will study the definition of news and its role in the management of a business. They will learn techniques for planning and executing successful editorial approaches including placement of news releases with print and electronic media, management of the news event, and effective strategies for corporate spokespersons when meeting the press. Prerequisite: PR 320. Students must pass the Graduate Writing Proficiency Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

PR 334 Managing Public Issues: Consumer Affairs and Government Relations – 3 units

Examines the techniques for monitoring social issues, as well as the role public relations plays as a management function to advise and guide upper management in the organizational decision-making process. Students will learn about environmental scanning, stakeholder analysis and issue management, and will gain knowledge of programs and methods for establishing and maintaining proactive relationships with community and governmental organizations. Prerequisite: PR 320. Students must pass the Graduate Writing Proficiency Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

PR 396A–ZZ Selected Topics in Public Relations – 1–3 units

Addresses significant, topical and practical problems, issues and theories in public relations. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: PR 320. Other prerequisites will vary based on topic. Students must pass the Graduate Writing Proficiency Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

PR 398 Internship: Public Relations – 3 units

Offers students the opportunity to receive graduate-level work experience in public relations. They are responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: at least 15 units completed in the Advanced Program and permission of the department chair.

PR 399 Directed Study – 1–3 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: completion of six courses in the advanced public relations program and consent of the department.

SCIENCE (SCI)**SCI 50 Science, Technology and Social Change – 3 units**

Examines the impact of scientific thought and technological innovation on major cultures of the modern world. Analyzes the acquisition, application and adaptation of technology in pre-industrial, industrial and post-industrial societies. Prerequisites: ENGL 1A and MATH 20.

SCI 198 A–ZZ Special Topics in Science – 3 units

Addresses significant, topical and practical problems, issues and theories in science. The department coordinator will select topics. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

SOCIAL SCIENCE (SOSC)

SOSC 50 American Government in the 21st Century – 3 units

Every citizen in the United States is impacted by the decisions made in the executive, legislative, and judicial branches of government. The depth and breadth of that impact is difficult to understand without knowledge of the historical context of the formation of national government and its evolution since its inception. This course seeks to provide knowledge of that context, addressing issues of politics, power, and culture, as we gain greater understanding of how government works in the 21st century.

SOSC 198A–ZZ Special Topics in Social Sciences – 1–3 units

Addresses significant, topical and practical problems, issues and theories in social science. The department coordinator will select topics. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

SOSC 199 Directed Study in Social Sciences – 1–3 units

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department.

TAXATION (TA)

TA 302 Accountants' Professional Responsibilities and Ethics in Tax Practice – 3 units

Provides the background and ethical framework that governs the practice of tax at both the federal and state levels. Focuses on the rules that govern the conduct of accountants in federal and state tax practice. Includes an in-depth discussion of Circular 230, the AICPA Tax Practice Standards, the state Boards of Accountancy, and state tax agencies' rules and regulations (to the extent that they exist). Covers eligibility to practice in the tax field for federal and state purposes, client confidentiality and related tax-practitioner privileges, managing conflicts of interest, rules governing fees, standards of practice and disclosure on the tax return, new rules on written advice, practitioner penalties and malpractice claims, performing other services (and the unauthorized practice of law), and best practices for tax advisers. Also covers the states' regulation of tax practice, including multi-jurisdictional practice. Focuses on real-life case studies that illustrate the dilemmas faced by tax practitioners in everyday situations, and addresses the practical questions of operating a tax practice. Prerequisite: TA 318 or equivalent.

TA 315 Multistate Taxation of Business Entities (other States) – 3 units

Analyzes the tax treatment, tax problems and tax-planning techniques of corporations and flow through entities engaged in multistate activities. The course is structured as a survey course and will cover the rules and regulations in multiple states. Students will be able to request coverage of specific states that are of interest to them in their practice. Topics include: Constitutional limitations on states' ability to tax multistate corporations and flow through entities, new developments in state doing business standard, state tax treatment of S corporations, partnerships and LLCs, computation of taxable income, business vs. nonbusiness income, formula apportionment, unitary taxation, combined reporting, consolidated returns and water's-edge elections. Case studies are used to illustrate concepts. Prerequisites: TA 318 and TA 329.

TA 318 Advanced Federal Income Taxation – 3 units

Examines the basics of federal income taxation with emphasis on statutory materials; special attention to problems of individual taxpayers and specific rules regarding gross income, adjusted gross income, taxable income, deductions, exemptions and credits. Students are required to take this course as one of the first two advanced graduate seminars in taxation. Corequisite: TA 329.

TA 319 Federal Tax Procedure – 3 units

A survey course in the procedural aspects of dealings between taxpayers and their representatives on the one hand and the Internal Revenue Service, IRS Office of Professional Responsibility, the Office of the Chief Counsel for the Internal Revenue Service, and the Tax Division of the Department of Justice on the other hand. Assists students in understanding and preparing to handle practical issues involving their and their clients' or employers' duties, powers, responsibilities, liabilities, privileges and ethical obligations arising in federal tax practice, including access to information; IRS examinations and appeals; deficiency assessments; interest on underpayments and overpayments; penalties (civil and criminal) against taxpayers, their representatives, and their tax return preparers; statutes of limitations on assessment and collection of taxes and penalties and criminal tax prosecutions; and refund and collection of federal income, estate and gift taxes. Corequisites: TA 318 and TA 329.

TA 320 Multistate Taxation of California Business Entities – 3 units

Analyzes the tax treatment, tax problems and tax-planning techniques of corporations and flow through entities engaged in multistate activities. Emphasis is on California law and how it applies to businesses organized or doing business in the state. Topics include: Constitutional limitations on states' ability to tax multistate corporations and flow through entities, new developments in California doing business standard, California tax treatment of S corporations, partnerships and LLCs, computation of income, business vs. nonbusiness income, formula apportionment, unitary taxation, combined reports, consolidated returns and water's-edge elections. Case studies are used to illustrate concepts. Prerequisites: TA 318 and TA 329.

TA 321 Principles of International Taxation – 3 units

Presents a broad survey of the rules of US income taxation regarding international transactions. Covers both in-bound transactions — the treatment of non-resident aliens and foreign corporations investing and/or doing business in the United States, as well as out-bound transactions — the treatment of US citizens and residents investing and/or doing business outside the US. Prerequisites: TA 318 and TA 329.

TA 322A Federal Income Taxation of Corporations and Shareholders I – 3 units

Analyzes tax treatment, tax problems and tax planning techniques involving transactions between corporations and their shareholders: transfers to corporation; capital structure; dividends and other distributions; stock redemptions and liquidations; stock dividends and preferred stock bailouts; personal holding companies; accumulated earnings tax and introduction to S corporations. Prerequisite: TA 330.

TA 322B Federal Income Taxation of Corporations and Shareholders II – 3 units

Covers specific issues of operating in corporate form: corporate reorganizations and divisions; carryovers of tax attributes; limitations on carryovers. Prerequisite: TA 322A.

TA 323 Multistate Taxation of Individuals, Trusts and Estates

Covers the state tax structure applied to individuals, which includes in-depth coverage of issues related to residency and sourcing of income of nonresidents. Also explores the rules in multiple states and analyzes the constitutional limitations on the state's ability to extend its tax system to nonresidents. Covers state sourcing rules that apply to nonresident partners, shareholders and LLC members. The course will also examine issues related to telecommuting and the mobile work force. Also analyzed are the issue of conformity to federal law in light of massive nonconformity by most of the states; tax incentives offered by the states to encourage job growth; and specialized topics such as state taxation of estates, trusts and their beneficiaries, accounting periods and methods and state taxation of taxable and nontaxable sales and exchanges. Prerequisite: TA 318 or equivalent.

TA 325 Estate and Gift Taxation – 3 units

Covers federal estate, gift and generation-skipping transfer taxes; preparation of the federal estate tax return and federal gift tax return. Prerequisites: TA 318 and TA 329.

TA 326 Real Estate Taxation – 3 units

Analyzes tax advantages of ownership of real property; how to acquire real property; choice of entity; ownership and operation of real property; sales, exchanges, conversions and abandonments; postponing taxation on sale; tax aspects of mortgage financing; foreclosures and cancellations; leasing real property; hybrid financing through sales and lease backs; partnerships, subdivisions, syndicates, real estate investment trusts; ownership by homeowners associations, co-ops, tax exempt and foreign investors and real estate holding companies. Prerequisite: TA 329. Corequisite: TA 330.

TA 328 Federal Income Taxation of Partners and Partnerships – 3 units

Analyzes tax problems of the organization and operation of partnerships including the treatment of partnership distributions, withdrawal of a partner during his/her lifetime, dissolution of the partnership, sales or exchanges of partnership interests. Prerequisite: TA 330.

TA 329 Tax Research and Decision Making – 3 units

Examines the primary sources of income tax law, the IRC, and administrative and judicial interpretations. Analyzes the research process using both paper products as well as electronic resources. Practical written and computerized assignments will be completed using research tools to locate, understand and interpret primary source materials. This is a writing-intensive course. Students are required to take this course as one of the first two advanced program seminars in taxation.

TA 330 Property Transactions – 3 units

Analyzes federal income taxation of property transactions, including definition and mechanics of property transactions, definition of capital assets, nonrecognition property transactions, including IRC Sections 121, 1031 and 1033; examination of the at risk and passive loss rules. Corequisites: TA 318 and TA 329.

TA 331 Taxation of Exempt Organizations - 3 units

Analyzes and compares tax-exempt status under section 501(c) of the Code; sophisticated tax planning for charitable contributions; the use of charitable remainder and lead trusts, charitable gift annuities, bargain sales, charitable contributions as a tax shelter; private foundation excise tax problems; unrelated business income problems; special problems and international philanthropy. Prerequisites: TA 318 and TA 329.

TA 332 State Tax Research, Practice and Procedure – 3 units

Covers the state tax structure applied to all taxpayers, as well as various sources of law in California (and other states). Also covers resources available to locate state tax law on various matters. Examines state tax practice, states that require registration to prepare tax returns and that regulate tax return preparers. Discusses state ethical procedures and rules dealing with such issues as client confidentiality, privileged communication, malpractice and the unauthorized practice of law. Also covers state tax procedure including constitutional authority to tax, limitations on imposing taxes (versus fees) and administrative provisions governing rulemaking. Examines state filing requirements, estimated tax payments and amended returns. Discusses statute of limitations and the audit process, as well as unique state penalties and reporting requirements. Prerequisite: TA 318 or equivalent

TA 333 Consolidated Income Tax Returns – 3 units

Explores consolidated return law, including concept and history; eligibility to file; computation of consolidated and separate taxable income; inter-company transactions; SRLY rules; consolidated basis adjustments and procedures. Prerequisites: TA 322A and TA 322B.

TA 334 Estate Planning – 3 units

Examines selected topics in estate planning, including general legal principles relating to estate planning, including a review of relevant, legal documents; lifetime gifting, including utilization of the annual exclusion and alternative forms of wealth transfer; marital deduction planning, including quantifying the deduction through partial QTIP elections, utilization of the TPT credit, and the use of formula clauses; gifts to charity, including the use of both outright and split-interest gifts; the use of life insurance in estate planning; planning for generation skipping transfers; advising elderly clients; and post mortem planning. Prerequisite: TA 325.

TA 337 Individual Retirement Plans and Distributions – 3 units

Presents a discussion and analysis of the estate, income and excise tax treatment of retirement plans, SEPS and IRAs, including various methods of distribution at age 70 1/2, naming of individuals or trusts as beneficiaries, marital deduction and non-citizen spouse issues, comparison of deferral and payment of benefits during life, and after death, with emphasis on actual case studies and examples of the interplay between estate and income tax consequences of retirement plans and IRAs. Prerequisites: TA 318 and TA 329.

TA 338 Tax Timing – 3 units

Examines issues related to the allocation of items of income and deduction to the proper taxable year, including adoption of tax year end; definition of method of accounting; the annual accounting concept; cash, accrual and installment methods of accounting; time value of money; and the Uniform Capitalization Rules. Corequisites: TA 318 and TA 329.

TA 344 Federal Income Taxation of Trusts and Estates – 3 units

Analyzes taxation of trusts and estates and their creators, beneficiaries and fiduciaries, including computation of distributable net income and taxable net income, taxation of simple and complex trusts, operation of “throwback” rules, computation of income in respect of a decedent, preparation of the last return for a decedent and the returns of trusts and estates from inception through termination. Prerequisites: TA 318 and TA 329.

TA 346K Washington State and Local Taxes – 3 units

Examines the application of the excise taxes with an emphasis on state and local taxes in Washington state. Examines the legal authority for state excise taxes. Reviews sales, use and business activity taxes in specific industries and transactions. We will give special attention to the local business doing all or a portion of its business in other states and the accountability of out-of-state business for collecting state taxes, including apportionment formulae and recent developments. We will also cover some transactional taxes (i.e. transaction taxes and sin taxes).

TA 348 California Sales and Use Taxation – 3 units

Analyzes constitutional, federal and state limitations on taxation, persons and transactions subject to tax, exemptions, basis of tax, compliance requirement and appeals and procedures. Emphasizes taxation of transfers of technology, including computer programs and research-and-development contracts; manufacturers, graphic arts and related enterprises, businesses engaged in retailing and transactions in interstate and foreign commerce. Case studies will illustrate concepts. Prerequisites: TA 318 and TA 329.

TA 350A Taxation of Foreign Persons with US Activities – 3 units

Examines business and investment transactions by nonresident alien individuals and foreign corporations earning income in the United State (inbound transactions) including: residence for income taxation, sources of income, sources and allocation of deductions, US taxation of passive income by nonresident aliens and foreign corporations, the branch profit tax and gains of foreign taxpayers from the sale of US Real Property. Prerequisite: TA 321.

TA 350B Taxation of US Persons with Foreign Activities – 3 units

Covers US taxation of foreign operations by US individuals and corporations including an in-depth analysis of the foreign tax credit, controlled foreign corporations, passive foreign investment companies, foreign sales corporations and foreign currency transactions. Prerequisite: TA 321.

TA 350C Income Tax Treaties – 3 units

Focuses on the role, function and uses of income tax treaties. Examines the general aspects of treaties (policy, legal authority and negotiation), the interpretation of treaties, and a detailed examination of the terms of the US Model Income Tax Convention, the OECD Model Tax Convention, the United Nations Model Double Tax Convention between Developed and Developing Countries, as well as selected provisions of current United States treaties in force. Topics include taxation of investment income (i.e. interest, dividends and capital gains), taxation of license fees and royalties, treaty shopping; limitation of benefits, permanent establishment; taxation of the income of natural persons (i.e. personal services), allocation of income between related parties, non-discrimination toward foreigners and recent treaty developments.

TA 350D Transfer Pricing – 3 units

Provides an in-depth coverage of inter-company pricing rules, including inter-company sales, loans, services, leasing, and transfers of intangibles. Discusses inter-company sales cases, as well as the treatment of inter-company loans under the imputed interest and below market loan provisions. Examines advance pricing agreements and relevant treaty provisions. Prerequisite: TA 321.

TA 350E International Mergers, Acquisitions and Joint Ventures – 3 units

Analyzes the US tax issues relating to both inbound and outbound mergers, acquisitions and joint ventures, including taxable acquisitions and dispositions, joint ventures, tax-free acquisitive exchanges and reorganizations, and distributions and divisive reorganizations. Prerequisites: TA 350A and TA 350B.

TA 352 Taxation of Electronic Commerce – 3 units

Provides a comprehensive examination of the tax issues confronted by companies engaged in electronic commerce, with special attention to remote sellers. Covers state sales tax, state income tax, cross-border (international) transactions, tax accounting for web site development costs, acquisitions and dispositions of web-based businesses, valuation issues and tax compliance associated with e-commerce. Emphasizes six unique aspects of e-commerce taxation, including worldwide reach of web sites, anonymous transactions, digital products, remote operation of a web server, intangible assets in web sites, and fast-changing rules. Prerequisites: TA 318, TA 322A, TA 329 and TA 330.

TA 356 Limited Liability Companies and S Corporations: A Choice of Entity – 3 units

Examines and compares the entity classification of the S Corporation versus the Limited Liability Corporation. Explores the tax treatment, problems and planning techniques of formation and operation of both entity forms, including eligibility, election, revocation, termination and accounting rules. Prerequisites: TA 322A and TA 328.

TA 361 Tax Aspects of Bankruptcy and Insolvency – 3 units

Provides a basic overview of the basics of bankruptcy, insolvency and pre-bankruptcy planning for individuals, corporations and partnerships. Covers the differences between bankruptcy Chapters 7, 11 and 13, the workings of the automatic stay, offsets, priorities, and the creation of the separate bankruptcy estate and liquidating trusts. Examines the tax and bankruptcy treatment of debtors, claims of creditors, tax-free bankruptcy reorganizations, survival of tax attributes and pre-and post-petition debt discharges and the role of the tax professional. Includes case study

reviews of current significant corporate bankruptcies, including associated Disclosure Statements, Plans of Reorganization and petitions in order to appreciate the form that tax-sensitive documents are presented and to analyze the various tax consequences of bankruptcy discharges to debtors, creditors and interest holders such as shareholders. Prerequisites: TA318 and TA329. Recommended: TA319.

TA 362 Accounting for Income Taxes – 3 units

Examines the financial accounting and reporting of income taxes under Statement of Financial Accounting Standards Codification Topic 740 (FASB ASC 740), formerly known as FAS 109, and related accounting literature. Covers the calculation of current and deferred income taxes, an overview of book-tax differences, the calculation of interim period tax provisions, and the presentation and disclosure of income taxes in financial statements. Students will learn the basics of accounting for income taxes related to advanced topics such as stock compensation expense, foreign operations, state income taxes, and accounting for uncertain tax positions (formerly known as FIN 48). The difference between US and international accounting standards will be identified and discussed. Prerequisite: ACCT 100A or equivalent or CPA license or consent of department.

TA 363 Taxation of Financial Instruments – 3 units

Examines the tax aspects of financial instruments, products, and transactions. Covers basic principles, including financial terminology, types of market participants, as well as the tax concepts of timing, character, and source. Addresses wash sales, constructive sales, short sale rules, straddles, market discount, original issue discount, Section 1256 and notional principal contract regulations. The course will be divided into three broad categories: Equity, Debt and Derivatives. Students will study the detailed rules regarding the tax treatment of financial instruments including stocks, bonds, options, forward contracts, futures contracts, convertible and contingent payment instruments, swaps and hybrid instruments. Prerequisites: TA 318, TA 329 and TA 330.

TA 365 Employee Benefits and Compensation – 3 units

Offers an in-depth study of employee benefit and compensation plans and their regulation under the Internal Revenue Code of 1986, as amended (the Code), and the Employee Retirement Income Security Act of 1974 (ERISA). The course will be taught from a workbook, handbook and relevant cases. Students will work extensively with the Code and ERISA.

TA 396A-ZZ Selected Topics in Taxation – 1-3 units

Addresses significant, topical and practical problems, issues and theories in taxation. Topics are compiled and selected by the dean. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

TA 398 Internship: Taxation – 3-6 units

Offers students the opportunity to receive graduate-level tax work experience in an accounting firm setting. Available only for students without significant prior tax work experience. Students are responsible for your own placement in an internship, subject to approval by the dean. A written internship proposal is required before consideration for this course. A resume and offer letter are required before being allowed to register. A written report and employer evaluation is required upon completion of the internship. Student eligibility: Completion of 5 of the graduate-level courses required for the MS in taxation degree; GPA of 3.0 or better; no professional work experience in the area(s) upon which the internship work will focus. Prerequisite: consent of the department.

TA 399 Directed Study – 1-3 units

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: completion of six graduate taxation courses and consent of dean.

UNDERGRADUATE PROGRAMS (UGP)

UGP 10 Gateway to Success – 3 units

The adult undergraduate student who has clearly defined goals for personal, academic and professional achievement is more likely to complete a degree program in the shortest possible time and with the highest level of success. Through review of learning theory for adult students, self-assessment activities and written self-reflection, students will define personal and professional goals related to the academic program. Through classroom activities, projects and presentations, students will enhance the skills that lead to achieving those goals and to general academic success. This course will introduce students to Golden Gate University's culture of professional practice education as well as its support services and resources, such as the library and tutoring, advising and career services. A portfolio of student work and a comprehensive academic plan are among outcomes of the course. Must be taken during the first term of enrollment as an undergraduate degree student.

UGP 80 Pathway to Success – 3 units

The capstone for the associate of arts degree integrates learning across the general education program. Using skills, knowledge and abilities in the area of critical thinking, communication, ethics, lifelong learning, quantitative fluency and information literacy, this class will require the application of knowledge to create a professional portfolio that demonstrates master of the program's learning objectives. This course is to be taken in the last term of the Associate of Arts programs

UGP 150 Learning Counts – 3 units

Uses Prior Learning Assessment (PLA) to allow students to demonstrate learning they have acquired through training and experience outside of the higher education classroom. Through the completion of a six-week online course (CAEL 100) that provides instruction on how to prepare a portfolio of evidence of prior learning, students can earn up to 12 units of general elective or discipline-specific credit. A faculty advisor will coordinate the Learning Counts process, including the selection of appropriate course equivalents for portfolio review. Credit/No Credit. Prerequisite: UGP 100 and recommendation of advisor.

For the most up-to-date program information and course listings, visit www.ggu.edu.

PLUS+ Program

Academic Success for International Students

Preparation in Language and University Studies (PLUS) enrolls university-admitted international students in an intensive, academic preparation program that combines educational support and language instruction along with enrollment in a required university course in an academic degree or certificate program.

Students who otherwise meet our academic admissions requirements qualify for provisional admission to the university through the PLUS program with the following English language proficiency scores: For graduate Students: TOEFL: 500 PBT, 61 IBT; IELTS: 6.0. Students with overseas education who are conditionally admitted due to GPA are also admitted through PLUS.

The goal of PLUS is to help students succeed in their first two trimesters of university study, and establish a strong foundation for their continuing academic coursework in a professional-practitioner learning environment. PLUS participants each enroll in one university class that gives credit toward an academic degree or certificate, based on an official evaluation by the admissions office. To support this enrollment, PLUS students learn how to give in-class presentations, work in groups, participate in discussions, research and write university-quality papers, analyze case studies, and more.

Successful completion of the PLUS program leads to the fulfillment of the English language proficiency admission requirement. "Successful completion" is defined either as (1) a minimum 3.0 GPA for nine units of PLUS coursework; or (2) if required, a minimum 3.0 for the three-unit PLUS directed study. The second-trimester directed study is required of PLUS students who do not meet the minimum GPA for the intensive program. Failure to achieve a 3.0 in the PLUS directed study results in academic disqualification. The majority of students need only one trimester in PLUS to fulfill the English language proficiency admission requirement.

PLUS is offered only at Golden Gate University's San Francisco location. Students who are admitted to other GGU regions are welcome to enroll in PLUS and arrange to live near the San Francisco campus for their first trimester at the university. Attendance at the PLUS Orientation, scheduled in the week prior to the first day of the term, is considered mandatory for successful enrollment in PLUS.

PLUS Course Requirements

PLUS students complete nine units of PLUS coursework in addition to one 3-unit university class during their first trimester of enrollment at the university. The second trimester's PLUS directed study is waived for all students with a PLUS GPA of 3.0 or higher. Students who earn between a 2.8 and a 3.0 are enrolled in a PLUS directed study and six units of degree or certificate coursework in their second trimester.

PLUS courses:

- Culture of the US Classroom
- Case Study Methods
- Applied Critical Thinking
- Academic Communication Skills

In these classes, PLUS students gain valuable knowledge of, and practice in, the academic skills needed to be successful in university life in the U.S.

PLUS+ Course Descriptions

Culture of the US Classroom – 1.5 units

(Units are not applicable to a degree program.)

Students need to know what to expect from their US education and what US educators expect from them in a professional-practitioner environment. Specific skills include managing time effectively, using university resources, avoiding plagiarism, taking part in group work, anticipating exam questions, using educational technology and more. Prerequisite: consent of the program.

Case Study Methods – 1.5 units

(Units are not applicable to a degree program.)

Graduate students need critical analysis skills to succeed in their degree programs. In this course, student learn to read, analyze, and discuss cases in small-group and whole-class settings, take part in formal case discussions, respond to Harvard Business Review case questions, and write up a case. They use this valuable, hands-on approach to learning while improving their written and spoken English. Prerequisite: consent of the program.

Applied Critical Thinking – 3 units

(Units are not applicable to a degree program.)

Good research and writing skills are fundamental to student success. Students learn to read critically, research to support theses, organize ideas and writing. Through assignments based on their degree-program coursework, they improve the grammar of their written English. Prerequisite: consent of the program.

Academic Communication Skills – 3 units

(Units are not applicable to a degree program.)

The ability to speak convincingly to a group of people is a skill that can be taught, practiced, and learned. This class teaches various types of oral presentation, group work, class discussion, listening and note-taking skills, and more. Students acquire the tools for class participation and improvement of their spoken English. Prerequisite: consent of the program.

Directed Study – 3 units

(Units are not applicable to a degree program.)

Students who need additional academic support enroll in customized directed study under the supervision of a PLUS instructor, based on assessment of student needs. May not be taken concurrently with any other university directed study. Prerequisite: consent of the program.

University Libraries

Golden Gate University has two libraries - The Business Library and the Law Library. Both spaces are open to all GGU students, but the resources and research assistance available in each library are tied to the particular disciplines served. The Business Library is designed for conversation and collaboration and the Law Library is zoned for quiet study.

The Business Library

The Business Library helps students develop information literacy understanding and technological competence to facilitate academic success and successful lifelong learning.

The Business Library's collections offer a wealth of professional practitioner materials in addition to resources covering all subjects taught at the University. Electronic resources include databases, online course reserves, and thousands of e-books, available to currently enrolled students. The interlibrary loan service greatly expands offerings beyond the immediate collection.

Librarians provide group research instruction via in-person and online classes, workshops, and research guides. Librarians are also available for individual research assistance during regular hours or by appointment.

More information about the Business Library's services and resources, including operating hours, can be found here: <http://www.ggu.edu/libraries/business-library/>

The Law Library

The Law Library contains over 300,000 volumes and subscribes to more than 1,200 legal periodicals and journals. The Law Library collection includes special sections on tax law, law, and literature, and international law. The Law Library is equipped with a computer lab that provides access to Lexis, Bloomberglaw, and Westlaw, as well as a selection of online legal databases such as Hein-Online, CEB Onlaw, IntelliConnect, Checkpoint, and CALI (an interactive educational tool), plus the Internet. Wireless and wired network access is available throughout the Law Library.

The knowledgeable and helpful staff is always available to answer questions and give training on the best research methods.

Please call the Law Library at 415-442-6680 for hours or assistance.

More information about the Law Library's services and resources, including operating hours, can be found at: <http://law.ggu.edu/law-library>.

Library Access Policies

Access to the University Library is limited to the following:

- All Golden Gate students who are currently enrolled or who were enrolled the previous term
- Full-time faculty
- Part-time faculty during the term in which they are teaching and the terms immediately preceding and following that term
- University trustees
- Golden Gate staff
- Golden Gate alumni
- Corporate and individual members who have paid an annual fee
- Courtesy card holders
- Persons who need to access U.S. Government Printing Office materials

A valid GGU identification card is required to enter the library. Library cards are nontransferable. For more information about access, call 415-442-7242 or 415-442-6680.

Admission to the University

How to Apply for Admission

Applicants can obtain an application for admission and information about admission procedures from the Office of Enrollment Services, Golden Gate University, 536 Mission Street, San Francisco, CA 94105; telephone: 415-442-7800; fax: 415-442-7807; e-mail: info@ggu.edu. Also, applicants may use the online application at www.ggu.edu. Send all completed application forms and documents to the Office of Enrollment Services at the address noted above.

When to Apply

- Applications are accepted throughout the year, and typically, admission decisions are made within five business days after all required documents have been received. Application files that require an academic department review typically take ten or more business days. All documents submitted become the property of the university and cannot be returned. The application fee is nonrefundable.
- Applicants may apply for admission up to one calendar year prior to intended enrollment start term.
- Degree requirements are associated with the admission start term. For example, students that are admitted to the fall 2016 term, the degree requirements that appear in this catalog will apply.
- Admission to academic programs and eligibility to enroll is valid only when verified and confirmed in writing in the letter of acceptance sent by the Office of Enrollment Services.

The Admission Process

- Admission to the university is based on an assessment of your educational and professional credentials and background and a determination of your ability to benefit from the particular degree or program objective.
- Applications are reviewed individually, and the admission decision may specify conditions and requirements as determined by the academic program including additional admission requirements, and/or admissions conditions, and/or achieving additional academic progress standards.
- The Office of Enrollment Services, in consultation with the faculty, reviews all documents, including official academic credentials from other institutions, scores on any required tests, personal statements, professional résumés, letters of recommendation, personal interviews, and any other relevant information.
- Applicants whose academic preparation does not meet the university admission criteria, but who have potential for academic achievement, may be admitted conditionally or provisionally with the approval of the academic department.
- Applicants who have been denied admission may not register for classes at any level or status and must wait a minimum of one year before reapplying. It is strongly recommended that applicants who are denied admission strive to improve their academic profile by completing additional courses at another regionally accredited institution.

Undergraduate Admission

This section pertains to admission to bachelor's degree and undergraduate certificate programs.

Undergraduate Admission Criteria

To be considered for full admission to the Associate of Arts in General Studies, you should have a community college, college, or university cumulative grade point average of 2.00 (C) or better with 12 or more semester units of prior transferable credit. To be considered for full admission to Bachelor of Arts in Management or the Bachelor of Science in Business, you should have a community college, college, or university cumulative grade point average of 2.00 (C) or better with 24 or more semester units of prior transferable credit. If 11 or fewer semester units have been earned for admission to the Associate of Arts degree or 23 or fewer semester units have been earned for admission to either of the Bachelor degrees, the application may be considered with the following:

- A high school grade point average of 3.00 (B) or higher
- A resume showing three or more years of professional work experience
- A statement of purpose stating why Golden Gate University is the right institution to meet your personal and professional goals; and
- In some cases, participate in an interview (by telephone or in person) with the dean of Undergraduate Programs.

If the applicant does not meet the admission guidelines mentioned above, admission may be conditional with the approval of the dean, or his/her designee.

Undergraduate students who are conditionally admitted must achieve a cumulative grade point average of 2.00 in their first 12 units at Golden Gate University.

Admission Application Documents

The applicant must provide the following documents:

- Admission Application Form and Fee: The completed application form with the nonrefundable application fee (\$70 for graduate US applicants; \$55 for undergraduate US applicants; \$40 for US certificate applicants;) should be sent to the Office of Enrollment Services.
- Official Academic Transcripts: Applicants with 24 semester units (36 quarter units) or more of transferable credit need only provide college transcripts. Applicants with fewer than 24 semester units of transfer credit must provide transcripts from all high school (secondary school) and previous college work. Applicants who have not completed high (secondary) school must provide results from the General Educational Development (GED) examination or the California High School Proficiency Examination (CHSPE). Non-native speakers of English must satisfy criteria for the "English Language Proficiency Admission Requirements." The schools, colleges, and universities must send official transcripts to the Office of Enrollment Services. These official transcripts must be sealed by the sending organization.
- Test Scores: Test score reports must be sent directly from the testing office to the Office of Enrollment Services. If the applicant's first (native) language is not English, s/he

must satisfy the English Language Proficiency Admissions Requirements. Refer to the university catalog section “English Language Proficiency Admission Requirements” for additional information and options for meeting the English Language Proficiency requirement.

- **Personal Statement (optional):** In cases where the academic history of an applicant does not meet the minimum admission requirements, it is strongly recommended that a written personal evaluation be submitted along with the application. The statement must provide a realistic appraisal of academic work completed since graduation from high school. Explain inconsistencies in the academic record. In addition, include a specific plan to affirm a commitment to academic success while attending Golden Gate University. Applicants are expected to be as forthright and open as possible and should feel free to include unusual circumstances or adverse situations that may have influenced their current values. Be aware that both the quality of the writing and the thoughtfulness of the statement will be evaluated. Please be specific and include facts. A personal statement is required for undergraduate applicants with less than 12 semester units that are transferable for the associate’s degree and 24 semester units that are transferable for the bachelor’s degrees.

Undergraduate Advanced Placement Credit

High school graduates may earn up to 30 units (one academic year) of credit for advanced placement college-level courses completed in high school and validated by grades of three, four, or five on the Advanced Placement Examinations of the College Board. Also, advanced placement is offered to students who earn scores of five, six, or seven on the International Baccalaureate IB Higher-Level examination.

Choice of Major

Undergraduate degree programs applicants must choose a program of study. Applicants will not be admitted as “undecided.” Golden Gate University does not offer double major degrees.

Multiple Concentrations in the Bachelor of Arts in Management and Bachelor of Science in Business

Two or more concentrations may be taken in the BAM and BSB programs. In addition to the course requirements for the concentrations, the coursework for all the lower division courses, the liberal studies courses, and the business core courses, plus any additional degree requirements must be complete. All of the coursework for multiple concentrations must be completed prior to graduation. Additional concentrations may not be added after graduation from the BAM or the BSB.

The diploma will list all of the concentrations successfully completed in total by graduation.

Earning a Second Bachelor’s Degree

Applicants who have previously earned a bachelor’s degree at Golden Gate University or other regionally accredited institution in the United States are not encouraged to pursue a second bachelor’s degree. A second bachelor’s degree has little educational or professional value. Unless in the rare case of a student who is looking to earn the second degree in a discipline with a distinct

difference from their first degree, a second bachelor’s degree would require duplication of course work previously taken. It is highly recommended that students who have completed a bachelor’s degree explore educational opportunities at the graduate level. Applications for a second bachelor’s degree may be denied admission by the dean, regardless of prior academic qualifications.

Graduate Admission

This section pertains to admission to master’s degrees and graduate certificate programs.

Three-Year Degree Graduate Admission Policy

Graduates of three-year baccalaureate programs are conditionally admitted and must earn a minimum cumulative grade point average of 3.0 for the first nine units attempted.

Graduate Admission Criteria

For admission to degree and certificate programs the applicant must:

- Have earned a bachelor’s degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution
- Demonstrate academic and professional capability to study at the graduate level
- Possess quantitative, writing and computing skills needed to succeed in a competitive and dynamic environment

Master of Business Administration (MBA) degree program applicants will be evaluated by a review of cumulative undergraduate grade point averages in combination with Graduate Management Admissions Test (GMAT) score. MBA applicants must fulfill the MBA degree proficiency requirements, including writing proficiency, and are expected to understand the degree requirements outlined in this catalog under Graduate Programs.

The GMAT is a basic aptitude test and does not require knowledge of business subject content. The GMAT is offered in a computer-adaptive format at various locations in the San Francisco Bay Area and around the world. Test appointments can be made with the Graduate Management Admission Council by calling 1-800-717-GMAT or through the GMAT Web page at www.mba.com.

GMAT Waiver Policy

Some applicants to the MBA program are not required to provide a GMAT score. The exceptions are below:

- Applicants who have an earned master’s or higher degree from a regionally accredited US institution
- Applicants who have a cumulative 3.50 grade point average or higher in studies leading to a US bachelor’s degree from an accredited or approved institution
- Applicants who have a Certified Public Accountant (CPA) license
- Applicants who have other professional licenses or designations earned by passing a nationally recognized US exam (e.g., CMA, CIA) and who petition and are granted approval from the Dean of the Edward S. Ageno School of Business

- Applicants who can document more than five (5) years of substantial professional and/or supervisory managerial work experience, and who petition and are granted approval from the Dean of the Edward S. Ageno School of Business. (Examples of professional experience are practicing CFAs; attorneys; physicians or other qualified professional careers; supervisory managerial work experience refers to experience directing others in the accomplishment of tasks.)
- Applicants to the executive master of business administration (EMBA) degree program are directed to the “Admission to the EMBA Program” description in this catalog on p. 28 for additional specific information including required credentials.

If the applicant does not meet the admission criteria as stated in this catalog, s/he may be admitted conditionally with the approval of the academic department. Applicants who are conditionally admitted must maintain a cumulative 3.00 grade point average in their first nine units at the University.

Admission Application Documents

To be considered for admission to the graduate program, the applicant must provide the following:

- **Admission Application Form and Fee:** The completed application form with the nonrefundable application fee (\$70 for US applicants; \$40 for US certificate applicants; and \$110 for all international applicants) sent to Office of Enrollment Services (US currency only).
- **Official Academic Transcripts:** Graduate applicants must submit transcripts from the degree-granting undergraduate institution. The transcript must clearly state that a bachelor’s degree or an industry standard equivalent has been conferred. However, to maximize transfer credit, we recommend submitting transcripts from all institutions attended. Note: Applicants for the master of accountancy degree must provide official transcripts from all colleges or universities attended. Applicants who are non-native speakers of English must meet the criteria for the English Language Proficiency Admission Requirements stated in this catalog. Official transcripts must be sent to the Office of Enrollment Services directly from other schools, colleges, or universities issuing the documents.
- **Test Scores:**
 - a. A GMAT score is required for MBA degree applicants unless the applicant meets the criteria for exception as noted in this catalog.
 - b. The GMAT or GRE may be required of other master’s degree applicants if academic transcripts do not indicate sufficient academic preparation.
 - c. Applicants whose first (native) language is not English must meet the English Language Proficiency Admission Requirements. For a list of tests and options for satisfying this requirement, refer to the catalog section English Language Proficiency Admission Requirements.
 - d. Test score reports must be sent directly from the testing service office to the Office of Enrollment Services.
- **Statement of Purpose** (Optional for most applicants, required for applicants to the master of arts in psychology, see p. 46-46, and master of accountancy, see p. 15): In cases where the academic history of an applicant does not meet the minimum admission requirements, it is recommended that a written personal evaluation be submitted with the

application materials. The statement should give a realistic appraisal of any academic work completed since graduation from high school. Note any inconsistencies in the academic record and the reasons for them. In addition, include a plan to affirm a commitment to academic success while attending Golden Gate University. Applicants are encouraged to be as forthright and open as possible, and should feel free to discuss unusual circumstances or situations of adversity that may have influenced their current values. Be aware that both the quality of the writing and the thoughtfulness of the statement will be evaluated.

- **Certification of Finances:** If you are an international student who will be attending on an F-1 Student visa or J-1 scholar visa, you must also provide a Certification of Finances form. Refer to the catalog section “Applying for Admission as an International Student” on p. 99.

Please note: All application materials become the property of the university and cannot be returned.

Two Master’s Degrees in Different Fields

Many students who have previously earned a master’s degree either from GGU or another regional accredited institution enroll for a second master’s degree. Requirements for the second degree, including academic residency, must be fulfilled. Applicants in this category may transfer up to 12 units of credit from the first degree to the second, subject to approval by the department chair, program director, or dean.

Multiple Concentrations in the MBA Program

Two or more concentrations may be taken in the MBA program. In addition to the degree requirements for the concentration, you must also complete the required courses for the entire foundation and advanced programs. All of the courses for multiple concentrations must be completed prior to graduation. You may not request additional concentrations after conferral of your MBA.

Your diploma will list all of the concentrations that you have successfully completed prior to degree conferral.

Full-Time Accelerated Master of Accountancy Cohort Program

Admission to the full-time 12-month cohort program is selective and limited. Each application is carefully reviewed by the School of Accounting Admission Committee, which considers the following:

- Academic achievement;
- A written statement of purpose that explains your interests, a sense of career direction, and how the MAc degree will benefit you;
- A letter of recommendation from an instructor or employer;
- A detailed resume reflecting education, any work experience, interests and awards.

In addition, a personal interview with the committee may be required.

Master of Taxation Day Program

Admission to the full time 9-month cohort program is selective and limited. Each application is carefully reviewed by the Bruce F. Braden School of Taxation Admission Committee which considers the following:

- Academic achievement
- A written statement of purpose that explains your interests, a sense of career direction, and how the MS Tax degree will benefit you
- A letter of recommendation from an instructor or employer
- A detailed resume reflecting education, any work experience, interests, and awards

In addition, a personal interview with the committee may be required.

English Language Proficiency Admission Requirements

Undergraduate and graduate applicants whose first (native) language is not English must meet an English language proficiency requirement to be considered for admission. This requirement is met as follows:

1. Official Test of English as a Foreign Language (TOEFL) score for admission: Graduate 550 paper-based test, 79 Internet-based test or higher
2. Official TOEFL scores for the undergraduate applicant of 475 paper-based test or 53 Internet-based test and for the graduate applicant of 500 paper-based test or 61 internet-based test qualify for admission through the university's PLUS Program (Preparation in Language and University Skills). Successful completion of the PLUS Program is required in order to qualify for full admission to a degree or certification program. Refer to PLUS Program in this catalog for details.
3. Seven years documented, increasingly responsible, professional experience in the US or other English-speaking country
4. Completion of English 1A/1B (or equivalent) at regionally accredited US college/university with grades of B or better in both
5. Bachelor's degree from regionally accredited US college/university or equivalent from recognized college/university in other English speaking country with at least 60 of the units earned in the US or in the English Speaking country
6. Master's degrees from regionally accredited US college/university or equivalent from recognized college/university in another English-speaking country)
7. Official IELTS Academic (Cambridge) (undergraduate: Band 6. or higher, Graduate: Band 6.5 or higher)
8. Official IELTS Academic scores of 5.5 for the undergraduate applicant or 6.0 for the graduate applicant qualify for admission through the university's PLUS Program (Preparation in Language and University Skills). Successful completion of the PLUS Program is required in order to qualify for full admission to a degree or certificate program. Refer to PLUS Program in this catalog for details.
9. APIEL (College Board) (undergraduate: 3 or higher, graduate: 4 or higher)
10. Completion of three years of high school in the US or another acceptable English-speaking country*
11. Completion of a British-standard O-level examination in English Language/Literature with a mark of C or higher**

12. Completion of a British-standard A-level examination in English Language/Literature with a mark of A/O or of D or higher**
13. Official Pearson Test of English Academic (PTE Academic) score for full admission: Undergraduate 48, Graduate 57
14. Official Pearson Test of English Academic (PTE Academic) scores of 45 for the graduate applicant and 36 for the undergraduate applicant qualify admission through the university's PLUS Program (Preparation in Language and University Skills). Successful completion of the PLUS Program is required in order to qualify for full admission to a degree or certificate program. Refer to PLUS Program in this catalog for details.

* Note 1: Not all English medium educational systems fulfill this requirement. Countries that qualify are: Australia, Anglophone Canada, Great Britain, Ireland and New Zealand.

** Note 2: Not all countries that offer O- and A-level examinations meet British examining board standards. Countries that meet this standard include: Bahamas, Belize, Brunei, Ghana, Great Britain, Guyana, Hong Kong, Ireland, Jamaica, Malaysia, Malta, Mauritius, Sierra Leone, Singapore, Zambia and Zimbabwe.

Admission of Graduate International Applicants (F-1 Student Visa Holders)

Golden Gate University enrolls graduate students from all over the world. International applicants are strongly encouraged to carefully read the following.

The Application Calendar

The applicant must submit an original or certified transcript and certified English translation from each school previously attended. Examination scores and mark sheets may be submitted in lieu of a transcript for institutions that do not maintain transcripts. Acceptance of documents is the sole discretion of the admissions personnel.

International applicants are strongly advised to submit all supporting materials by the dates below to provide sufficient time to complete the admission and visa approval processes:

| | |
|----------------------|-----------------------|
| For the fall term: | last week of August |
| For the spring term: | first week of January |
| For the summer term: | last week of April |

Applicants may apply for admission up to one calendar year prior to the intended first term of enrollment.

Applying for Admission as an International Student

- Graduate of an American college or university who are applying for admission to a master's degree program, must have earned a bachelor's or higher level degree from a regionally accredited college or university. International applicants who are not graduates of a regionally accredited American college or university must have earned a degree comparable to a US bachelor's degree. Official transcripts must be sent directly to the Office of Enrollment Services from the institution.
- English test scores, such as TOEFL, IELTS and PTE, or other proof of fulfillment of GGU's "English Language Proficiency Admission Requirements" are required of all graduate applicants who are non-native speakers of English.

- A Certification of Finances form must be submitted by all applicants intending to study while on a F-1 student or J-1 scholar visa. This form provides information that is required by the United States Bureau of Immigration and Customs Enforcement (ICE) and may be obtained from the Golden Gate University website (www.ggu.edu), or by contacting the Office of Enrollment Services. Also, it is included in the application packet that is sent upon request.
- The Graduate Management Admission Test (GMAT) is required of MBA applicants. GMAT score reports must be sent directly from the Graduate Management Admission Council to the Office of Enrollment Services.

International Student Enrollment

Some admitted International student degree candidates may be required to complete more than the number of degree units in the program because the student requires additional academic preparation to be successful.

- The university is authorized by US federal law to enroll nonimmigrant alien students. The university will not issue the immigration related documents until the applicant has been admitted as a full degree or certificate candidate, and has been financially certified by the university's Certification of Finances approval process. (F1 students are required to remit a tuition deposit — see below)
- Students with a F-1 student or J-1 scholar visa may attend only GGU's San Francisco campus.
- The Department of Homeland Security requires international students with F-1 student visas to be enrolled for consecutive terms of sufficient duration and units, typically consisting of no fewer than nine units per term at the graduate level.

Tuition Deposit for Student Visa Holders (F-1 visa student)

All international students including students who are transferring from other schools in the US and who require Form I-20 from Golden Gate University to obtain a F visa will be assessed a nonrefundable tuition deposit of \$1,000.

This tuition deposit is applied toward tuition in the first enrollment term. Payment is non-refundable and non-transferable if the student fails to complete the enrollment process. Students may request deferred enrollment, which must be submitted in writing to the International Admissions and Advising Services unit.

Admission to Certificate Programs and Registering for Open Enrollment Studies (Non-matriculated)

Applicants who are not interested in earning a degree may seek the non-matriculated status, open enrollment. Typically, students enrolling with this status intend to take one or two courses.

Applicants who wish to earn a certificate must state this request when applying for admission. International students should refer to the catalog chapter "Enrolling at the University," for specific unit enrollment requirements. All international students holding a F-1 student or J-1 scholar visa must contact the International Admissions and Advising Services before applying for Open Enrollment studies.

Certificate Studies

To apply for certificate studies, students should submit an admission application and a \$40 application fee for US applicants (\$110 application fee for international applicants) to the Office of Enrollment Services.

- An official transcript documenting the equivalent of a high school diploma from an approved institution is required for undergraduate applicants. Students with 24 transferable semester units or 36 quarter units or more from a regionally accredited college or university must submit complete official transcripts detailing this coursework. An official and complete transcript documenting the award of the undergraduate degree from a regionally accredited institution is required for graduate applicants. An official test score report or other proof of fulfillment of GGU's "English Language Proficiency Admission Requirements" is required for all applicants whose native language is not English. Once these documents have been received, the decision for admission to certificate studies is communicated in writing by the Office of Enrollment Services.
- Many certificate courses require prerequisite courses that must also be satisfied. It is not guaranteed that every course required for each certificate is offered every term.
- Admitted certificate program students are required to maintain applicable academic progress standards, including grade-point average.
- All courses for a certificate program must be completed in residence at Golden Gate University. No transfer credit is granted. Courses earned at GGU in a certificate program may also be used toward a degree program at the university.
- The certificate will be awarded at the end of the trimester in which the student successfully completes all of the coursework and submits a Certificate of Completion Request form to the Office of Records and Registration.
- Certificate programs are ineligible for Title IV federal financial aid.

Open Enrollment Studies (Non-Matriculated)

Prospective students who are not seeking a degree or a certificate, may enroll in courses through the university's open enrollment process. Permission to register for individual courses is based on prior academic performance and preparation in appropriate prerequisites.

- Open enrollment registration requires approval from an academic adviser. This approval is required every time or every term the student registers.
- Open enrollment graduate students may attempt and earn a maximum of 9 graduate units, which can also be applied toward meeting a graduate degree or certificate requirements. Students seeking to attempt more than 9 graduate units in open enrollment status may request permission from the graduate school of their study or apply for admission to the university. In addition, students must be making satisfactory progress as evidenced by earning a minimum 3.0 cumulative grade point average and earning a minimum of 75 per cent of the units attempted.
- Open enrollment undergraduate students may attempt and earn a maximum of 12 units, which can also be applied toward meeting an undergraduate degree or certificate. Students seeking to attempt more than 12 units

in open enrollment status may request permission from the undergraduate programs office or need to apply for admission to the university. In addition, students must be making satisfactory progress as evidenced by earning a minimum 2.0 cumulative grade point average and earning a minimum of 67 per cent of the units attempted.

- Open enrollment students who plan to enroll in graduate level courses must have an earned bachelor's degree or equivalent. Open enrollment students who plan to enroll in undergraduate courses must have earned a high school diploma or GED. No test scores are required for either graduate or undergraduate open enrollment students. Students who plan to enroll in English or Mathematics courses are required to complete a placement test prior to registration.
- Open enrollment students are not eligible for financial aid including federal, state, grant and scholarship program.
- Open enrollment students must maintain a cumulative grade point average as defined by the university's academic progress policy to continue. Additional information for policies related to academic progress may be referred to in this catalog.
- Open enrollment students who are non-native speakers of English must meet the "English Language Proficiency Admission Requirements" prior to registration.
- Open enrollment students are not eligible to earn certificates or degrees without first being admitted to certificate or degree programs.

Open enrollment students who do not meet all of the requirements as noted in this catalog are not permitted to enroll and will be dis-enrolled in the event that ineligibility is determined after the term begins.

Admission Policies Applicable to All Degree and Certificate Students

Readmission of Former Students (Returning Students)

Degree students who do not earn at least one unit of academic credit in three consecutive trimesters must apply for readmission.

Applicants for readmission must meet the admission requirements in effect at the time of readmission. Students seeking readmission must obtain an "Application for Admission" and submit it to the Office of Enrollment Services with the appropriate fee. Official transcripts from all institutions attended in the interim must also be submitted. These transcripts must be sent directly from the previous institution to the Office of Enrollment Services. Many of the student records covered by the Golden Gate University Records and Retention Plan contain confidential information protected by federal and state law. GGU staff is required to handle and dispose of these records appropriately to protect student privacy. Therefore, students that are reapplying for admission and have been inactive for 5 or more years will likely be required to resubmit all necessary documents.

Students who were on academic probation at the time they stopped enrolling at the university may be readmitted into the same academic program but will remain on probation and will be subject to the probation-retention plan in effect when they were last enrolled. Such students who are seeking admission into different academic programs may remain on probation if their prior course work is applicable to their new program's requirements and if

the resulting grade point average (GPA) is below the university's standards. For further information, refer to the catalog section "Required Academic Progress and Grade Requirements" on p. 137. All other readmitted students will be subject to the degree requirements in effect at the time of readmission.

Cancellation of Application/Admission

An application may remain in pending status for up to one calendar year from the date on which it was received by the Office of Enrollment Services. If the applicant's file is not completed within that year, the application will expire and the documents associated with that application will be destroyed. Admission is valid for the term for which the applicant was admitted, and the two subsequent terms. If applicant does not enroll during that time period (approximately one year), the offer of admission is cancelled and the documents associated with that application will be destroyed. Re-applying after that time will require a new application, application fee and the submission of all transcripts and other required credentials.

Pending Applications

Applicants to undergraduate and graduate studies may enroll in open enrollment pending final admissions decision. All rules applicable to Open Enrollment must be followed. Students who are denied admission are dis-enrolled.

Change of Program

Degree students wishing to change their degree objective or area of concentration must complete a Change of Degree Program Request form and submit it to the Office of Records and Registration. Students will be re-evaluated under the degree requirements in effect at the time the form is processed.

Students who are on academic probation may apply for a change of program. The dean of the school in which the new program is housed determines that your qualifications meet the requirements of the new program.

Applicants who want to change their degree program prior to an admission decision should submit the request to the Office of Enrollment Services. There is no charge for this process.

Changing from Certificate-Seeking to Degree-Seeking Status

Certificate students who wish to enter a degree program should submit the appropriate admission application and all required supporting documents and fees. Students admitted to a degree program will be required to fulfill the degree requirements for that program in effect at the time of admission. In addition to prior school records and test scores, performance in certificate coursework at Golden Gate is used as a criterion for admission to degree programs.

Changing from Open Enrollment to Degree or Certificate Status

Open enrollment status permits limited enrollment at the university, but does not constitute admission to the university. Students who wish to change from Open Enrollment to a degree or certificate program should file an Application for Admission with the Office of Enrollment Services.

Undergraduate Transfer Credit

Transferring to GGU is a convenient process, and many students receive the maximum number of transfer units possible. Advisors at Northern California community colleges and Admissions Office staff at Golden Gate University can be contacted for further transfer information.

Credits from regionally accredited four-year institutions are usually acceptable, as are college-level credits from accredited community colleges; credits, not grades, transfer. Credit may be granted only if the subject matter of courses is applicable to programs offered by Golden Gate University. General Education/Liberal Studies transfer credit varies by degree program. Credit for terminal, occupational, technical and vocational courses may be accepted on a limited basis.

Transfer credit from all available sources cannot exceed 93 units. A maximum of 73 semester units may be transferred from 2-year or community colleges. Specific articulation references are available at www.ggu.edu/transfer. This site includes information on pre-approved courses and their equivalent Golden Gate course from over 100 colleges and universities located world-wide.

Associate of Arts (AA) Block Transfer:

Students with a completed Associate of Arts (AA) degree from a regionally accredited college or university at the time of admission may be eligible for a block transfer program of 60 units that completes many of the general education and liberal studies core requirements in the GGU bachelor's degree programs. Information regarding articulated associate of arts block transfers can be found at www.ggu.edu/transfer.

Students who have earned an associate of science (AS) or an associate of applied science (AAS) degree will be eligible for a course-by-course evaluation of their work. Every effort will be made to transfer in applicable course work from those programs to maximize the student's academic history.

Intersegmental General Education (IGETC) or CSU GE Breadth

Block Transfer:

Students with a documented certification for IGETC or CSU GE Breadth at the time of admission may be eligible for a block transfer program that completes the general education and liberal studies core requirements. The Intersegmental General Education Transfer Curriculum (IGETC) is a transfer preparation process in which all California community and junior colleges participate. GGU honors IGETC guidelines for general education requirements. Information regarding IGETC can be obtained from all California community and junior colleges, and most of those institutions indicate IGETC approved courses in their course catalogs. The policies in effect at the time the student applies for certification at his or her community college campus will determine eligibility. Completion of either IGETC or CSU GE Breadth requirements must be verified through the certification process to maximize transfer credit. Students without that certification will be eligible for course-by-course evaluation. Information regarding courses waived with the certification can be found online at www.ggu.edu/transfer.

Following are some examples of other acceptable ways in which transfer credit may be earned:

- College Level Examination Program (CLEP) General and Subject Examinations. (Individuals may not sit for the same CLEP test twice in a six-month period.)
- DANTES Subject Standardized Tests (DSST)
- American College Testing (ACT) Proficiency Examination Program (PEP) tests
- American Institute of Banking courses not completed at a community college
- Certification from the Human Resources Certification Institute (HRCI) of successful passage of the PHR@ (Professional in Human Resources), SPHR@ (Senior Professional in Human Resources), or GPHR@ (Global Professional in Human Resources) with or without the California endorsement
- Professional Military Education (PME) evaluated by the American Council on Education (ACE)
- Training Programs evaluated by the American Council on Education (ACE) or the National Program on Non-collegiate Sponsored Instruction (PONSI). This includes credits recommended by ACE through the LearningCounts portfolio review process. More information regarding LearningCounts can be found at www.learningcounts.org or from an Undergraduate Programs advisor.
- Up to 12 units of general elective credit for one year's uninterrupted active duty military service as validated through the DD-214 or DD-295
- Undergraduate-level correspondence courses from a regionally accredited institution
- Undergraduate credit as result of evaluation of a prior learning assessment portfolio through the Golden Gate University partnership with the Council on Adult and Experiential Learning (CAEL) and Learning Counts and in conjunction with enrollment in UGP-150

The following guidelines on undergraduate transfer credit should also be noted:

- Courses completed at institutions accredited by one of the US regional accrediting agencies are acceptable (e.g., Western Association of Schools and Colleges).
- Up to 72 semester units of community college credit can be accepted; a total of 93 units can be completed through transfer from community colleges, four-year accredited institutions and the options listed in the above section.
- Courses completed with grades of C- or better are acceptable.
- Cooperative education units earned may be transferred with faculty approval.
- The maximum number of transfer credits from any one source or combined sources may be limited.
- No more than three semester hours of Physical Education will be accepted.
- Some courses in the following categories may be accepted for academic credit with faculty review and approval:
 - > Occupational — e.g. bookkeeping, law enforcement, keyboarding, nursing, secretarial training — e.g. remedial math, equipment operation, typing or courses considered below college level
 - > Personal development — e.g. assertiveness training, personal budgeting
 - > Skill building

Graduate Transfer Credit

Candidates for master's degrees may transfer up to six 300-400 level units to the advanced program from graduate coursework completed at other regionally accredited institutions. Students who have earned a master's degree at a regionally accredited institution may be eligible to transfer up to 12 graduate-level units to a GGU master's degree with the approval of the appropriate department chair or program director. All foundation program course requirements may be transferred if applicable courses were completed in prior academic coursework. Students should note that certain 300-400-level course requirements may not be fulfilled by courses taken at other institutions, as designated by the faculty.

Students who have completed graduate work at another institution may be admitted with up to six units of advanced program (300-400-level) credit when courses submitted for transfer credit meet all of the following criteria:

- The course(s) were earned at the graduate level with a grade of B or better and not used toward the completion of a bachelor's degree. Courses with a grade below B including B minus are not transferred.
- The course(s) are applicable to the GGU degree objective.
- The course(s) were earned at a regionally accredited institution.
- The course(s) are approved by the faculty.
- Cooperative education units earned may be transferred with faculty approval.
- Professional Military Education (PME) or training courses evaluated by the American Council on Education (ACE) may qualify for transfer credit. In considering the ACE recommendation, the university assesses the level and determines the amount of credit.
- Courses taken by correspondence are not acceptable for advanced program graduate transfer credit.

Tuition and Fees

Tuition

Tuition is based on the total course cost for a three-unit course (four-unit for EMPA and doctoral courses), including standard fees. Courses that have fewer than three units will be prorated accordingly. Tuition varies by program. The following rates for tuition and fees are for Academic Year 2016.

The rates published in this catalog usually remain in effect for at least one academic year. The university reserves the right, however, to adjust the rates for tuition and fees prior to the beginning of each term.

Auditing Discount

Golden Gate University offers a discount of one-third off the cost of a course for students who choose to audit a course. Students must select audit status when registering. No refund is given if a student registers for a course in non-audit status and later changes to audit status.

Undergraduate Programs*

All Courses \$1,890/per 3-unit course

Graduate Programs*

Edward S. Ageno

School of Business † \$2,925/per 3-unit course

School of Accounting \$2,925/per 3-unit course

School of Accounting \$975/per 1-unit course

Bruce F. Braden

School of Taxation \$3,330/per 3-unit course

Executive MPA \$3,000/per 4-unit course

Executive MBA \$50,500

Doctoral Program

Business Administration \$4,500/per 4-unit course

NOTE: Tuition rates are effective fall 2016 and will increase beginning fall 2017.

* All programs may not be available at each location. Call 888-GGU-EDU1 for details.

† All programs except executive MPA, executive MBA, and doctoral courses.

Fees

Admissions Application (includes transcript evaluation):

Domestic Undergraduate Applicant \$55

Graduate Applicant \$70

Domestic Doctoral Applicant or Re-Applicant \$85

Domestic Certificate Applicant or Re-Applicant \$40

International Applicant or Re-Applicant \$110

Cohort Fee (Accounting & Taxation)

one-time; non-refundable \$1,000

Commencement Fee \$100

Deferred Tuition — Corporate Reimbursement Plan \$100

Deferred Tuition — Installment Payment Plan \$55

Doctoral Business Core Examination \$150

Doctoral Dissertation Binding

(four copies and copyright/microfilm service) \$300

Doctoral Qualifying Examination \$150

Duplicate Diploma \$50

International Student Services

(applies each term to all F and J visa holders) \$275

International Student (F-1 Status) Tuition Deposit \$1,000

Late Payment \$40 per occurrence and

1.5% finance charge per month beginning 30 days after the final installment was due

Late Registration \$100

Materials fee varies by course;

consult the course schedule for details

Proctored Exam Fee applied by outside testing centers may vary.

Returned Check Service Charge \$15

Student ID Card Replacement \$10

Technology Fee (per term) \$85

Transcript Express Delivery (per address):

US Address \$20

Non-US Address \$30

Transcript Request Online (per transcript) \$10

Transcript Request Offline (per transcript) \$15

Other fees

Program, course and section fees may be assessed based on academic curricular requirements. These fees are charged in addition to tuition. Students should refer to the course schedule for more information.

Tuition Adjustment

Withdrawal Policy-Adjustment of Tuition

Registration constitutes a financial contract between the student and the University. The student is responsible for paying all charges associated with registration. Students may wish to add/drop courses during the drop period. If a course is dropped after this period, the following policy will apply:

Withdrawal from a course (commonly known as “dropping”) is official once the university registrar has been notified. Notification must be in writing and may be submitted online at GGU4YOU, delivered in-person, by standard mail, by fax or by e-mail. The e-mail must originate from the student’s e-mail address on record with the University. The date the written notice is received will be the official date of withdrawal. Oral (spoken) notification is insufficient. Written notice to an instructor is also insufficient.

Tuition will be credited as follows: Fees are not refundable except in the case of a course being canceled by the University. Tuition credits remain on the student’s account. Payment of credit balancing is issued upon written request. Financial aid recipients who withdraw from all courses are subject to Return of Title IV calculations that determine what financial aid ramifications will occur based on the official date of withdrawal. The student also may be required to return funds for which s/he is no longer eligible based on these calculations. Furthermore, the return of funds may result in a balance due to the University. For further information on Return of Title IV funds, please refer to the Student Financial Planning section.

One week of instruction is defined as the seven-day period that commences midnight Sunday at the start of the week when the course begins to 11:59 pm Saturday of that same week.

Week one through week three of instruction . . . 100% refund
Week four to end of term No refund

*The School of Law refund policy allows students to receive 100 percent reversal of tuition charges during the first two weeks of instruction only.

The student is asked to complete a short questionnaire to identify reasons for withdrawal as part of the “drop” process. This questionnaire is available online at GGU4YOU or on the Add/Drop Form. This data will be kept confidential and will be used to improve customer service and quality.

Late Registration Fee

Students wishing to register for a course after the Add Period must submit the written approval (e-mail is acceptable) of the course’s instructor and a senior school administrator of the school in which the course is offered and pay a \$100 late fee. The fee is assessed only once per term, regardless of the number of courses added after the Add Period has ended. The fee is assessed even if a different section has been added of a course that was dropped that term. See “Adding or Dropping Courses” for more information.

Financial Aid Recipients Who Withdraw Completely From All Courses

Financial aid recipients who withdraw from all courses during a financial aid award period (fall, spring, summer) must notify the Financial Aid Office by email at finaid@ggu.edu after submitting the proper withdrawal request to the registrar. Complete withdrawal may be accomplished by dropping all enrolled courses, requesting “W” grades in all enrolled courses, or a combination of the two. The US Department of Education requires that any

student financial aid recipient who drops all of his/her courses will be examined to determine if the student is eligible to receive or retain federal financial aid for the semester. Please refer to the Student Financial Planning/Federal Student Financial Aid Return of Title IV Funds Policy of this catalog on p 118.

Credit Balance Payment Policy

Payment of a credit balance resulting from tuition adjustment in accordance with the above stated withdrawal policy will be made if requested in writing by the student. Payments are processed either as a direct deposit to the student’s checking or savings account or as a paper check mailed to the student’s address on record in GGU’s student information system. It is recommended that students request direct deposit of the payment as it is the most efficient and expeditious way to receive it. To sign up for direct deposit, the student must provide bank account information via GGU’s secure website. Go to www.ggu.edu and login to GGU4YOU. Click on the “Enrollment” menu, then “Update Bank Information” (located under Finances heading).

For financial aid recipients, credit balances resulting from complete withdrawal from all classes must be calculated under the withdrawal policy and are typically returned to the appropriate financial aid program or lender. For additional information on financial aid returns, refer to the Student Financial Planning-Return of Title IV Funds section.

No refunds of tuition charges will be made by virtue of curtailment of services brought about as a result of strikes, natural disasters, civil insurrection, riots or the threats thereof, or other causes beyond the control of the University.

Financial Petition

If a student is confronted with an unexpected and serious circumstance that requires withdrawal from courses, the student may petition to reverse a portion of tuition charges. The petition should explain in detail the circumstances, the correlation between these circumstances, and the need to withdraw from the course(s), and what actions the student has taken to resolve or prevent such an event from occurring in subsequent terms. In addition, the student must provide any relevant third-party documentation. The university will not consider petitions that are undocumented or that are based upon pre-existing conditions. All petitions must be submitted to the Office of Student Accounting Services no later than 90 days after the last day of the term in which the course(s) was dropped.

The university will respond to all petitions in writing. Students should allow a minimum of 30 working days to receive a response. If the petition is approved and any adjustments to tuition result in a credit balance on the account, the university will apply this credit balance toward future tuition charges within the next 12-month period. Credit balances for financial aid recipients are typically returned to the appropriate financial aid program or lender.

Disputes Concerning Student Accounts

All disputes concerning student accounts should be submitted in writing to: Student Accounting Services, Golden Gate University, 536 Mission Street, San Francisco, CA 94105-2968 or sas@ggu.edu. The university will respond within 30 working days of receipt of the student’s letter or e-mail.

Student Financial Planning

Students' financial plans are developed based on the students' current financial circumstances. An array of financial choices for meeting the students' financial needs are considered, and eligible students may choose the best options to support meeting their educational goal.

The most common elements of financial planning are:

- A. Setting an academic goal
- B. Establishing a path to graduation
- C. Identifying the financial resources required to meet the academic goal
- D. Matching financial need with the available financial options

Financial resources and payment options include:

1. US government federal financial aid
 - Loans are the most widely used tool for financing education and provide a low-cost alternative and a wide array of financing options.
 - Grants are available to undergraduate students who demonstrate financial need and are US citizens or eligible noncitizens.
2. Golden Gate University is eligible to participate in the California Chafee Grant for foster youth and the California National Guard Education Assistance Award Program.

Federal Financial Aid

GGU strongly encourages all students to apply for financial aid as part of a financial plan to finance educational costs. The Financial Aid Office provides guidance throughout the financial aid application process.

Eligibility Requirements for US Government Federal Aid Programs

All students must meet the following criteria:

- Be a US citizen or permanent resident of the United States
- Be a permanent resident of any state except the following: Alabama, Arkansas or Wisconsin; GGU is not authorized to offer online education to students who reside in these states. Therefore, GGU is not able to offer federal financial aid and/or GGU scholarships, grants or discounts to students who reside in these states.
- Have earned a high school diploma, GED or state certificate, or have completed homeschooling at the secondary level as defined by state law
- Be admitted (excluding provisional admission) and matriculated in a degree program at GGU; certificate programs are ineligible
- Be enrolled in courses with at least half-time enrollment status at GGU per trimester (minimum 15-week period), with the following exception: Eligible undergraduate students may receive the Federal Pell Grant with less than half-time enrollment status; if repeating a course (that the student previously passed) in order to earn a better grade, the student's first repeat attempt only may be included in the enrollment status calculation.
- Be registered to earn a letter grade (unless letter-grading is not an option) in each course; courses for which the student has elected to be registered with the credit/no credit (pass/fail) grade option or audit status are not eligible for financial aid.

- Maintain satisfactory academic progress (SAP) as required by the financial aid policy
- Not be in default on a federal student loan or owe a federal grant overpayment
- Not simultaneously be receiving financial aid at another institution
- Must be able to provide proof of registration with the Selective Service upon request. Registration with Selective Service must have occurred between the ages of 18 and 25.

Application Process Steps

- Student completes the Free Application for Federal Student Aid, commonly known as the FAFSA. The application is available online at www.fafsa.ed.gov; the student should include GGU's Title IV school code 001205 in step six of the FAFSA. (Students should not use forms from other websites as fees might be charged.)
- FAFSA information is processed and results are sent to the institution(s) indicated in step six of the FAFSA and to the student (average time 3-5 business days). GGU reviews FAFSA information and may request other required documents.
- Student completes the GGU financial aid application. The application is required and is available at www.ggu.edu. The form may be found by searching for "financial aid application" in the search box.
- GGU reviews the financial aid application and prepares a financial package for eligible students. Note: Students may be required to submit additional paperwork and forms after the application review.
- GGU prepares a financial aid award letter and makes it available to the student via GGU4YOU at www.ggu.edu. The type and amount of the awards are dependent upon the student's grade level, anticipated enrolled units and trimesters, and aid program eligibility requirements.
- The student accepts loans offered on the award letter via GGU4YOU at www.ggu.edu; the student may choose to reject some or all of the loans offered.
- GGU originates accepted loans with the US Department of Education.
- Eligibility is verified and financial aid is disbursed to a student's account. The timing of the disbursement is dependent upon the date the student accepts the awards as well as the date the loans are originated.
- Once financial aid is disbursed to a student's account, if a credit balance results, the Finance Office transmits the amount to the student's bank account by direct deposit or mails a paper check to the student; the Finance Office remits the credit balance within 10 business days after it appears in the student's GGU account.

Calculation of Financial Aid

A general budget is created based upon an average cost of housing, food, books/supplies, transportation, personal expenses and tuition expenses. The tuition expenses are based upon the total unit enrollment the student indicates on the GGU Financial Aid Application. This budget is called cost of attendance (COA).

Standard financial aid policy requires that students and/or students' families contribute a portion of financial resources to

pay for the cost of education. The amount students are expected to contribute varies depending on individual circumstances and program eligibility requirements. The contribution amount is calculated by the information provided by the student on the FAFSA or after further verification occurs and it is called expected family contribution (EFC).

The student's financial need may be calculated by taking the COA and subtracting the EFC — the remainder is the financial need. The Financial Aid Office calculates program awards based on the criteria for each program for which the student may be eligible.

In some instances, financial aid awards are not sufficient to finance total tuition expense. Additional financing options, such as the installment payment plan, are described in this section of catalog, or students may contact the Financial Aid Office for further assistance.

Types of Federal Financial Aid

Grants based upon student financial need

Federal Pell Grant

The Federal Pell Grant is available to undergraduate students who are pursuing their first bachelor's degree and have high financial need (low EFC), as calculated by the FAFSA formula. The US Department of Education will notify the student about Pell Grant eligibility by sending a Student Aid Report (SAR) to each student who files the FAFSA. For 2016-17, Federal Pell Grants maximums are , \$5,815 per academic year and are awarded based upon the student's financial need (EFC) and verified enrollment status. Golden Gate University statistics for fall 2014 Federal Pell Grant recipients are: 48 percent female, 52 percent male; and 3 percent African American, 7 percent Asian, 21 percent Hispanic, 52 percent Caucasian, and 17 percent unknown.

Federal Supplemental Educational Opportunity Grant (FSEOG)

FSEOG awards are offered to undergraduate students who are pursuing their first bachelor's degree and who demonstrate high financial need (have the lowest EFCs), and are enrolled at GGU for at least six units per trimester and who are Federal Pell Grant recipients. Awards for the academic year are dependent on the federal funding allocation for that year. Once the funds are allocated for the year, no further funds can be awarded. Currently, the maximum award for FSEOG is up to \$500 per trimester.

Loans

William D. Ford Federal Direct Loan Annual Borrowing Limits*

| Academic Level | Dependent Students** | Independent Students** |
|------------------------------------|----------------------|------------------------|
| Freshmen (29 or fewer units) | \$ 5,500 | \$ 9,500 |
| Sophomores (30-59 units) | \$ 6,500 | \$ 10,500 |
| Juniors/Seniors (60 or more units) | \$ 7,500 | \$ 12,500 |
| Graduates (have bachelor's degree) | not eligible | \$ 20,500 |

* The amounts shown represent the total combined eligibility for subsidized and unsubsidized direct loans as of July 1, 2008.

**Dependent or independent status is determined by the US Department of Education criteria on the FAFSA.

Subsidized Direct Loans

Subsidized Direct Loans are awarded to undergraduate students who meet the financial need criteria established by the US Department of Education. Students must be enrolled at least half-time per trimester. The US Department of Education pays the interest on the loans while students are enrolled in school, at least half-time, and for the first six months after dropping below half-time or graduating. Typically, half-time status for undergraduate students requires enrollment in six or more units. Important note: Interest rates are subject to change each July 1. Interest rates on Subsidized Direct Loans for 2016-17 are 3.76 percent. ONLY undergraduate students are eligible for Subsidized Direct Loans.

Unsubsidized Direct Loans

Unsubsidized Direct Loans are awarded to students who do not meet the financial need criteria for Subsidized Direct Loans. Students must be enrolled at least half-time per trimester. A student may pay the interest while in school or allow the interest to accrue and the interest will be added to the principal amount of the loan.

The interest rate for 2016-147 is 3.76 for undergraduates and 5.31 percent for graduates and is subject to congressional adjustments each July 1. Students must begin repaying the loan, principal and interest six months after graduation or when a student ceases to be enrolled at least half-time. Half-time status for undergraduate students requires enrollment in six or more units per semester. Half-time status for graduate students requires enrollment in four or more units per semester. The US Department of Education may charge an origination fee, which the student must repay. This fee is included when repayment begins.

Entrance loan counseling is required by the US Department of Education before federal loans are disbursed to first-time borrowers. Entrance loan counseling will advise students of their responsibilities, loan information and the requirement that the loan must be repaid. Visit www.studentloans.gov for more information.

Exit loan counseling is required for GGU borrowers who drop below half-time status or graduate. Exit loan counseling is required by the US Department of Education to ensure that students understand their rights and obligations and repayment processes and requirements. Visit www.studentloans.gov for more information.

Federal Parent Loans for Undergraduate Students (PLUS)

PLUS loans are available to parents or stepparents of dependent undergraduate students. Parents may borrow up to the cost of attendance, minus any other aid their dependent may receive. Parental applicants for this program must be creditworthy as assessed by the US Department of Education. PLUS loans are not subsidized by the US Department of Education.

The interest rate is variable, adjusted each year on July 1, and maximized at 9 percent. Currently, the rate is 6.41 percent and is subject to change each July 1. Interest accrues from the date loan funds are fully disbursed until the loan is repaid in full. The US Department of Education may charge fees, which will be paid at the time loans repayment commences. Students are required to file an FAFSA but financial need is not a factor in the parental application process.

A separate loan application is required. For further information, visit www.ggu.edu and search for "Direct PLUS."

Graduate PLUS (G-PLUS)

Graduate students may apply for the Graduate PLUS loan. Graduate students who attend at least half-time per trimester may be eligible. To calculate a G-PLUS loan, subtract all financial aid from the student's cost of attendance (COA). An example is shown below.

| | |
|----------------------|------------|
| Cost of Attendance | \$25,000 |
| Minus Scholarship | - \$500 |
| Minus Stafford Loans | - \$20,500 |
| Amount of G-PLUS | \$ 4,000 |

The interest rate for 2016-17 is 6.31 percent and subject to change each July 1. Graduate applicants to this program will have to establish credit worthiness with the US Department of Education. G-PLUS loans are always unsubsidized. Students may pay the interest while in school. Students are required to file a FAFSA but financial need is not a factor. A separate loan application is required and there may be additional fees. For more information, visit www.ggu.edu and search for "Graduate PLUS."

Federal Perkins Loan

Perkins loans are awarded to students who demonstrate high financial need according to the financial aid policy of the institution. These loans are limited to current federal and revolving institutional funds. No interest accrues while the student is enrolled at least half-time status. The 5 percent fixed interest rate starts accruing nine months after the student graduates or is enrolled less than half-time status. The maximum amount for undergraduate students is \$5,500 an academic year and \$8,000 for graduate students per academic year. A minimum repayment of \$40 per month is required. There is a ten-year maximum repayment term.

Federal Perkins loan borrowers have separate promissory notes from the Direct Loan promissory notes and students are required to complete entrance and exit loan counseling sessions, which are separate from the Direct Loan entrance/exit counseling sessions.

Federal Work Study

Federal Work Study (FWS) provides federally subsidized work opportunities. Students must complete a FAFSA (answer "yes" to question 31 on the FAFSA) and must be eligible to work in the US and provide documents to substantiate employment eligibility. FWS jobs may be located on or off campus. Pay rates are competitive and vary depending on the position and skills required. FWS jobs are limited to the total amount shown on the award letter. Awards for the academic year are dependent on the federal funding allocation to GGU for that year.

Scholarships and Grants

GGU scholarships and grants cover a portion of tuition costs. Typically, applicants and students receive partial scholarships/grants and are eligible to receive one scholarship or grant.

Personal Leadership Grant

Golden Gate University offers a Personal Leadership Grant to new undergraduate students (beginning fall of 2016) for up to \$2,000 annually who qualify.

Qualifications:

- First time entering GGU
- Fully or conditionally admitted to an associate's or bachelor's degree program (certificate programs are not eligible)
- Enrolled with a minimum of 6 units per 16-week term
- Must demonstrate satisfactory academic progress as evidenced by a cumulative GPA of 2.0 or higher after each semester

Grant amount is pro-rated based on total units per 16-week term, with a minimum grant of \$1,000 per year for 6 units per 16-week term and a maximum of \$2,000 per year for 12 or more units per 16-week term (full-time enrollment). Students enrolled in 9 units per 16-week term receive a grant of \$1,500 per year.

The Personal Leadership Grant cannot be combined with any other grant or scholarship offered by Golden Gate University.

Endowed and Gift Scholarships

Endowed and gift scholarships are funded through the generosity of GGU alumni, friends, foundations and corporations. Typically, these scholarships do not have separate applications. However, there are some individual scholarships that have restrictive criteria and/or separate applications. Typically, these scholarships are awarded based upon academic merit/achievement in addition to other specific criteria established by the donor. Some of these scholarships programs requires additional written materials, such as an essay, and may be reviewed by a scholarship committee.

Requirements:

- Unconditional admission to a program of study
- Remain matriculated in the same degree program
- Maintain minimum half-time enrollment status (six units for undergraduate, four units for graduate and doctoral students)
- Maintain a minimum cumulative grade-point average 2.0 for undergraduate and 3.0 for graduate students
- Typically, students who receive tuition assistance from their employer are not eligible to receive endowed and gift scholarships.
- Students who receive Cal Grants or other benefits for educational purposes may not be eligible to receive endowed and gift scholarships.
- A change in status that results in a student not meeting any one of the above standards will be subject to retroactive loss of the scholarship and repayment to the university of previously disbursed scholarship funds.
- Recipients of Headway, Summit and student government association scholarship(s) are not eligible for an endowed and gift scholarship.
- International students (F and J Visa) are eligible provided they meet the requirements above.
- US citizens and permanent residents must have a completed FAFSA. Students may complete the FAFSA online at www.fafsa.ed.gov.

Scholarships and grants amounts vary and may depend upon merit and academic achievement, financial need, enrolled units per trimester and funds availability. Scholarships are applied toward a portion of GGU tuition expense only and are not transferable. All statements, essays, and/or other information for scholarship and grant consideration should be directed to Scholarships, Grants and VA Benefits; Golden Gate University, 536 Mission St., San Francisco, CA 94105; and become the property of Golden Gate University. PDFs are accepted. Contact the Financial Aid Office for additional information.

The following scholarships require essays to be submitted. E-mails will be sent to the targeted student populations prior to the start of each fall semester advising the students to apply for the scholarships.

Handlery Hotels Endowed Scholarship

Applicants must submit a written statement that demonstrates community involvement.

Huguenot Society of California Endowed Scholarship

Applicants need to submit an essay detailing their financial need, merit accomplishments and triumph over adversity.

Masud Mehran Endowed Scholarship

Applicants must submit documentation along with a written statement that details initiatives and entrepreneurial spirit.

Nagel T. Miner Scholarship

The Nagel T. Miner Scholarship is supported widely by graduates of GGU who were international students. These international alumni are particularly interested in successful integration and interaction of the international students within the GGU community.

Bitu Daryabari Endowed Scholarship for Middle Eastern Students

Applicants must submit an essay documenting their financial need, have been born in the Middle East, and have been admitted to a graduate program in the Ageno School of Business.

Alumni Scholarship

To promote lifelong learning, GGU offers degree-holding alumni a one-third-off tuition scholarship on one course per trimester (the course cannot count toward a degree or a certificate). Interested alumni must complete an Alumni Association membership card, an Alumni Tuition Scholarship Authorization Form, and present it to the Office of University Advancement.

Graduate Community Leadership Scholarship

Prospective recipients are the most qualified graduate students who, through their continuous efforts, have demonstrated a substantial and meaningful commitment to community service and social justice. Students must possess a bachelor's degree from a regionally accredited US academic institution or qualified international institution. The scholarship pays a portion of tuition expense only and may be renewed through the completion of the original degree program, providing the students are making satisfactory academic degree progress. Students must complete a FAFSA at www.fafsa.ed.gov. Application deadlines are July 1 for fall, December 1 for spring and March 1 for summer.

Graduate Community Leadership Scholarship requirements:

- Before or prior to the end of the student's first term at Golden Gate University, submit a completed Graduate Community Leadership Scholarship application to the Financial Aid Office, along with a two-page (maximum 1,000 words) essay detailing community service activities and results.
- Must be a new, fully admitted graduate student in a degree program in the Ageno School of Business (excluding EMBA and DBA), Braden School of Taxation or School of Accounting
- Students must have a minimum of 3.0 cumulative GPA upon admission. Official transcripts from all prior post secondary schools must be provided.

- Earn a minimum of six units per term to be considered for renewal
- Maintain at least a 3.0 cumulative grade-point average
- Demonstrate commitment to advocacy, activism, volunteer and/or civic involvement, not related to the primary profession or job
- Submit a letter of recommendation or endorsement from an individual or organization who is directly affiliated with the work previously noted

GGU Community Tuition Assistance Grants

These tuition grant programs are available to eligible employees, graduates and their families. Students must meet the grant eligibility criteria and be admitted to a program of study in the school of business, accounting, taxation or undergraduate programs or otherwise be eligible for open enrollment. Programs offered by the School of Law are not included. Grants are applied to tuition only and are renewable providing the student continues to satisfy the eligibility criteria. Students who accept the GGU Employee Educational Assistance Remission or any other GGU grant or scholarship are not eligible. Students who become ineligible during a term will be permitted to complete the current term but will not be eligible for future terms. Students will be required to submit a separate tuition grant application to the Financial Aid Office. Grant applications are available above or from the Financial Aid Office.

Regular Full-time Faculty and Staff Family Tuition Grant

Members of the immediate family defined as a spouse, domestic partner, child, stepchild, grandchild, parent, grandparent or sibling of regular full-time faculty and staff and who do not qualify for or choose to decline the GGU Employee Educational Assistance program are eligible for a 40 percent tuition grant (GGU Board of Trustees members and their families are eligible for this grant). The grant is not retroactive. Tuition assistance grant forms must be received by the last day of the semester for which the grant is requested.

Regular Adjunct Faculty Family Tuition Grant

Members of the adjunct faculty's family defined as a spouse, domestic partner, child and stepchild are eligible for a 30 percent tuition grant. Regular adjunct faculty are defined as active adjuncts who have taught a minimum of three class-sections in the previous three academic years. Active, for the purposes of this grant, means eligible to continue to teach. (Adjunct faculty, themselves who do not qualify for or choose to decline the GGU Employee Educational Assistance program are eligible for this grant). The grant is not retroactive. Tuition assistance grant forms must be received by the last day of the semester for which the grant is requested.

Graduates' Tuition Grant

Graduates of GGU degree programs are eligible for a 30 percent tuition grant. For the purpose of this grant, a graduate is defined as an individual who has received a degree from GGU. Students who have received only a GGU certificate are not eligible. The grant is not retroactive. Tuition assistance grant forms must be received by the last day of the semester for which the grant is requested.

Graduates' Family Tuition Grant

Members of a graduate's family defined as a spouse, domestic partner, child or stepchild are eligible for a 20 percent tuition grant. For the purpose of this grant, a graduate is defined as an individual who has received a degree from GGU. The grant is not retroactive. Tuition assistance grant forms must be received by the last day of the semester for which the grant is requested.

Bruce F. Braden School of Taxation Scholarship (Awards)

Funded by the generous, annual contributions of alumni, friends and tax and accounting firms, this award is granted based upon academic achievement in the first three courses. The separate award application may be obtained by contacting the Bruce F. Braden School of Taxation. Typically, these scholarships are awarded after enrollment has commenced.

School of Accounting Scholarship (Awards)

Funded by the generous, annual contributions of alumni, friends and tax and accounting firms, this award is granted based upon academic achievement in the first three courses. The separate award application may be obtained by contacting the School of Accounting. Typically, these scholarships are awarded after enrollment has commenced.

Public Employees Tax Class Discount

Full-time employees of US federal, state, county or city governmental entities may receive a 40 percent discount on tuition costs for any tax course offered at GGU. Only courses with the prefix TA are eligible for the discount. Employment will be verified. Additional criteria: satisfactory Academic Progress; discount is not applicable for repeating a course; and you may only apply one discount, grant or scholarship per semester. Public employees include federal, state, county, city employees and active duty military. The grant is not retroactive. Public Employees Tax Class Discount Forms must be received by the last day of the semester for which the grant is requested.

GGU Scholarship and Grant Policy

Eligible students who are US citizens and permanent residents or other eligible noncitizens are required to submit a Free Application for Federal Student Aid (FAFSA) to be considered for scholarships and grants. In step six of the FAFSA, students must indicate Golden Gate University's Title IV code 001205 in order for the FAFSA information to be received at GGU. The FAFSA must be completed and be on file at GGU at the beginning of the trimester. International students are exempted from the FAFSA requirement.

To be eligible, undergraduate scholarship and grant recipients must:

- Maintain a minimum half-time enrollment status (typically, six units minimum in a trimester term, or three units in each of the eight-week terms)
- Earn a minimum of six units in each enrolled term or three units each in consecutive eight-week term that are scheduled within a trimester term
- Maintain a cumulative GPA of 2.0

To be eligible, graduate scholarship and grant recipients must:

- Maintain minimum half-time enrollment status (typically, four or more units per trimester)
- Earn a minimum of four units each term
- Maintain a cumulative GPA of 3.0

For all scholarship and grant recipients:

- Students in the last term of enrollment (graduation candidates) will have the scholarship or grant prorated in the event that half time enrollment status is not required for graduation.
- Scholarships and grants are not awarded for repeated classes.
- Students who interrupt enrollment or who fail to earn the required minimum units forfeit the scholarship or grant. However, students may appeal for reinstatement of their grant or scholarship with their financial aid advisor.
- Typically, a student will be awarded one scholarship or grant. Students who demonstrate exceptional need that is not met by the financial aid package and have already received one scholarship or grant may be awarded an additional scholarship or grant. The additional scholarship or grant will be awarded for one year and may be renewed upon appeal.
- Students receiving other grants, scholarships or other financial assistance intended for tuition costs (i.e., other grants, tuition remission) will have their scholarships or other grants prorated. Total scholarship or grant and/or tuition remission amount cannot exceed the total tuition cost.
- Satisfactory academic progress (SAP) must be maintained to remain eligible.
- Scholarships and grants may not exceed the total cost of tuition in a trimester or other term.
- GGU scholarships and grants are applied towards tuition costs. No award shall exceed amount of tuition.
- GGU scholarship and grants are credited to the student's account at the end of September, January and/or June.
- Most scholarships and grants are awarded for duration of the academic program; however, some are awarded for one year or one time only.
- The total amount of scholarships and GGU grants are dependent on yearly contributions, budgets and other funding issues and are subject to change.
- Scholarships and grants are subject to budget control and/or donor contributions.

Alternative/Private Loans

GGU has a list of lenders who offer loans to students as an alternative to Direct Loans. These loans can supplement the gap between the cost of attendance minus all financial aid awards. Participating lenders have their own criteria for loan eligibility. Typically, students must be US citizens or permanent residents and demonstrate creditworthiness. Repayment may be required to begin immediately; interest rates and deferment options will differ from lender to lender. GGU recommends that students compare the variables and options of each lender before making a decision to pursue an alternative/private loan. Visit www.ggu.edu for further information.

International Students Loans

A limited number of lenders offer loan programs to international (F and J visa) students. These loans are private or alternative loans. International students are required to have a US citizen or permanent resident as a cosigner. Deferment, repayment, loan limits and other options vary from lender to lender. If approved, the loan amount may not exceed the cost of attendance for an academic year. Lenders reserve the right to make changes to these loans without prior notice. Visit www.ggu.edu for further information.

Obligation for Payment

Enrollment constitutes a financial contract between the student and the University. Students' rights to university services and benefits are contingent upon their making all payments as agreed upon. If payments of amounts owed to the University are not made when they become due, GGU has the right to cancel a student's registration and/or administratively withdraw the student from the current term; withhold grades, transcripts, diplomas, scholastic certificates and degrees; and impound final exams. Failure to maintain good financial standing with the University will cause students to become ineligible for any deferred payment plans and/or some forms of financial aid. In addition, balances due the University are reported to the credit agencies, which may impact students' credit ratings.

Prior to registering for a new term, students must pay any outstanding balances from any preceding terms. Students who do not pay their outstanding balances or make payment arrangements satisfactory to the University will not be permitted to register. This policy applies to any outstanding balances with Golden Gate University, including those with the Golden Gate University Bookstore, or any other company that operates a concession or service contracted by the University.

Payment Due Date

To complete the enrollment process, students must pay all registration charges (tuition and fees) by the payment due date for the term as published in the applicable academic calendar or qualify for an alternative payment option by the payment due date for the term. Failure to do so will result in the cancellation of the student's registration. Each term's payment due date is published in the academic calendar, which appears on p. 116 of this catalog. The University accepts payment in cash, personal check in US dollars only, traveler's cheques in US dollars only, debit card, credit card (MasterCard/Visa/American Express/Discover), wire transfers, and electronic check. In addition, the University offers the following payment plans, some of which require verification of eligibility prior to registration:

Installment Payment Plan

Tuition Management Systems (TMS) is the exclusive payment plan provider for Golden Gate University. Plans are available to students with satisfactory financial standing. Students have the option to elect an automatic debit from their checking account or credit card payment. Eligible students must register with TMS by calling 800-722-4867 or go to www.afford.com/ggu and pay a \$55 nonrefundable processing fee per enrollment term. The balance is due in two to five equal installments over the course of the term. The number of installment payments is based upon the date of registration. All other applicable University registration fees must be paid directly to the University. Installment payments are due to

TMS on the first of each month. In all cases, final payment is due on December 1 for fall term, May 1 for spring term and August 1 for summer term. TMS sends statements directly to the student.

Payments should be sent to Tuition Management Systems, Payment Processing Center, PO Box 645113, Cincinnati, OH 45264-5113.

Late payments incur an additional \$35 late fee per occurrence. Unpaid accounts will be assessed a 1.5 percent finance charge per month, beginning 30 days after the final due date for the term. International students (F and J visa) are not eligible for the installment payment plan in their first term at the University.

Corporate Direct Pay and Corporate Reimbursement Plan

Golden Gate University offers a corporate reimbursement plan through payment plan management provider Tuition Management Systems (TMS) to students in good financial standing. To be eligible for this plan, the student's employer must be a third party other than the student and agree prior to registration to pay for tuition and/or fees.

An authorization form can be obtained from the Student Accounting Services Office. This form must be completed each term and submitted along with the business card of the authorizing officer to the Student Accounting Services Office. In addition, in order to participate in this plan, the student must sign up with TMS by calling 800-722-4867 or go to www.afford.com/ggu and pay a \$100 nonrefundable processing fee each term. All applicable university registration fees must be paid directly to the University. Payment is due on February 5 for the fall term, July 5 for the spring term, and October 5 for the summer term. A statement is sent by TMS, and all payments should be mailed to Tuition Management Systems, Payment Processing Center, PO Box 645113, Cincinnati, OH 45264-5113.

The University is not responsible for billing the company. If, for any reason, the employer fails to pay the University, the student remains responsible for payment of the full tuition and fees. A late payment fee of \$35 will be assessed if payment is not received by the final due date indicated on the authorization form and a 1.5 percent finance charge per month after 30 days past due.

Corporate/Agency Direct Bill Plan

If the student's employer agrees to pay tuition and/or fees upon registration and without grade or course completion limitations, the University will bill the student's employer directly for all authorized costs. Payment in full is due 30 days after billing. To be eligible for this plan, the employer must be a third party other than the student; Golden Gate University and the student's employer must execute a contract agreeing to payment terms prior to completing registration. A standard contract agreement is available from the Student Accounting Services Office and must be submitted and approved prior to registration. If the company authorizes less than 100 percent payment of registration charges, the student will be required to utilize one of the University's other payment plans for that portion of the total charges not covered. If, for any reason, the employer fails to pay the University, the student remains responsible for payment of the full tuition and fees. Golden Gate will assess the account a late payment fee of \$35 if not paid within 30 days of billing.

After reviewing the student financial planning components, students will be able to build their own plan to cover educational costs. Should any student want or need further assistance with their financial plan, GGU's Financial Aid Office staff is available for consultation.

Financial Aid Disbursements

Federal and State Grant Programs, Federal Perkins Loan and Scholarships

Students must meet all of the eligibility requirements of the program or loan before a disbursement is made. Enrollment verification is performed each trimester prior to the disbursement of funds. The student's financial aid award is based on the information provided on the GGU Financial Aid Application at the time the award is calculated. If there are changes in the enrollment information at the time of disbursement, the student's award will have to be recalculated. Recalculation may result in changes to the original award amounts and delay disbursements and credit balance payments.

All loans, grants, and GGU scholarships are applied to tuition costs first and are not automatically released directly to the student. If the disbursement of funds to the student's account produces a credit balance, a deposit will be made to the students' bank account or a check will be mailed to the student. Credit balances can be provided through direct deposit to a student's checking or savings account if the student enrolled in the direct deposit option prior to the disbursement of funds to the student's account. Students should go to www.ggu.edu and login to GGU4YOU to enroll in Direct Deposit. Payments by mailed check or direct deposit occur within 10 business days after the credit balance appears on the student's GGU account record.

Direct Loans

Federal Direct loans are sent electronically to the university by the US Department of Education. Dates of federal direct loan disbursements are dependent on the start date of the trimester, when the student's enrollment status has been verified and when the loan process has been completed. Federal direct loans are disbursed in two equal amounts for two terms. If the U.S. Department of Education charges fees, the disbursed amount will be minus the fees. First-time Federal Direct Loan borrowers must complete entrance loan counseling before funds can be disbursed.

Direct PLUS/Graduate PLUS (G-PLUS)

Federal PLUS funds are disbursed based upon the trimester start date, when the student's enrollment status has been verified and when the loan process has been completed. The US Department of Education may charge fees that will have to be repaid. The fees will be included in the amount to repay. The initial repayment of the loan starts within 60 days after the loan has been fully disbursed. If a federal PLUS is applied to the student's account and a credit balance occurs, the credit balance will be sent to the student's parent(s).

Graduate PLUS loans can be awarded to students who request additional funds beyond their direct subsidized/unsubsidized loan eligibility. Credit worthiness is checked by the US Department of Education. The Graduate PLUS award is COA minus the amount of all financial aid awarded. Graduate PLUS requires a separate loan application. If a credit balance is produced, Graduate PLUS loan funds are applied to the student's account and the credit balance is released to the student.

Current financial aid funds cannot be applied retroactively to past due balances greater than \$200 per federal regulations.

Satisfactory Academic Progress (SAP) Policy SAP Standards

To be eligible for federal and State of California financial aid (loans and grants), students must be making satisfactory academic progress (SAP) in accordance with US Department of Education regulations. Students are evaluated for SAP at the end of each enrolled trimester for which they received state or federal aid. Students must continue to meet the university's SAP standards as they pursue their academic programs in order to remain eligible for financial aid. A student's SAP is measured in three ways:

1. **Qualitatively — Cumulative Grade Point Average**
 - Undergraduate students must maintain a minimum cumulative GPA of 2.00.
 - Graduate and doctoral students must maintain a minimum cumulative program GPA of 3.00.
2. **Quantitatively — Completion Rate**

Undergraduate students must achieve a minimum 67 percent completion rate for all units attempted toward their academic programs. In addition, they must achieve a minimum 67 percent completion rate for all GGU institutional units (not including transfer units) attempted toward their academic programs. This rate is equivalent to successfully completing two out of three courses attempted. Graduate students must achieve a minimum 75 percent completion rate for all units attempted toward their academic programs. This rate is equivalent to successfully completing three out of four courses attempted.
3. **Maximum Attempted Units Allowed**

Students must complete the requirements for their academic programs within 150 percent of the minimum units required to complete their academic programs. (For example, a student enrolled in a degree program that requires a minimum of 123 units may attempt up to 185 units to complete the program). Units attempted also include all units transferred into GGU from prior institutions that can be used to satisfy students' academic program requirements. Students who have reached their maximum attempted units allowed are ineligible for additional financial aid. Students may appeal for financial aid probation status if they feel their circumstances warrant an exception to this standard.

Effects of Repeating Courses

When students repeat courses for which they failed to earn passing grades, or when students repeat courses to earn better grades, all course attempts are calculated in the students' quantitative measure of progress (standard #2 above), and total units attempted toward their maximum units allowed (standard #3 above).

Effects of Non-Letter Grades

"I" (incomplete), "UW" (unofficial withdrawal), "XW" (unofficial withdrawal) and "W" (withdrawal) grades award no academic credit and have no grade point value and are not used in the calculation of the student's grade point average.

"CR" (credit) and "NC" (no credit) grades have no grade point value and are not used in the calculation of the student's grade point average. However, "CR" (credit) grades do award academic credit, while "NC" (no credit) grades do not.

All courses with non-letter grades are included in the calculation of the quantitative measure of progress (standard #2 above) and in the maximum attempted units (standard #3 above).

Refer to the Golden Gate University catalog section "Grading Practices and Academic Transcripts" for further information.

Financial Aid Warning Status

Students who fail to make satisfactory academic progress (SAP) will be placed on financial aid warning status for one trimester following the trimester after which they did not meet the university's SAP standards. Students must meet the SAP standards at the end of the warning trimester or they will become ineligible for additional financial aid. Students on financial aid warning status are eligible for financial aid for only one trimester. If a student has already been awarded aid for two trimesters at the time of the SAP evaluation, the student's awards will be canceled and reprocessed for one

Financial Aid Probation Status Without an Academic Plan

Students who become ineligible for financial aid due to failure to achieve satisfactory academic progress at the end of a warning trimester or due to reaching the maximum units allowed for their academic program (standard #3 above) may appeal in writing for financial aid probation status. To be eligible for financial aid probation status, it must be mathematically possible for students to achieve satisfactory academic progress by the end of the subsequent trimester. The calculation assumes enrollment in a maximum of nine units. Students should appeal in writing to the Financial Aid Appeals Committee and explain the reason for their failure to make SAP and what has changed that will allow them to make SAP at the end of the next enrolled trimester. Some possible reasons for appeal include: a death in the family, injury, illness or other unusual or unexpected circumstances. In support of the appeal, students should submit at least one professional reference letter on letterhead or other record (such as a death certificate) to document their changed circumstances. Students may obtain professional references from doctors, counselors, clergy, lawyers, school officials, therapists, social workers, etc. Students who experienced illness or injury should submit copies of medical records in support of their appeals. The Financial Aid Appeals Committee will review each appeal on its own merits and will send a response to each appeal via e-mail within 10-14 business days.

Students approved for financial aid probation status will be eligible for financial aid for one trimester only. At the end of the financial aid probation trimester, students will be evaluated against all three SAP standards. Students who fail to meet the SAP standards at the end of a probation trimester become ineligible for additional aid. Students in this circumstance may see the section "How to Reestablish Financial Aid Eligibility" in this catalog for further information.

Financial Aid Probation Status with Academic Plan

Students for whom it is mathematically impossible to achieve satisfactory academic progress at the end of the subsequent trimester by attempting 6 to 9 units and who would require two or three trimesters (maximum of 27 units) in order to achieve satisfactory academic progress may be eligible for probation status with an academic plan. Students may appeal for probation status with an academic plan as described above. If approved, students may receive financial aid for up to three trimesters (maximum of 27 units) in order to achieve the university's satisfactory academic progress (SAP) standards or graduate. All other financial aid program eligibility requirements, such as aggregate loan limits, continue to apply.

Students approved for probation with an academic plan must meet with their student services advisers and have their schedules approved prior to registration. Students will be allowed to

register once their student services adviser notifies the Financial Aid Office of their approved academic plans. In addition to completing the approved courses, students must satisfy the following requirements each trimester while on an academic plan:

1. Qualitatively — Grade Point Average
 - Undergraduate students must earn a minimum trimester GPA of 2.00; if the student is not required to repeat any courses, the academic plan may require the student to earn a higher trimester GPA in order to raise the student's cumulative GPA.
 - Graduate and doctoral students must earn a minimum trimester GPA of 3.00; if the student is not required to repeat any courses, the academic plan may require the student to earn a higher trimester GPA in order to raise the student's cumulative GPA.
2. Quantitatively — Completion Rate

Students must achieve a 100 percent completion rate each trimester for all courses attempted in accordance with the student's academic plan.

Students are evaluated at the end of each probationary trimester to determine whether they have met the requirements of the academic plan. Students who meet the requirements of the academic plan may continue on financial aid probation status for the next trimester. Students who fail to meet the requirements of the academic plan after any probationary trimester become ineligible for additional aid. Students in this circumstance may see the section "How to Reestablish Financial Aid Eligibility" in this catalog for further information.

Students are evaluated at the end of each probationary trimester to determine whether they have met the requirements of the academic plan. Students who meet the requirements of the academic plan may continue on financial aid probation status for the next trimester. Students who fail to meet the requirements of the academic plan after any probationary trimester become ineligible for additional aid. Students in this circumstance may see the section "How to Reestablish Financial Aid Eligibility" in this catalog for further information.

How to Reestablish Financial Aid Eligibility

Students may reestablish financial aid eligibility by enrolling at Golden Gate University and completing one or more trimesters of at least half-time status (usually six units per trimester for undergraduate students, and four units per trimester for graduate students) without federal or state financial aid and achieve the applicable cumulative GPA and completion rate standards.

Unsatisfactory Academic Progress Example

A student who fails to meet the qualitative (GPA) and/or quantitative (completion rate) standards at the end of the fall semester will be placed on financial aid warning status for the spring semester. If the student fails to meet either of these two standards at the end of the spring semester, the student becomes ineligible for financial aid. If the student submits an appeal for probation and the appeal is approved, the student will be allowed one trimester on probation status. At the end of the probation trimester, if the student fails to meet either of these standards, the student is again ineligible for financial aid. In order for the student to reestablish eligibility after a probation semester, the student must complete at least one trimester at Golden Gate University without the use of financial aid. Once the student has achieved each of these standards, the student is again eligible to receive financial aid, provided the student has not exceeded the maximum attempted units allowed for program standard.

Federal Student Financial Aid Return of Title IV Funds Policy

Federal financial aid recipients who withdraw completely from all of their courses during an enrollment period (fall, spring, or summer trimester) must notify the Financial Aid Office by e-mail at finaid@ggu.edu after submitting the proper withdrawal request to the registrar. Complete withdrawal may be accomplished by dropping all enrolled courses, receiving “UW” grades in all enrolled courses, requesting “W” grades in all enrolled courses, or any combination of the three.

The federal regulations specify the method that Golden Gate University must use to determine the amount of Title IV program assistance a student has earned should the student withdraw from all courses. The Title IV programs that are covered by these regulations are: Federal Pell Grants, Direct Loans, Direct PLUS Loans, Federal Supplemental Education Opportunity Grants (FSEOG), and Federal Perkins Loans.

The amount of assistance earned is determined on a pro rata basis. For example, if a student completes 30 percent of the payment period, the student earns 30 percent of the assistance the student was originally scheduled to receive. Once the student has completed more than 60 percent of the payment period, the student has earned all the assistance that the student was scheduled to receive for that period.

Federal financial aid awarded to the student and not earned at the time of the effective date of withdrawal or leave of absence will be returned to the Federal Title IV Student Financial Aid Programs. Both the student and the university may be required to return all or a portion of the federal financial aid disbursed for the specified enrollment period. For withdrawal or leave of absence procedures, students should refer to the “Tuition and Fees” section of the Golden Gate University catalog.

If financial aid funds must be returned to the Title IV aid programs, loan funds will be returned before grant funds. Federal financial aid funds are returned in the following order:

1. Direct Unsubsidized Loans
2. Direct Subsidized Loans
3. Federal Perkins Loan
4. Direct PLUS Loan/Direct Graduate PLUS Loan
5. Federal Pell Grant
6. Federal Supplemental Educational Opportunity Grant (SEOG)
7. Other assistance programs authorized by Title IV of the Higher Education Assistance Act

If a tuition adjustment occurs after the return of Title IV Funds that produces a credit balance on the student’s account, the credit balance payment will be issued to the student. The student may request Direct Loan funds to be returned to the US Department of Education to reduce the student’s outstanding loan balance. For additional credit balance payment information students should refer to the “Tuition and Fees” section of the Golden Gate University catalog.

Veterans Affairs (VA) Educational Benefits Recipients

Golden Gate University is approved to certify students for veterans benefits.

The following Veterans Affairs Educational Assistance Programs are available to eligible veterans and dependents:

- Chapter 1606 Montgomery GI Bill^{®*}: Selected Reserve
- Chapter 30 Montgomery GI Bill^{®*}: Active Duty
- Chapter 31 Veterans Affairs Vocational Rehabilitation
- Chapter 32 Veterans Educational Assistance Program (VEAP)
- Chapter 33 Veterans Post 9/11 and Yellow Ribbon Benefits
- Chapter 35 Survivors’ and Dependents’ Educational Assistance

* GI Bill[®] is a registered trademark of the US Department of Veterans Affairs (VA). More information about the education benefits offered by VA is available at the official US government website, at www.benefits.va.gov/gibill.

Yellow Ribbon Benefits

The university strongly supports the efforts of veterans to complete their educational goals. For the 2016-17 academic year, Veterans who are eligible for a 100 percent Yellow Ribbon Benefit as stated in the veteran’s Certificate of Eligibility (COE) may receive an allocation of \$42,000 for the academic year (fall, spring and summer). Once the \$21,970.46 allocation from VA Chapter 33 is utilized, then the Yellow Ribbon benefits fold in. The maximum Yellow Ribbon benefit from Golden Gate University per semester is \$14,000 or 50 percent of the tuition balance (whichever is less).

The COE may be obtained exclusively through the Department of Veterans Affairs, Muskogee, Oklahoma. Some eligible veterans will receive less than 100 percent, which will be stipulated on the COE. Veterans who are not 100 percent VA Chapter 33 are not eligible for Yellow Ribbon benefits from GGU or the VA.

For additional information regarding the Certificate of Eligibility for the Yellow Ribbon Benefits and other educational benefits, veterans should visit www.gibill.va.gov or call the toll-free number 1-888-442-4551.

Students who receive educational benefits from the Department of Veterans Affairs will have their enrollment data reported to the VA. Approximately one week after the term begins, the University’s VA certifying official verifies the date of the term and total number of enrolled units taken by the eligible veteran. This information is updated monthly and sent to the VA. The VA uses this data to calculate the awards. VA regulations require that GGU report unit amounts and enrollment dates by individual term, as opposed to reporting terms.

The VA determines the classification status for undergraduate students, and uses GGU’s classifications to determine graduate students status. GGU’s academic programs are approved by the Higher Education Coordinating Board’s State Approving Agency (HECB/ SAA) for enrollment of persons eligible to receive educational benefits under Title 38 and Title 10, US Code.

Students should contact GGU’s VA Official in the Financial Aid Office at 415-442-7283 or va@ggu.edu to initiate the certification of their GGU enrollment to the VA. Go to GGU4YOU and search “Veterans Benefits” to find more important information about VA benefit disbursement procedures at GGU, including step-by-step instructions and relevant contact information.

Code Of Conduct

Golden Gate University Office of Financial Aid Employees:

- Do not receive anything of value from any lending institution, servicer or guarantee agency in exchange for an advantage sought by the lending institution, servicer or guarantee agency
- Do not accept anything, of more than nominal value, from any lending institution, servicer or guarantee agency
- Do not receive anything of value for serving on advisory boards of any lending institution, servicer or guarantee agency
- The Golden Gate University Office of Financial Aid hires its own employees and not employees of lenders, servicers or guarantee agencies in staffing the office.

Contact Us

The GGU Financial Aid Office has an open-door policy. We have financial aid advisors/planners continuously available during our business hours. The FAO staff is here to assist any student who has questions, needs forms, is seeking additional information, is looking for guidance on the financial aid process or would like to talk about a financial plan to cover expenses throughout their educational career.

Phone: 415-442-7270 or 888-GGU-EDU1

Fax: 415-442-7819;

E-mail: fnaid@ggu.edu

or visit www.ggu.edu.

Enrolling at the University

Academic Calendar

Golden Gate University operates on a trimester academic calendar with sixteen-week trimesters in the fall, spring, and summer. Two consecutive eight-week terms (B and C) are held within each sixteen-week trimester period. In addition, the Schools of Taxation and Accounting offer full-time daytime cohort programs with classes scheduled during the “D” and “E” terms. The “D” and “E” term dates can be viewed online at: www.ggu.edu/enrollment/academic-calendar. The academic year begins with the fall trimester and ends with the following summer trimester.

Classes are offered during the daytime, evenings and weekends and are offered both in-person and online. Students should view the course schedule online at www.ggu.edu/schedule for specific schedule information including time, place and availability of online classes.

Registration and advising begin approximately seven weeks prior to the start of each trimester period. Students may enroll at the start of all academic periods except the “D” and “E” terms, which are restricted to Taxation and Accounting cohort program students. Students may attend year round, but are not required to do so. See “Enrollment Requirement to Maintain Admission Status” on page 119 of this catalog for more information.

| Term | Registration Opens | Term Begins | Last Day to Register/Add | Payment Due | Last Day to Drop w/o Tuition Charge or “W” Grade | Last Day to Withdraw, Change to Audit Status, or Elect CR/NC (pass/fail) Grading | Term Ends | Grades Due* |
|--------------------------------|--------------------|-------------|--------------------------|-------------|--|--|-----------|-------------|
| 16/FA — Fall Trimester | 07/11/16 | 08/28/16 | 09/10/16 | 09/17/16 | 09/17/16 | 12/03/16 | 12/17/16 | 01/05/17 |
| 16/FB — Fall B Term (8-Week) | 07/11/16 | 08/28/16 | 09/03/16 | 09/17/16 | 09/17/16 | 10/15/16 | 10/22/16 | 11/04/16 |
| 16/FC — Fall C Term (8-Week) | 07/11/16 | 10/23/16 | 10/29/16 | 11/12/16 | 11/12/16 | 12/10/16 | 12/17/16 | 01/05/17 |
| 17/SA — Spring Trimester | 11/14/16 | 01/05/17 | 01/18/17 | 01/25/17 | 01/25/17 | 04/12/17 | 04/26/17 | 05/10/17 |
| 17/SB — Spring B Term (8-Week) | 11/14/16 | 01/05/17 | 01/11/17 | 01/25/17 | 01/25/17 | 02/22/17 | 03/01/17 | 03/15/17 |
| 17/SC — Spring C Term (8-Week) | 11/14/16 | 03/02/17 | 03/08/17 | 03/22/17 | 03/22/17 | 04/19/17 | 04/26/17 | 05/10/17 |
| 17/UA — Summer Trimester | 03/13/17 | 04/30/17 | 05/13/17 | 05/20/17 | 05/20/17 | 08/05/17 | 08/19/17 | 09/01/17 |
| 17/UB — Summer B Term (8-Week) | 03/13/17 | 04/30/17 | 05/06/17 | 05/20/17 | 05/20/17 | 06/17/17 | 06/24/17 | 07/10/17 |
| 17/UC — Summer C Term (8-Week) | 03/13/17 | 06/25/17 | 07/01/17 | 07/15/17 | 07/15/17 | 08/12/17 | 08/19/17 | 09/01/17 |
| 17/FA — Fall Trimester | 07/10/17 | 08/27/17 | 09/09/17 | 09/16/17 | 09/16/17 | 12/02/17 | 12/16/17 | 01/04/18 |
| 17/FB — Fall B Term (8-Week) | 07/10/17 | 08/27/17 | 09/02/17 | 09/16/17 | 09/16/17 | 10/14/17 | 10/21/17 | 11/03/17 |
| 17/FC — Fall C Term (8-Week) | 07/10/17 | 10/22/17 | 10/28/17 | 11/11/17 | 11/11/17 | 12/09/17 | 12/16/17 | 01/04/18 |
| 18/SA — Spring Trimester | 11/13/17 | 01/04/18 | 01/17/18 | 01/24/18 | 01/24/18 | 04/11/18 | 4/25/18 | 05/09/18 |
| 18/SB — Spring B Term (8-Week) | 11/13/17 | 01/04/18 | 01/10/18 | 01/24/18 | 01/24/18 | 02/21/18 | 2/28/18 | 03/14/18 |
| 18/SC — Spring C Term (8-Week) | 11/13/17 | 03/01/18 | 03/07/18 | 03/21/18 | 03/21/18 | 04/18/18 | 4/25/18 | 05/09/18 |
| 18/UA — Summer Trimester | 03/12/18 | 04/29/18 | 05/12/18 | 05/19/18 | 05/19/18 | 08/04/18 | 08/18/18 | 08/31/18 |
| 18/UB — Summer B Term (8-Week) | 03/12/18 | 04/29/18 | 05/05/18 | 05/19/18 | 05/19/18 | 06/16/18 | 06/23/18 | 07/09/18 |
| 18/UC — Summer C Term (8-Week) | 03/12/18 | 06/24/18 | 06/30/18 | 07/14/18 | 07/14/18 | 08/11/18 | 08/18/18 | 08/31/18 |

* All Grades are due 10 business days after the end of the term.

Academic Holidays and Vacations

2016-2017

Labor Day Holiday September 5, 2016
 Veterans Day November 11, 2016
 Thanksgiving Holiday November 24-25, 2016
 Holiday Recess December 18, 2016–January 4, 2017
 Martin Luther King Jr. Holiday. January 16, 2017
 President’s Day Holiday February 20, 2017
 Memorial Day Holiday. May 29, 2017
 Independence Day Holiday July 4, 2017

2017-2018

Labor Day Holiday September 4, 2017
 Veterans Day Observed. November 10, 2017
 Thanksgiving Holiday November 23-24, 2017
 Holiday Recess December 17, 2017–January 3, 2018
 Martin Luther King Jr. Holiday. January 15, 2018
 President’s Day Holiday February 19, 2018
 Memorial Day Holiday. May 28, 2018
 Independence Day Holiday July 4, 2018

Enrollment Status Classifications and Disclosures

The university classifies students’ enrollment status based on the student’s academic level (e.g., Undergraduate, Graduate, Doctoral) and the number of units in which they are enrolled during an enrollment period. Enrollment periods include the trimester and corresponding sub-terms.

| Status Classifications | Less Than Half Time | Half Time | Three-quarter Time | Full Time |
|------------------------|---------------------|-----------|--------------------|------------------|
| Undergraduate | 5 or fewer units | 6-8 units | 9-11 units | 12 or more units |
| Graduate | 3 or fewer units | 4-5 units | 6-7 units | 8 or more units |
| Doctoral | 2 or fewer units | 3-6 units | NA | 7 or more units |

For the purposes of awarding financial aid, these classifications do not apply to students who are registered in only one eight-week term (e.g., Fall B). Students must also register for another term, which can be either the other eight-week term or the sixteen-week trimester. Otherwise the student will be classified as “less than half time,” regardless of the number of registered units.

The university reports the enrollment status for all students enrolled in a given enrollment period to the National Student Clearinghouse (NSC) on a monthly basis. The report includes the beginning and ending dates of each student’s actual enrollment period and the enrollment classification (e.g., half time, full time, less-than full time, withdrawn). The NSC makes this information available to lending institutions, prospective employers, verification agencies and others wanting to verify a student’s enrollment.

The information reported to NSC is limited to directory information as defined under GGU’s privacy policy found on page 140 of this catalog. Students who do not want information released by the NSC to inquirers (except to lenders), must submit a Request to Prevent Disclosure of Directory Information form to the Office of Records and Registration. The form is available on GGU4YOU or from the Office of Records and Registration. See the “Privacy of Student Education Records” section on page 140 of this catalog for further details.

Definition of a Credit Hour/Unit

Golden Gate University has long followed the standard definition of a credit hour or unit using the “Carnegie Unit” as a baseline standard, where every one hour spent in class instruction over the course of a 15/16 week term equates to 2-4 hours of out-of-class preparation time. As more courses have integrated online learning technologies to become blended (50 percent of time in face-to-face engagement/50 percent of time in online engagement) or offered fully online, it is important for students to understand how the units they earn toward a degree translate to the commitment required to successfully meet the academic standards for the institution. As to be expected, there will be slight variations across academic level (undergraduate and graduate), or from academic department to department, and even at various during times of the term. Golden Gate University students can expect their time spent during instruction (contact hours) and class preparation, in person and online, to meet or exceed the standards defined by the Department of Education* in regulations effective July 1, 2011.

The following are two examples of a course work requirement:

- 1) 16-week, in person, graduate course in the Ageno School of Business, School of Accounting, or Bruce F. Braden School of Taxation:
 2 hours, 40 minutes in class each week (approximately 40 contact hours)
 8-12 hours of student preparation time each week
 15 weeks = 3 units
- 2) 8-week, blended, undergraduate course in undergraduate programs:
 2 hours, 40 minutes in class each week (approximately 20 contact hours)
 2 hours, 40 minutes of online instruction** each week (approximately 20 contact hours)
 10-14 hours of student preparation time each week
 8 weeks = 3 units

* See <http://www.ifap.ed.gov/dpccletters/GEN1106.html> for detailed information regarding this regulation.

** Online instruction includes review of online materials such as lectures, PowerPoint presentations, videos, and instructor-led participation. It does not include reading course assignments or doing homework exercises, things that would be done “out of class” if the course were meeting face-to-face.

Enrollment Minimum and Maximum Requirements

Fully Admitted Students

Fully admitted students may enroll in the maximum number of units indicated below:

- Undergraduate: 17 units
- Graduate: 14 units
- Doctoral: 8 units

Students may be permitted to enroll in additional units with the written approval of the appropriate academic dean. This approval must be given to the Office of Records and Registration prior to enrolling in the excess units.

Conditionally Admitted Students

Conditionally admitted undergraduate students may enroll in a maximum of 12 units per trimester period. Conditionally admitted graduate students may enroll in a maximum of nine units per trimester period. It is strongly recommended that conditionally admitted students take no more than two courses per trimester period until the conditional admission requirements are satisfied.

Provisionally Admitted Graduate Students

Provisionally admitted graduate students may enroll in only one trimester while awaiting the conferral of their undergraduate degrees. Provisionally admitted graduate students may not enroll in a subsequent trimester until their official transcripts showing their degree conferral has been received by Enrollment Services and their admission status has been changed to conditionally or fully admitted.

International Students with Student or Scholar Immigration Status

United States (US) federal regulations require international students residing in the US with a student F1 Visa or scholar J1 Visa immigration type to enroll in a full course of study. These students must enroll full time. The student's degree level combined with the length of the trimester terms determine the full course of study requirement.

International (F1 or J1 visa) graduate students are required to enroll in a minimum of eight units per trimester term. International (For J1 visa) Doctoral students must be enrolled in a minimum of seven units per trimester term while they are completing their coursework and four units per trimester term while completing their dissertation.

Graduate and doctoral students are eligible for a vacation trimester term after completing two consecutive trimester terms of full-time coursework. Grades of W (Withdrawal), WF (Withdrawal Failure), AU (Audit), NC (No Credit), UW (Unauthorized Withdrawal) and I (Incomplete) are not calculated as earned units for immigration purposes.

GGU operates on a multi-term academic calendar consisting of three trimesters: fall, spring, and summer trimester. In order to be considered full time during one of these trimester terms, international students must enroll in in-person classes that span the 16-week trimester term. Students may satisfy this obligation by enrolling in 16-week courses or a combination of 16-week and eight-week courses.

Only one class (3 units) of online courses may be applied toward the full-time enrollment requirement for international students. International students may take more than one class

online, but only on an approved vacation trimester term or in addition to a full-time course load.

International students must obtain prior approval from their international student counselor before dropping or withdrawing from courses. International students who are unable to fulfill the full course of study requirement should contact Graduate Advising Services without delay in order to prevent violation of their immigration status.

International students may be permitted to fulfill their enrollment requirements by taking courses at other institutions while they are pursuing their program at Golden Gate University. Before enrolling elsewhere, the student must first receive approval from the Graduate Advising Center by submitting an "International Student Request To Take Courses At Another Institution" form to that office in Enrollment Services.

International students in valid immigration status at another institution may enroll in Golden Gate University courses with the written authorization from their home institution. International students must meet the minimum enrollment requirements of the other institution, and will be required to provide proof of having fulfilled GGU's "English Language Proficiency Admission Requirements" as noted in this catalog.

Students Enrolling Concurrently at Other Institutions

Students may be permitted to fulfill the requirements of the academic program by taking courses at another institution while pursuing an academic program at Golden Gate University. The courses will be transferred provided the following three conditions are met:

1. The student has not met the maximum number of allowable transfer units; and
2. The student is in good academic standing; and
3. The student has no outstanding financial obligations to the University.

Golden Gate University publishes the articulation agreements with other institutions on the Golden Gate University website. Students are not required to petition for permission to take courses at those institutions if students have met the above requirements and the course in question is listed in the agreement. Golden Gate University makes every effort to publish the most current articulation agreements, and strongly recommends that students refer to these agreements before registering for courses at another institution.

If the course the student wants to take is not included in the articulation agreement, the student is required to petition for permission to enroll in that course. Before enrolling at the other institution, students must first receive approval from the Office of Enrollment Services by submitting a "Domestic Student Request to Take Courses at Another Institution" form to that office. Students must include ample documentation (course descriptions, syllabus information, etc.) to support the request.

In the evaluation process, an emphasis will be placed on evaluating basic proficiencies and electives first, with courses in the liberal studies core to follow.

Students who wish to receive financial aid for courses taken concurrently at other institutions must submit a separate petition to the Financial Aid Office.

International students must follow the policy for concurrent enrollment as described in the International Students with Student or Scholar Immigration Status section above.

Enrollment Requirement to Maintain Admission Status

Golden Gate University requires students to enroll in and complete at least one unit of academic credit every three trimesters in order to preserve the student's admission at the institution. Domestic students may be absent for two consecutive trimesters without consequence. International (F or J visa) students must meet the more stringent enrollment requirements stated on page 118 of this catalog.

A student whose circumstances require the student to be absent for three (3) or more consecutive trimesters may be eligible for a leave of absence in order to preserve the student's admission status during the absence. See the "Leave of Absence" section below for more information.

Students who fail to enroll for three consecutive trimesters without first having been approved for a leave of absence are considered to be inactive. Students whose programs become inactive under this policy are required to apply for readmission in order to resume their academic studies at Golden Gate University. Information regarding the University's readmission policies is stated on page 101 of this catalog.

Leave of Absence

Students who are admitted to degree or certificate programs who encounter circumstances that require them to be absent from the university for three or more consecutive trimesters may request a leave of absence. Open enrollment students are not eligible for a leave of absence.

A leave of absence may be granted for a maximum of six trimesters. An approved leave of absence allows a student to return to Golden Gate University after a maximum of six trimesters of absence and remain subject to his or her original program requirements. Students who do not return to the university by the end of their leaves are considered to have withdrawn from the university. In order to resume their studies, they must apply for readmission and will be subject to the program requirements in effect at the time of re-admission.

To be eligible for a leave of absence, the student must be in good academic standing (i.e., not on academic probation) and must have successfully completed at least one course following admission to an academic program at GGU. A leave of absence may be granted once during a student's entire academic program at Golden Gate University and the leave may not be extended or approved retroactively.

A leave of absence does not release the student from any pending financial obligations to the university, nor does it release the student from any student loan repayment obligations.

To apply for a leave of absence, the student completes an online Leave of Absence Request form via GGU4YOU, which is submitted to the student's academic advisor for approval. The form should be submitted by the end of the second term of non-attendance. International students with a student or scholar visa should contact their Academic Advisors prior to requesting a leave of absence. Doctoral program students should consult with the appropriate program director for leave of absence policy requirements.

Registration Policies and Processes

Internet and E-mail Access Required of All Students

Golden Gate University expects all students registering for courses to have access to a computer and the Internet either at work, at home, in the 1st Floor HUB at 536 Mission Street or through one of GGU's computer labs. Most, if not all, courses offered at GGU have some content and tasks online.

The University communicates registration, payment and other administrative information by e-mail, and expects all students to have an e-mail address and to check it regularly. Students must keep the University informed of their e-mail address and other contact information. Changes may be submitted online via GGU4YOU under the "Profile" menu or by submitting a Change of Student Information form to the Office of Records and Registration. The University will accept registration requests submitted by e-mail but only if the e-mail originates from the e-mail address on record for the student.

Submission Requirements

All registration transactions, including course drop/withdrawal requests, must be submitted in one of the following way(s):

- Online via GGU4YOU at www.ggu.edu
- E-mail to registration@ggu.edu (must originate from the student's e-mail address on record at Golden Gate University)
- Fax to 415-442-7223
- Mail to the Office of Records and Registration, 536 Mission St., San Francisco, CA 94105

The following kinds of requests are insufficient, and will not be processed:

- Oral/spoken requests
- Requests submitted to instructors, deans or academic department chairs or staff
- Request submitted by anyone other than the student, including family members

Students are not officially enrolled until tuition and fees have been paid for all registered courses or other acceptable arrangements have been made, such as enrolling in a deferred payment plan. Students must pay in full or make other arrangements by the payment due date for the term, as published in the academic calendar, or their registrations will be canceled. A student whose registration is canceled due to failure to pay who requests to be reinstated will be assessed a \$100 late registration fee. Payment in full or other satisfactory payment arrangements must be made before a student's registration will be reinstated.

Academic Advising Requirements

The following students are required to have their schedules approved by their advisor prior to registering:

- Undergraduate students must work with their enrollment counselor in their first or returning trimester at GGU, and subsequently with their student services advisor in Undergraduate Programs.
- Graduate students either beginning a new academic program or planning to graduate at the end of the term for which they are registering can work with either a faculty advisor or a student services advisor in their particular school.
- Open enrollment students work with their enrollment counselors.
- Students registering for a course in credit/no credit status.
- Students who have yet to satisfy the terms of their conditional admission.
- Students on academic probation.

International Students (F1 and J1 Visa)

Before registering, students will need the approval of an advisor in the Graduate Advising Center if they:

- Are registering for their first term.
- Want to drop/withdraw from a course.
- Haven't submitted verification that they have health insurance.

Students with Conditional Math or English Admissions

Students who have not satisfied the math or English admissions requirements must receive advising and obtain the approval of a student services advisor prior to registration.

Open Enrollment Students

The open enrollment program is intended for students enrolling in courses for continuing education or personal enrichment, or for students who have applied for admission to a program of study and have not been admitted as a matriculated student. Students in the latter category may register in open enrollment for a maximum of 12 undergraduate units or nine graduate units prior to admission.

Open enrollment undergraduate students may attempt and earn a maximum of 9 units, which can also be applied toward meeting an undergraduate degree or certificate. Students seeking to attempt more than 12 units in open enrollment status may request permission from the undergraduate programs office or need to apply for admission to the university. In addition, students must be making satisfactory progress as evidenced by earning a minimum 2.0 cumulative grade point average and earning a minimum of 67 per cent of the units attempted.

- Open enrollment students are required to submit an application and have each course approved by an advisor prior to registering each term.
- Permission to register for individual courses is based on prior academic performance and preparation in appropriate prerequisites.
- To register for graduate courses in open enrollment status, students must have an earned bachelor's degree; to register for undergraduate courses, a high school diploma or GED is required. The submission of GMAT scores is not necessary before registering in open enrollment status.
- Doctoral level courses may not be taken in open enrollment.
- Prior to registering for any course in open enrollment, non-native English language students must meet the "English Language Proficiency Admission Requirements" as stated in this catalog.
- Open enrollment students may enroll on a credit/no-credit basis or as auditors as stated in this catalog.
- Open enrollment status is not a valid status for international students (F and J Visa) in student visa/scholar visa status who have applied for but have not received admission to the university, unless the student has in valid immigration status from another college or university, has written authorization from that institution to enroll in classes at Golden Gate University and has satisfied GGU's academic and non-native English language (TOEFL) requirements.
- Students registered in open enrollment status are not eligible to receive US federal or CA state financial aid.

Adding or Dropping Courses

Adding Before the Add Deadline

Students may register for a course section after it has begun during the Add Period. The Add Period extends through the second week of classes for trimester terms, and through the first week of classes for eight-week terms. Students are not allowed to register for intensives courses (less than eight weeks long) once they have begun. The specific dates are published in the course schedule and can be found in the Academic Calendar or on GGU4YOU at www.ggu.edu. Students must submit add requests either in writing online through GGU4YOU, by fax, e-mail, or in person to the Office of Records and Registration. Making an oral/spoken request or submitting a written request to the instructor or any other university office is insufficient.

Adding After the Add Deadline (Late Registration)

Students who want to register for a course section past the "Last Day to Register/Add" may request late registration. For specific dates, students should consult the Academic Calendar. To request late registration, students must submit, along with their registration request, all of the following:

- Written or e-mailed approval from the course's instructor
- Written or e-mailed approval from a senior administrator in the school or division in which the course is housed, such as a dean, director or department chair
- A \$100 late registration fee. This fee will be charged only once per trimester term, regardless of whether students have already registered for courses within that term. This fee will only be waived if students present written evidence of extenuating circumstances beyond their control that prevented them from registering before the registration deadline. Only the Office of Records and Registration or school's senior administrator can authorize a waiver — not the course's instructor.

Drop "W" Grade Policy

After the "Last Day to Drop without Tuition Charge," dropped courses are assigned "W" grades by the registrar; the only exceptions are for courses that are canceled by the university or when a student changes from one section to another section of the same course, both of which are offered in the same academic period. Students are liable for the tuition for all courses dropped after the "Last Day to Drop without Tuition Charge." For specific dates, students should consult the Academic Calendar. Course sections that are dropped after the "Last Day to Drop Without Tuition Charge" are included in the attempted units for evaluating Satisfactory Academic Progress (SAP) for financial aid recipients.

Dropping and Withdrawing from a Course Section

Students may withdraw from a trimester course section through its fourteenth week, an eight-week course section through its seventh week, and a nine-week course section through its eighth week. For specific dates, students should consult the Academic Calendar. If the student was admitted conditionally or placed on academic probation, the student must meet with the academic program advisor before dropping or withdrawing from a course or withdrawing completely from the university.

If the student drops a course section before the end of the third week of the course, the full tuition charge will be credited to the student's account. For specific dates, student should consult the Academic Calendar. If a student withdraws from a course section after the end of the third week, a "W" grade will be recorded by the registrar and the student will be liable for the tuition charge.

In order to officially withdraw, the student must submit a drop request in writing online through GGU4YOU, by fax, e-mail or in-person to the Office of Records and Registration. Making an oral/spoken request or submitting a written request to the instructor or any other university office is insufficient.

Requests for withdrawal or change-to-audit status will not be approved after the “Last Day to Withdraw,” and the student will receive a grade for the course. For specific dates, students should consult the Academic Calendar. If the student ceases to attend a course section and does not officially withdraw, the instructor will assign either a grade of “WF” (Withdrew Failing) or an “F” grade, depending on the grade the student earned at the time the student stopped attending classes.

Changing to Audit Status

Students may change to audit status for a trimester course section through its fourteenth week and an eight-week course section through its seventh week. For specific dates, students should consult the Academic Calendar. However, if the student registers for a course in non-audit status and later changes to audit, no audit discount will be given. Doctoral courses may not be audited.

Requests for changes to audit status must be submitted in writing to the Office of Records and Registration. An oral/spoken request or a written request submitted to the instructor is insufficient.

Students who elect audit status may not change their registration status later to receive a letter grade or a “CR” (Credit) grade without the approval of the dean, program director, or department chair associated with the student’s academic program. Refer to “Auditing Courses” for additional policies relating to auditing courses.

Financial Aid Recipients Who Withdraw Completely From All Courses

Financial aid recipients who withdraw from all courses during a financial aid award period (fall, spring, summer) must notify the Financial Aid Office by email at финаid@ggu.edu after submitting the proper withdrawal request to the registrar. Complete withdrawal may be accomplished by dropping or withdrawing from all enrolled courses.

International Students

International students (F-1 or J-1 visa), must contact the Graduate Advising office before dropping or withdrawing from a course. The advisor will advise the student about compliance with US immigration policies, Department of Homeland Security regulations.

Refunds

If students drop before the refund deadline, the tuition charge for the dropped courses will be reversed, and their accounts will be credited. This credit will be used toward their future registration charges. If, instead, students would like this money refunded to them, they should send a written request to Student Accounting Services via fax at 415-442-7819 or e-mail to sas@ggu.edu. Oral/spoken requests will not be processed.

Waitlists

Students attempting to register for full/closed course section(s) will be given the option of placing themselves on the section’s waitlist. Tuition is not assessed when students are added to a waitlist. Students may remove themselves from course waitlists using GGU4YOU if they no longer want to be enrolled in the waitlisted course.

Course waitlists are managed by each school or department. Students are registered from the waitlist if seats become available or the section capacity is expanded. Students who are already registered for another section of the same course or who are registered for a conflicting course section will not be registered from the waitlist. Students will be notified by e-mail if they are registered from the waitlist. Students who do not want to be enrolled in the previously waitlisted course must drop it using GGU4YOU or by contacting the school or department that added them to the course.

A course section may have a waitlist even though the capacity of the section may be greater than the number of students currently registered. This situation may occur when the course section was full at a prior time and a waitlist was created, after which students dropped the course section, making seats available. However, it is not possible to bypass the waitlist, as there may still be students ahead on it. Students who seek to register for a closed course section should add themselves to the waitlist and wait for the school or department to respond.

Administrative Withdrawals

The university reserves the right to administratively withdraw a student from courses in the event of any of the following:

- Failure to meet financial obligations with the university
- Course prerequisites are not met.
- Failure to attend the course, attends irregularly or stops attending
- Failure to adequately progress academically
- Violations of academic or administrative policies

Golden Gate University must return the funds for students who have received any form of federal financial aid, including federally guaranteed loans, who are administratively withdrawn and the withdrawal results in complete withdrawal from the trimester term. This return of funds may result in a balance due on a student’s account. The date of withdrawal will be the last date the student attended the course.

Directed Study

Students may study a topic not offered in the course schedule individually under the guidance of a faculty member by requesting a directed study. To register for a directed study, the student should obtain the signatures of the faculty member and the appropriate school dean on a Directed Study Form, and submit both this form and a registration form to the Office of Records and Registration. Directed studies are subject to the following restrictions:

- Undergraduate students may register for only three units of directed study coursework per term.
- Graduate students may register for only three units of directed study coursework per degree program.
- Directed studies must be taken for letter grades only (not credit/no credit) or audit (AU).

Directed studies may be substituted for requirements in an academic program and are subject to the same administrative and academic policies as regular courses.

Custom Study

On rare occasion, the university will need to alter the meeting times of a course section from those that were published in the course schedule or on the GGU website. Students registered for the course will be offered the option of dropping the course along with a full tuition credit, or continuing with an altered schedule that is agreed upon by the instructor and all of the students. This course section is referred to as a “custom study,” as its meeting dates and times are customized by the participants. This change may result in less frequent contact between the instructor and students, but in no way alters the course’s learning objectives, unit load, tuition amount or administrative requirements.

Internships

A student must obtain academic department approval prior to registering for an internship. Internships are subject to the same registration, financial and grading policies as regular courses. Before registering, the student must complete an internship orientation. Internship orientations are available at any time online. To complete the online internship orientation, students must go to <http://elearning.ggu.edu> and log in with their username and password. After login, select CPOS Office of Career Planning Online Seminars from the Resources section and then choose Internship Orientation. Refer to catalog section “Internships” for detailed information. Students in the School of Accounting and Bruce F. Braden School of Taxation should see their school administrators for more information on for-credit internships.

Undergraduate Students Taking Graduate Courses

Undergraduate students in the final term prior to graduation may concurrently register for both undergraduate courses and graduate courses, provided the student is within six units of earning the bachelor’s degree and is in good academic standing. The student must have been admitted to a graduate program or apply for open enrollment at the graduate level prior to registration. Tuition is based on the academic level of the course, and not the student’s academic level. Academic credit for a course is granted for either the graduate level or the undergraduate level, but not both. This policy does not apply to graduate proficiency, foundation program or accounting foundation courses.

Grading Practices and Academic Transcripts

Grading System

The university uses a four-point scale, including plus (+) and minus (-), to calculate a grade point average (GPA). Grade point values are assigned as follows:

| GRADE | | POINTS PER UNIT |
|-------|--------------------|-----------------|
| A+ | Outstanding | 4.0 |
| A | Outstanding | 4.0 |
| A- | Outstanding | 3.7 |
| B+ | Good | 3.3 |
| B | Good | 3.0 |
| B- | Good | 2.7 |
| C+ | Fair | 2.3 |
| C | Fair | 2.0 |
| C- | Fair | 1.7 |
| D+ | Poor | 1.3 |
| D | Poor | 1.0 |
| D- | Poor | 0.7 |
| F | Failure | 0.0 |
| WF | Withdrew Failing | 0.0 |
| IF | Incomplete Failure | 0.0 |

The following symbols have no grade point value and are not used in the calculation of the grade point average: AU (Audit), I (Incomplete), CR (Credit), NC (No Credit), W (Withdrawal), UW (Unofficial Withdrawal).

The grade point average is calculated by dividing the grade points earned by the units completed. The cumulative Golden Gate University grade point average is calculated using only courses completed at Golden Gate University. A student’s grade point average at the time of completion of a degree program is not included in subsequent academic work.

Grade Point Average Calculation

The GPA is calculated by dividing the total grade points earned by the total letter-graded units completed. For example

| COURSE | GRADE | UNITS | GRADE POINTS |
|--------------|-------|------------|-------------------|
| MGT 342 | A- | 3.0 | 11.1 |
| FI 302 | B+ | 3.0 | 9.9 |
| MKT 399 | A | 1.0 | 4.0 |
| TOTAL | | 7.0 | 25.0 |
| | | | GPA = 3.57 |

Only Golden Gate University courses are used to compute the GPA, not courses transferred in from other schools. Courses graded on a CR/NC (pass/fail) basis are not included in the calculation.

The GPA is calculated by academic level: undergraduate, graduate or doctoral. Each course is assigned one and only one academic level. A student’s academic level for a given course may be different from its default course academic level. For instance, the default academic level for MATH 30 is undergraduate. If taken as part of an undergraduate program, it has an undergraduate academic level; if taken as part of a graduate program, it has a graduate academic level.

The GPA calculation will include all courses taken at a given academic level, regardless of whether those courses apply toward the student’s degree or certificate program requirements. Golden Gate University does not issue program GPAs.

The GPA calculation is frozen at the point a degree is awarded. Courses taken after the degree is awarded will not be included in the degree’s GPA, even if they are at the same academic level. For instance, undergraduate courses taken after earning a bachelor’s degree will not be retroactively included within that degree’s GPA.

Auditing Courses

Students who audit courses are not required to participate in class or to take examinations and do not receive academic credit or grades for the courses. An “AU” grade is recorded on the student’s transcript and has no effect on the grade point average. Students may initially register to audit a course or change their registration to an audit status within the first fourteen weeks of a trimester, or the first seven weeks of an eight-week term. For specific dates, students should consult the Academic Calendar. However, if the student registers for a course in non-audit status and later changes to audit, no audit discount will be given. Doctoral courses may not be audited. Requests for changes to audit status should be submitted in writing to the Office of Records and Registration. An oral (spoken) request or a written request submitted to the instructor is insufficient. Students who elect to audit courses may not change their registration status later to receive a letter grade or a “CR” (Credit) grade without the approval of the dean, program director, or department chair associated with the student’s academic program.

The tuition for audited courses is two-thirds of the tuition for non-audited courses. (Refer to “Tuition and Fees” on page 104.) This discount is only applicable at the time of initial registration, and students who change their status to audit after initial registration are not eligible for this discount. Specifically, a change to audit status after initial registration will not result in reduced tuition.

International students (F and J visa) with a student or scholar visa may audit courses; however, these units are not included in their full-time unit load calculation.

Credit/No Credit Grade Election

Under certain circumstances, students may elect to receive a CR/NC (pass/fail) grade instead of a letter grade. Neither a “CR” (credit) grade nor an “NC” (no credit) grade is used in the student’s grade point average calculation. However, a “CR” grade counts as academic credit, whereas an “NC” grade does not.

In order to make the CR/NC Credit grade election, students must obtain the permission of their academic advisor. Students may either elect CR/NC grading at the time of registration or by forwarding their advisor’s approval to registration@ggu.edu. Students must make the CR/NC election no later than the end of the fourteenth week for a trimester course or the end of the seventh week for an eight-week term course.

The following restrictions apply to the Credit/No Credit grade election:

- Undergraduate students may elect the CR/NC grade for general elective courses only; a C- must be earned in the course in order for it to count for credit.
- Graduate students may elect the CR/NC grade for 200-level foundation courses or courses used to fulfill proficiency requirements only; a C- must be earned in the course in order for it to count for credit.
- Doctoral students may elect the CR/NC grade for dissertation research courses only.
- Students who are admitted with an academic conditional admission or who are on probation are not eligible for CR/NC grading.

I (Incomplete) Grades

A student may request an instructor assign an “I” (Incomplete) grade for a course. The instructor has full discretion as to whether an incomplete grade is appropriate. The assignment of an incomplete is appropriate only if the following criteria are met:

- The student is making satisfactory course progress as evidenced by a passing grade.
- The student has completed the majority of the academic coursework.
- The student is unable to complete the remaining course material because of unforeseen — but fully justifiable — circumstances.

Coursework must be completed and the grade received by the Office of Records and Registration by the deadline date established by the instructor, which can be no later than the end of the following trimester.

If the coursework is not completed by the designated deadline, the “I” grade will convert automatically to “IF” (Incomplete Failure). If eligible to enroll, and the student chooses to repeat the same course in a subsequent academic period, he/she will be required to pay all applicable tuition and fees.

International Students (F and J Visa) with a student or scholar visa may receive “I” grades; however, these units are not included in their full-time unit load calculation.

W (Withdrawal) Grades

A student, who ceases to attend a course after the “Last Day to Drop Without Tuition Charge” has passed, may withdraw from the course by dropping it online via GGU4YOU or by submitting a withdrawal request to the Office of Records and Registration. The student must withdraw from the course prior to the fourteenth week of the trimester or seventh week of an eight-week term. The registrar will assign the grade of “W” for courses from which students withdraw. The instructor may not assign the grade of “W” to students. The grade of “W” has no effect on the student’s GPA. If eligible to enroll, and the student chooses to repeat the same course in a subsequent academic period, he/she will be required to pay all applicable tuition and fees. Deadline dates are specified in the academic calendar at www.ggu.edu/shared-content/enrollment/academic-calendar/

Financial aid recipients should be aware that “W” grades affect their Satisfactory Academic Progress (SAP) evaluation, a regulation established by the US Department of Education. The department authorizes Golden Gate University to award federally subsidized loans, and requires that all students who receive such loans complete at least 67% (75% for graduate and doctoral students) of the courses which they attempt. A course with a “W” grade does not count toward that completion rate. Students who do not meet the SAP requirement will not be eligible to receive federally subsidized loans. International Students (F and J Visa) with a student or scholar visa may receive “W” grades; however, these units are not included in their full-time unit load calculation.

UW (Unofficial Withdrawal) Grades

A student who has never attended an onsite course or participated in an online course by the end of the second week of instruction will be assigned a “UW” grade (Unofficial Withdrawal) by the instructor. This grade will have no effect on the student’s GPA. As a consequence of receiving the “UW” grade, the registrar will administratively drop the student from the course. When the student is administratively dropped, the registrar will delete the “UW” grade from the student’s academic record and will credit the student’s account for the full amount of the tuition charges.

WF (Withdrawal Failing) Grades

A “WF” is calculated in a student’s GPA the same way as an “F”, and may be awarded when the instructor wishes to convey that he/she was unable to award a grade other than an “F” because the student submitted an insufficient amount of work to be adequately assessed or because the student stopped attending or participating in classes. If eligible to enroll, and the student chooses to repeat the same course in a subsequent academic period, he/she will be required to pay all applicable tuition and fees.

Repeating Courses

When students repeat courses, the original and subsequent grade(s) will appear on their academic transcripts. However, only the most recent graded attempt will be used to fulfill graduation requirements, and only its grade will be used in students’ cumulative grade point average calculations. The only exception is a course graded with a “W” grade, which does not replace the original grade in grade point average calculation. The option of replacing the grade used in the grade point average calculation is not available to students in the process of satisfying the terms of conditional admission; for these students, the first grade earned will be used in determining admission criteria.

All graded course attempts are used in students’ cumulative attempted unit calculations. However, only the most recent graded attempt will be used in students’ cumulative completed unit calculations.

There is no discount in tuition or fees for repeated courses. There are restrictions on the number of attempts that can be used in determining enrollment status for financial aid eligibility. See the “Student Financial Planning” section of this catalog for more information.

Dean’s List for Undergraduate Students

Undergraduate students who demonstrate academic excellence are included on the Undergraduate Programs’ dean’s list. The dean’s list notation appears on the academic transcript when the student has met the following criteria:

- Achievement of at least a 3.50 grade point average in one trimester term (e.g., fall, spring, summer) when completing a minimum of six units for that trimester

Only courses completed at Golden Gate University are considered for the dean’s list. Eligible students will receive a letter from the dean of undergraduate programs and their names will be posted on the Golden Gate University website.

Dean’s List for Graduate Students*

Graduate students who demonstrate academic excellence are included on the dean’s list for the respective school in which they are enrolled. To qualify for the dean’s list, a graduate student must have completed at least six units per term for the previous two terms and maintained a 4.00 grade point average. Eligible students will receive a letter of recognition from the dean of their school after all grades have been posted.

*Non-law students only

Grade Grievance Policy

Golden Gate University subscribes to principles of fairness of academic decisions. The grade grievance process can be used to dispute or appeal 1) a course grade that a student believes was given unfairly or in error; and 2) a reduced grade given as a result of an alleged violation of academic integrity. Regarding fairness, students are encouraged to contact the course instructor when there are questions concerning a course grade. Students must contact the instructor within 30 days of the beginning of the term following the term in which the grade in question was received. Hopefully, a satisfactory resolution can be reached through meaningful and respectful dialogue between the student and faculty member. However, in cases where a satisfactory resolution cannot be achieved, a student may file a formal grade grievance through the Office of Academic Affairs within 60 days of the beginning of the term following the term in which the grade in question was received. In cases where a student wishes to grieve a grade for a class in which an incomplete was initially awarded, the grievance must be filed within 60 days of the award of the letter grade.

Detailed information about the grade grievance policy can be found in the Griffin Student Handbook at www.ggu.edu/student_services. Select “Student Life,” then “Griffin Student Handbook,” and then “Grade Grievance Procedures.” For appeals of grades based on a violation of academic integrity, a student must file a formal grade grievance through the Office of Academic Affairs within 60 days of being notified in writing of the violation and of the appeal rights and procedures by the director of academic integrity.

Detailed information about the academic integrity policy can be found on the university web page: www.ggu.edu/student_services. Select “Student Life,” then “Griffin Student Handbook,” and then “Grade Grievance Procedures.”

Grade Submission Deadlines

All instructors are required to submit grades within ten business days after the end of the term. The Office of Records and Registration notifies the schools regarding instructors who have not submitted grades by this deadline. Students who do not see their grades on GGU4YOU after this deadline should contact the school that offered the course for assistance. When the instructor fails to submit a final grade by a reasonable amount of time after the deadline, the university registrar records an administrative “NC” grade. The instructor may change the administrative “NC” grade to an “I” grade or the grade earned if the student completed the course.

Grade Reports

Students may view grades online through GGU4YOU within one business day after the instructor submits them. The Office of Records & Registration will only mail out grade reports upon individual request from the student, and will only mail them to the address on record as the student’s preferred address. To make a request, e-mail records@ggu.edu or call 415-442-7200. The Office of Records & Registration will not fax grade reports, nor give out grades or grade point averages over the telephone.

Neither online access to grades nor hard copy grade reports will be given to students with any unresolved obligations with the Office of Student Accounting Services. This policy also applies to any outstanding balances with the Golden Gate University Bookstore or any other company that operates a concession or service on behalf of the university.

Official Academic Transcripts

The official academic transcript is a complete cumulative record of academic work completed in residence at GGU, accepted in transfer from other post-secondary institutions, and credit awarded for tests such as CLEP. Only those courses completed in residence at GGU will appear with grades and are used in the calculation of the grade point average. Transcripts are issued only in their entirety. GGU does not issue unofficial transcripts.

Golden Gate University has authorized the National Student Clearinghouse to provide transcript ordering online at www.nslc.org. Students can order transcripts using any major credit card; the credit card will only be charged after the order has been completed. The Clearinghouse website will walk students through placing of the order, including delivery options and fees. Students can order as many transcripts as they like in a single session. A processing fee of \$2.25 will be charged per recipient. Order updates will be emailed to the student. Students can also track the order online.

Transcript orders should be submitted online through GGU4YOU using the link on the “Student” menu. Students who do not have a GGU4YOU account may submit requests online at www.nslc.org. Students unable to submit an online request may submit a written offline request for an additional charge. Offline requests should either be mailed or faxed to the Office of Records and Registration, Golden Gate University, 536 Mission Street, San Francisco, CA 94105-2968; phone 415-442-7200; fax 415-442-7223. E-mailed requests will not be accepted. The student must sign and date the request and provide payment in the form of cash, check or money order (made out to “Golden Gate University”) or a credit card number with expiration date and billing address. The university offers two processing services:

- Regular service — mailed out within 10 business days
- Rush service — mailed out by the next business day via overnight delivery (two-day delivery to PO boxes and international addresses) Requests must be received by 4 pm Pacific time to receive rush service the following day. Rush service fulfillment time may extend up to five business days for students who attended before 1985, as records prior to that year are manually archived.

Each transcript is \$10 if requested online (plus \$2.25 per recipient) and \$15 if requested offline. Rush service requests will be charged an additional \$20 per recipient address or hold for pick-up or \$30 per non-US recipient address.

The Office of Records & Registration will mail out, free of charge, one transcript per student to all degree recipients upon graduation. This copy cannot be requested or individually expedited. Students wanting a copy of their transcript before receiving their free copy must submit a request and pay the requisite fee.

Transcripts are not released for students with any unresolved obligations to the University, the Golden Gate University Bookstore, or any other company that operates a concession or service on behalf of the University.

Golden Gate University Student Records Retention Plan

Our records retention plan is based on recommendations developed by the American Association of Collegiate Registrars and Admission Officers’ (AACRAO) Retention of Records: Guide for Retention and Disposal of Student Records (2000 Edition), recommendations.

Many of the student records covered by this records retention plan contain confidential information protected by federal and state law. Staff is required to handle and dispose of these confidential records appropriately to protect student privacy.

This retention plan provides instruction for how long those records must be maintained.

Documents to Shred:

- Statements of purpose
- Letters of recommendation
- Resumes
- Letters notifying status changes (from “conditional” to “fully admitted,” etc.)
- Course descriptions
- Address change requests
- Envelopes

Documents to Keep:

- GGU Transcripts 99 years
- Application for Admission. One year if student does not enroll or readmission
Five years after graduation or date of last attendance
- Other schools’ transcripts Five years after graduation or date of last attendance
- Change of degree program forms Five years after graduation or date of last attendance
- Academic petitions Five years after graduation or date of last attendance
- Graduation applications Five years after graduation or date of last attendance
- Advanced placement and Five years after graduation other placement tests
- Any standardized test score Five years after graduation (GMAT, TOEFL, CLEP, etc.) or date of last attendance
- Degree audit record transfer Five years after graduation credit evaluation or date of last attendance
- Withdrawal request Five years after graduation or date of last attendance
- Program evaluations Five year after graduation or date of last attendance
- Registration records Five years after date submitted

Degree Requirements

UNDERGRADUATE PROGRAMS

Golden Gate University grants two undergraduate degrees: bachelor of arts and bachelor of science. Partial requirements for the two degrees are listed in the chart below and described in detail in the paragraphs that follow.

| UNIT REQUIREMENTS | BA | BS |
|----------------------|-----|-----|
| Total | 123 | 123 |
| General Education | 51 | 60 |
| Proficiencies | 18 | 18 |
| Liberal Studies Core | 21 | 21 |
| Foundation | 12 | 21 |
| Major Requirements | 21 | 30 |
| Residency | 30 | 30 |

Major unit requirements are indicated in the degree descriptions in this catalog.

Minimum Grade-Point Average

All undergraduate students are expected to maintain at least a 2.00 cumulative grade-point average. Additionally, courses in the “required for the major” require a minimum 2.00 grade-point average. For further information, refer to the catalog section “Required Academic Progress and Grade Requirements” on p. 137.

General Education Proficiencies

All degree-seeking undergraduate students must complete their English, mathematics, professional development and critical thinking basic proficiency requirements within their first 27 units at Golden Gate University. Students who do not place into ENGL 1A must satisfactorily complete the prescribed pre-ENGL 1A Writing Workshop sequence ENGL 10A and 10B. Students who do not place into the required mathematics course(s) must satisfactorily complete the prerequisite MATH 10 or MATH 20 course before enrolling in the required courses.

Liberal Studies Core

All students are required to complete 21 units of liberal studies core courses as described below.

Lower- and Upper-Division Requirements

Students should try to plan their courses of study so as to complete lower-division requirements (courses numbered 1-99) before taking upper-division courses (courses numbered 100-199).

General Electives

The number of general electives differs from major to major, depending on the number of courses required as basic proficiencies, required for the major, general electives or combination of concentration and general electives.

Residence Requirement

Candidates for bachelor’s degrees must complete at least 30 units at Golden Gate University, including 21-30 units of upper-division required for the major courses. The 30-unit minimum

can be taken anytime within the degree program.

Candidates for undergraduate certificates must complete all courses required for the certificate at Golden Gate University. Exceptions to these requirements will be made only on petition to and approval by the dean of the program.

Basic Proficiencies and Liberal Studies Core

Golden Gate University seeks to equip all its graduates with the intellectual skills, habits of mind, and broad-based liberal learning they will need for leadership in their professional careers and to live intelligently and responsibly as citizens of a globally interdependent world. The basic proficiencies requirements are designed to develop in students the skills that make autonomous and efficient learning possible. The liberal studies core helps students develop a broad understanding of the fundamental areas of human knowledge, their methods of inquiry, and their application to professional life. Therefore, in addition to mastering a body of specialized knowledge through in-depth study in a professional major, all baccalaureate candidates must complete the university’s basic proficiencies requirements and liberal studies core.

The basic proficiencies requirements and liberal studies core courses are designed to teach the following skills, basic knowledge, and understandings:

- Competence in communication.
- Competence in critical thinking, analysis, and problem-solving skills.
- Ability to access, evaluate and apply information using a wide variety of research tools, including print and electronic resources (information literacy).
- Proficient quantitative skills.
- An understanding of how knowledge is acquired and applied through the intellectual traditions of the arts, humanities, social sciences, and natural sciences.
- Ability to identify ethical issues in professional and personal life, to analyze ethical reasoning, and to formulate responsible, well-reasoned opinions and positions on questions related to ethics.
- Understanding of the methodologies for lifelong learning and self-reflection and respect for the value of education and lifelong learning.

The liberal studies core is divided into seven subject areas. Each subject area introduces students to an area of knowledge and to ways of studying it. The courses are designed to introduce in each subject area its practical application to business, technology, and other areas of focus in students’ major programs.

General Education and Liberal Studies Core Requirements

In compliance with the standards set for accreditation by the Western Association of Schools and Colleges, the basic proficiencies and liberal studies core requirements for students admitted to Golden Gate University in fall 2002 or thereafter are as follows:

- 1) Students must complete the number of units prescribed by the major for the general education requirements. Degree descriptions in this catalog should be consulted.
- 2) Students must complete 21 units within the liberal studies core.

- 3) The liberal studies core requirements are divided into seven subject areas of three units each:

Arts
History
Humanities
Literature
Philosophy
Science
Social Sciences

- 4) A course used to fulfill a basic proficiencies requirement or a subject area in the liberal studies core cannot be used to fulfill any other degree requirement. Likewise, a course used to fulfill a major requirement of any kind cannot be used to fulfill a basic proficiencies or liberal studies core requirement.
- 5) All courses taken for basic proficiencies or liberal studies core credit at GGU must result in letter grades.

Distribution of Degree Requirements ASSOCIATE OF ARTS IN GENERAL STUDIES

General Education Requirements – 48 Units

Required Courses – 15 units

UGP 10 Gateway to Success (taken in first term of program)
CRTH 10 Critical Thinking
ENGL 1A Expository Writing
ENGL 1B Research Writing

Plus one of the following:

COMM 35 Speech Communication
COMM 40 Understanding Communication

Liberal Studies Core – 21 units

ARTS 50 Contemporary Arts and Culture (or any other ARTS course)
HIST 50 Contemporary American Economic History (or other HIST course)
HUM 50 Examining Humanities (or other HUM course)
LIT 50 Principles of Storytelling (or other LIT course)
PHIL 50 Professional and Personal Ethics (or other PHIL course)
SCI 50 Science, Technology and Social Change (or other SCI course)
SOSC 50 American Government in the 21st Century (or other SOSC course)

Foundation Requirements – 12 units

MATH 20 Intermediate Algebra
MATH 40 Statistics
ECON 2 Principles of Macroeconomics
UGP 80 Pathway to Success

General Electives – 12 units

Any course from a regionally accredited university or approved transfer credit source not used to fulfill the core requirements of the program; any GGU course at the lower or upper division not used to fulfill associate's degree requirements.

BACHELOR'S DEGREE MODEL

General Education Requirements — 51-60 units

Professional Development (3 units) one course

UGP 100 Gateway to Success

Critical Thinking (3 units) one course

CRTH 10 Critical Thinking

Written & Oral Communication (12 units) four courses

ENGL 1A Expository Writing
ENGL 1B Research Writing
ENGL 120 Business Writing

One of the following:

COMM 35 Speech Communication
COMM 40 Understanding Communication

Liberal Studies Core – 21 units

Arts
ARTS 105 Contemporary Arts and Culture or any other ARTS course offered

History
HIST 88 Business in World History or any other HIST course offered

Humanities
HUM 156 Business and Civilization or any other HUM course offered

Literature
LIT 150 Business in Literature
or LIT 160 Business in Movies or any other LIT course offered

Philosophy
PHIL 125 Ethics in Personal and Professional Life or any other PHIL course offered

Science
SCI 125 Science, Technology and Social Change or any other SCI course offered

Social Sciences
SOSC 88 Leadership and New Social Demands or any other SOSC course offered

Foundation Requirements – 12-21 units

Lower division prerequisite and foundation courses that prepare students for study in the major (12-21 units, 4-7 courses). These requirements may include subjects such as accounting, mathematics and economics.

Required for the Major – 21-30 units

General Electives/Concentration – 33-51 units

GRADUATE PROGRAMS

Minimum Grade Point Average

For purposes of graduation and to maintain good academic standing, all graduate students are required to maintain at least a 3.00 cumulative grade point average (GPA) in the academic program to which the student is admitted. For further information, refer to the catalog section “Required Academic Progress and Grade Requirements” on p. 137.

Time Limit for Completion of Master’s Degrees

Students ordinarily complete the requirements for a master’s degree within six calendar years from the date of admission to the graduate program. This period may be extended with permission of the appropriate school dean, and may require change of degree and program requirements.

Residence Requirement

Candidates for master’s degrees may transfer up to six 300-400 level units to the advanced program from graduate coursework completed at other regionally accredited institutions, or the number of transfer units stipulated in corporate or government contracts or agreements. While it is strongly recommended that the final six units be completed at GGU, those units may be transferred with prior faculty approval of the specific coursework if the six-unit transfer limit has not yet been met. Students should note that certain graduate course requirements may not be fulfilled by courses taken at other institutions, as designated by the faculty. Candidates for graduate certificates must complete all courses required for the certificate at GGU. Exceptions to these requirements will be made only on petition to and approval by the dean of the program.

Proficiency in Mathematics, English and Computer Skills Required for Certain Master’s Degrees and Certain Graduate Certificates

Master’s degree applicants are required to meet basic proficiency requirements in mathematics, writing and computer skills. Enrolled students are expected to register for classes to satisfy their proficiency requirements in their first term, and to have completed all outstanding proficiency requirements no later than within the first nine units of credit taken at Golden Gate.

MATH 20 Proficiency (Intermediate Algebra)

Applicants to the master of accountancy the MS in accounting and the MS in integrated marketing communications are required to possess a level of mathematical skill equivalent to the university’s MATH 20 Intermediate Algebra. Students who cannot demonstrate adequate mathematical skills will be required to enroll in and satisfactorily complete appropriate mathematical courses and/or noncredit workshops offered or recommended by Golden Gate University’s Mathematics Department.

To screen for minimal skills, the university uses the following alternative criteria:

- Transfer of Intermediate Algebra from a regionally accredited college or university with a grade of C- or better
- Completion of MATH 20 at GGU with a grade of C- or better; however, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing
- Pass GGU’s Intermediate Algebra Proficiency Exam with a score of 70 percent or better
- Pass the College Mathematics CLEP Exam with a score of 50 or better

- Score in the 50th percentile (or above) on the Quantitative Section of the GMAT Exam
- Score in the 50th percentile (or above) on the Quantitative Section of the GRE Exam

MATH 30 Proficiency (College Algebra)

Applicants to the MBA, PMBA, MS in finance, MS in financial planning, MS in information technology management and MS in marketing are required to possess a level of mathematical skill equivalent to the university’s MATH 30 College Algebra.

To screen for minimal skills, the university uses the following alternative criteria:

- Transfer of College Algebra from a regionally accredited college or university with a grade of C- or better
- Completion of MATH 30 at GGU with a grade of C- or better; however, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing
- Pass GGU’s College Algebra Proficiency Exam with a score of 70 percent or better
- Pass the College Algebra or Precalculus CLEP Exam with a score of 50 or better
- Score in the 80th percentile (or above) on the Quantitative Section of the GMAT Exam
- Score in the 80th percentile (or above) on the Quantitative Section of the GRE Exam

MATH 40 Proficiency (Statistics)

Applicants to the MS in information technology management and MA in psychology degrees are required to possess a level of statistical skills at least equivalent to the university’s MATH 40 Statistics.

To screen for minimal skills, the university uses the following alternative criteria:

- Transfer of Business Statistics, Introductory Statistics, or Elementary Statistics, or a statistics course offered in behavioral sciences, public administration, and social sciences from a regionally accredited college or university with a grade of C- or better
- Completion of MATH 40 at GGU with a grade of C- or better. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing
- Pass GGU’s Statistics Proficiency Exam with a score of 70 percent or better

Graduate Writing Requirement

Our graduate integrated marketing communications and public relations curriculum are especially language intensive and require students to have a good facility in spoken and written English. This is important both for mastering the techniques of business communications and for participating in the graduate seminars. Students can demonstrate their competency by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. Students enrolled in ENGL 201 can take the Graduate Writing Proficiency Exam prior to or during the first week of the course. ENGL 201 will be waived for students who demonstrate adequate writing proficiency on the Graduate Writing Proficiency Exam.

The PLUS Program at the San Francisco campus also offers communication improvement courses for those students needing to polish their English language skills refer to “PLUS+ Program” on p. 94.

Computer Proficiency

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity and skill with computers and software applications appropriate for graduate studies. This includes knowledge of word processing, spreadsheet analysis, visual presentation software and network access capabilities. Faculty may require additional preparation for those students who have not achieved the needed proficiency.

Proficiency in Mathematics, Writing and Computer Skills Required for All Master of Business Administration (MBA) Degrees

All students admitted to the MBA degree program, regardless of specific concentration objective, are expected to possess adequate graduate-level proficiencies in mathematics, writing and computing as follows:

Mathematics Proficiency

Mathematical skills at least equivalent to College Algebra (Pre-Calculus) are necessary.

To screen for minimal skills, the university uses the following alternative criteria:

- Transfer of College Algebra from a regionally accredited college or university with a grade of C- or better
- Completion of MATH 30 at GGU with a grade of C- or better. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.
- Pass the College Algebra Proficiency Exam with a score of 70 percent or better
- Pass the College Algebra or Pre-calculus CLEP Exam with a score of 50 or better
- Score in the 80th percentile (or above) on the Quantitative Section of the GMAT Exam
- Score in the 80th percentile (or above) on the Quantitative Section of the GRE Exam

Writing Proficiency

Golden Gate University seeks to graduate students with the writing skills necessary for successful professional careers. The university requires students admitted to an MBA degree program to meet the Graduate Writing Proficiency Requirement.

The Graduate Writing Proficiency Requirement can be met by achieving a score of 4.5 or above on the Analytical Writing Assessment section of the GMAT.

Students who score 4.0 or below on the GMAT Analytical Writing Assessment must enroll in the 3-unit Graduate Writing (ENGL 201) course.

Students enrolled in ENGL 201 must take the Graduate Writing Proficiency Exam prior to or during the first week of the course. ENGL 201 will be waived for students who demonstrate adequate writing proficiency on the Graduate Writing Proficiency Exam.

Degree-admitted students may not continue their enrollment past nine units unless they have passed one of the tests, or are enrolled in, or have completed the required graduate writing course.

The graduate writing course may be taken concurrently with other courses, except for those courses which list the graduate writing course as a prerequisite.

Graduate writing coursework/units are not applicable to MBA degrees.

Computer Proficiency

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working

familiarity and skill with computers and software applications appropriate for graduate studies. This includes knowledge of word processing, spreadsheet analysis, visual presentation software and network access capabilities. Faculty may require additional preparation for those students who have not achieved the needed proficiency.

Graduate Foundation Program Waiver Requirements for All Master's Degrees

These foundation program courses may be waived based on undergraduate coursework transferred from a regionally accredited institution with a grade of C- or better, or by passing the appropriate CLEP exam with a score of 50 or greater. The number of waivers an individual student receives depends on a variety of factors and the particular foundation course. Prospective students who have questions about waivers should consult individually with the Office of Enrollment Services. An initial evaluation of the academic records of all admitted students identifies waivable courses, and students are informed of the results of this evaluation with their acceptance letter. If there are additional courses that the student believes should be waived given the rules, he or she may file a written petition and accompany the request with appropriate documentation including catalog descriptions, course syllabi, lists of required texts, etc.

Course titles of the seven waivable foundation courses and their associated waiver rules for applicable undergraduate course equivalents are listed below. See p. 58 for "Course Descriptions."

- ACCTG 201 Accounting for Managers
Waiver Rule: A minimum of six semester units of accounting coursework covering both financial and managerial accounting including financial statement analysis, or current CPA status. If this coursework has not been completed in the last seven years, students must also pass the Accounting Currency Examination. GGU undergraduate course equivalence is ACCTG 1A and ACCTG 1B.
- ECON 202 Economics for Managers
Waiver Rule: A minimum of six semester units of microeconomics and macroeconomics. GGU undergraduate course equivalence is ECON 1 and ECON 2.
- FI 203 Financial Analysis for Managers
Waiver Rule: A minimum of three semester units of upper-division coursework in managerial finance. GGU undergraduate course equivalence is FI 100.
- ITM 225 Management Information Systems
Waiver Rule: A minimum of three semester units of upper-division coursework in management information systems. GGU undergraduate course equivalence is ITM 125.
- MATH 240 Data Analysis for Managers
Waiver Rule: A minimum of six semester units in statistics and regression including coverage of probability theory, estimation, hypothesis testing, multiple regression analysis and forecasting. GGU undergraduate course equivalence is MATH 40 and MATH 104.
- MGT 204 International Business and Strategy
Waiver Rule: A minimum of six semester units of upper-division coursework in international business and business strategy. GGU undergraduate course equivalence is MGT 179 and MGT 156.
- MGT 210 Management Theory and Communications
Waiver Rule: A minimum of six semester units of upper-division coursework in managerial theory and managerial communications. GGU undergraduate course equivalence is MGT 100 and MGT 140.

Student Services and Support Programs

Golden Gate University provides programs and services for the benefit of the university's students and faculty at all locations through the Office of Enrollment Services, the Office of Student Affairs. Programs and services complement the academic programs, promote student learning and personal development, and help students address special needs or difficulties. They also help to motivate and inspire students to devote time and energy to educationally purposeful activities, both inside and outside the classroom. Programs and services are designed to promote student satisfaction and student perseverance.

Golden Gate University believes student life, academic work and professional studies are interrelated parts of the university experience. We encourage students to develop their professional and personal skills through the academic and student life programs.

GGU Student Services Center

536 Mission Street, San Francisco, CA 94105

Enrollment Services

Admissions & Re-Admit Advising

415-442-7800 Fax 415-442-7807 info@ggu.edu

Tax Program New Student & Re-Admit Advising

415-442-7880 tax@ggu.edu

Academic Advising Services

Undergraduate Programs

415-442-6565 undergrad@ggu.edu

Graduate Programs

Ageno School of Business and School of Accounting

415-442-7800 gradadvising@ggu.edu

Braden School of Tax

415-442-7880 tax@ggu.edu

Student Affairs

General Information and Student Resources

415-442-7288 Fax 415-442-7284 studentaffairs@ggu.edu

Office of Career Planning

415-442-7299 careers@ggu.edu ggucareers.com

Disability Resources & Academic Accommodations

415-442-7288, ext. 3 Fax 415-442-7284 gguds@ggu.edu

Student Government Association (SGA)

536 Mission St., Plaza-69 sga@ggu.edu

Student Life

415-442-7288, ext 1 tudentlife@ggu.edu

Tutoring Services - San Francisco Campus

Math Lab

University Library, Room 1331 Schedule: ggu.edu/mathlab

Writing Lab

University Library, Room 1331 Schedule: ggu.edu/writinglab

Tutoring Services - Online

MOTH (Math Online Tutoring Help)

Submission information and guidelines: ggu.edu/moth

OWL (Online Writing Lab)

Submission information and guidelines: ggu.edu/owl

Veterans Services

415-442-7288, ext 6 veterans@ggu.edu

Wellness Resources

415-442-6578 wellness@ggu.edu

Office of Enrollment Services

The Office of Enrollment Services includes the following services: admissions process; evaluation of transfer credit; services for international students.

Academic Advising Services

Academic advising and academic services are available to explain the sequence and strategies of an academic program. Advisors can help students select classes in a logical and appropriate order, and help students satisfy requirements without delay or conflict. All students are required to receive approval from an academic advisor prior to registration, with the exception of continuing graduate students in good academic standing who are pursuing a degree or certificate. All new students are required to have their registration approved in advance. For more information about making an appointment or speaking to your advisor visit <http://www.ggu.edu/student-services/academic-advising/>.

International Student Services International Admissions and Advising Services

The Graduate Advising Center provides services and programs to students from countries throughout the world. Currently, more than 400 international students attend Golden Gate University during an academic year. A variety of social and cultural activities are provided. The office assists international students with understanding and interpreting US immigration regulations governing their status, designs and implements programs and services to enhance international students' educational, personal and professional experience, and promotes and facilitates intercultural exchanges and understanding among all Golden Gate students.

The Graduate Advising Center counsels students and scholars regarding employment regulations, immigration matters, travel, and medical care and health insurance. The office also provides information on cultural and community services. There are many rules, regulations and policies that apply to international students studying in the United States under nonimmigrant visas. All international students enrolling at GGU are encouraged to contact The Graduate Advising Center to obtain information regarding their rights and responsibilities.

All international students enrolled at GGU, regardless of location, should seek immigration information and counseling through the San Francisco office.

Registration Requirements Prior to Travel

F1 and J1 visa students traveling between terms are required to register for the next semesters' classes before a an international student advisor will approve and sign the students' form I-20. Health Insurance for International Students Golden Gate University requires all students with a student or scholar visa to maintain health insurance from the first day that they enroll at the university through their last day of enrollment. Students must either enroll in the health insurance plan available to them at GGU when they register for classes each academic term, or must submit evidence of health insurance coverage that is equivalent to the health insurance coverage that is available through the university. Details about insurance for international students are provided by mail, posted on the GGU website (www.ggu.edu), and are distributed during the New International Student Orientation Week.

Health Insurance for International Students

Golden Gate University encourages all students with a student or scholar visa to maintain health insurance from the first day that they enroll at the University through their last day of enrollment. Health insurance options for international students are posted on the Golden Gate University website (www.ggu.edu), and are distributed during the new international student orientation.

Probation and Disqualification Policies and Procedures

Required academic progress for students placed on academic probation includes the achievement of a minimally acceptable grade point average as well as satisfactory class attendance and completion of attempted units. Students on academic probation who fail to meet these requirements by the end of the probationary period will be automatically disqualified. The student may appeal the decision to the dean of the program.

Students who are on academic probation may apply for a change of program. If the dean of the school in which the new program is located approves the change of major, the student is still required to achieve the minimally acceptable grade point average (University Standards and Policies p. 142) by the end of the probationary period.

A disqualified student may reapply and be considered for readmission after three terms.

College Level Examination Program (CLEP)

The university administers the CLEP exams to help students achieve their educational and career goals by earning college credit by examination. Additional information regarding CLEP exams is available from the Office of the Vice President of Academic Affairs at 415-442-6569.

Office of Student Affairs

The Office of Student Affairs is responsible for many student serves, such as orientation for new students, housing resources, disability services & academic accommodations, commencement ceremony, advocacy services, personal counseling, mediation, judicial and conflict resolution, wellness resources, veterans services and special events. It also oversees the Student Government Association (SGA), student blog (GGU Social), and student clubs and activities. Information regarding student affairs, including The Griffin Student Handbook, can be obtained on the University website at www.ggu.edu.

Clubs and Organizations

Student clubs and organizations offer many opportunities to Golden Gate University students. At the current time, there are 12 clubs and organizations at the University. To form a new club or organization, or to renew an old charter, the group must register with the Office of Student Life. A list of clubs and organizations currently active can be found on the GGU App, by going to ggu.edu/student-services/student-life, or by contacting the Office of Student Life or the Student Government Association.

Commencement

The University provides annual commencement exercises for graduating students. Speakers of national and local merit are frequent guests. Commencement exercises are held in the San Francisco Bay Area after the spring trimester. For questions regarding the commencement ceremony, call 415-442-7288. For questions regarding graduation requirements and/or diploma and degree status, call 415-442-7200.

Community Days at Golden Gate University

Each year students, faculty, staff and alumni of Golden Gate University are invited to participate in community day events. These events are meant to help the Golden Gate University community build relationships with each other. Past events have included , working at the San Francisco Food Bank, The Griffin Bowling Tournament, supporting KVIE public television in Sacramento, participating in the Pride Parade and The Giants Day at AT&T Park. Announcements are made prior to these events.

Wellness Resources

The University's Wellness Resources office helps students incorporate healthy lifestyle choices while they work toward their academic goals. Our programs assist students in using effective wellness tools to enhance their academic success and to balance their educational demands with other important areas of life.

To help students develop and maintain a wellness lifestyle, we host workshops and events and disseminate materials that address physical, social, spiritual, emotional and intellectual dimensions of health and wellness. Activities are hosted throughout the year to support students in increasing their health awareness and achieving their wellness lifestyle goals.

In addition, students may also receive private, confidential counseling services, including confidential assessment and consultation by telephone or in person. Brief face-to-face personal counseling is available on the San Francisco campus. Regardless of where they live, work or attend classes, Wellness Resources also helps students find appropriate off-campus health and psychological resources, including referrals to conventional, holistic and complementary practitioners and services. Privacy is always respected and all our records are maintained separately from academic records.

Disability Resources & Academic Accommodations

Golden Gate University, through the Office of Student Affairs, continuously seeks to ensure that its programs and services are fully accessible to all students. Staff will work with students to clarify their needs, and help them identify and utilize appropriate accommodations. Students are also provided University guidelines for the documentation of a disability that requires academic accommodations. Students are strongly encouraged to meet early in the term with the Office of Disability Resources &

Accommodations to most effectively use the following services:

- Testing accommodations and other services
- Introduction to faculty regarding classroom and academic accommodations, including testing alternatives and audio recording lectures
- Alternative-formatted textbooks
- Individual counseling and support and
- Referrals to outside resources and advocacy, as needs are identified

Leadership Programs

The Student Government Association and the student blog, GGU Social, both provide scholarships for student leaders. Contact the Office of Student Life for more information.

Orientation Programs

Prior to each trimester, newly admitted students are invited to attend an orientation where they receive information about University services, academic advising and success strategies. All new students are encouraged to attend.

Student Activities, Programs and Events

Golden Gate University seeks to develop student activities and events that promote student learning and personal development while being purposeful and reflective of the demographic and developmental nature of the student body. Student activities include social, cultural, intellectual, recreational, governance, leadership and community service opportunities. Activities are planned and coordinated by student groups; some are planned by faculty and staff and coordinated with student groups.

Student Government

All students are invited to participate in the Student Government Association. The SGA represents students on a variety of University decision-making committees such as the Board of Trustees and the faculty senate. More information about the SGA can be found on our website at <http://www.ggu.edu/student-resources/student-services/services-and-resources/community/student-government-association/>.

Student Information and Regulations

A university requires an environment conducive to the intellectual and personal growth of its students. Golden Gate University seeks to cultivate a sense of personal integrity in each of its students. Students are expected to strive toward this objective and to develop as individuals in a manner consistent with the educational purposes of the university. Information about student policies and regulations is contained in The Griffin Student Handbook, which is available on the web. Go to www.ggu.edu, log into GGU4YOU and under “Student Services” click on the link titled “Student Handbook.” Questions about university policies pertaining to students should be directed to the dean of Students at 415-442-7288.

Student Blog

GGU Social is the official communication for the student community. GGU Social informs students of events and activities, provides a venue for the responsible exchange of student opinions, and contains informative articles on various topics of interest to the University community. You can view it online at <https://ggu-social.com/>.

Health Insurance for Domestic Students

GGU encourages all students to maintain health insurance. Students who do not have coverage through work, spouse or another resource, are encouraged to check the state of California’s health insurance exchange: <https://www.coveredca.com/>

Housing Information

The Office of Student Affairs provides housing information and referrals.

Office of Career Planning

Career Consulting

Career consultants are available to meet with students and alumni either in-person, online, or over the phone to clarify career goals, establish career plans and goals, discuss career concerns, and teach the skills necessary to be successful in the job search and build career satisfaction. Individual sessions are available by appointment via GGU Careers.

Career consultants can also support students with identifying their career interests, skills, values and work-style characteristics through self-assessment instruments, including the Strong Interest Inventory, Myers-Briggs Type Indicator, CareerLeader, SkillScan Card Sort, and StrengthsFinder 2.0. Some of these assessments are available online. A nominal fee is charged.

GGU Careers – Golden Gate University’s Online Career Management Center

Career planning resources and tools are available to all students and alumni and can be accessed anytime at www.GGUCareers.com. Our virtual career center includes job and internship listings, an events calendar, and access to online resources. New students will automatically be enrolled in GGU Careers during their first term of enrollment. Alumni and current students can also register at any time by visiting the website.

Networking Events

The Office of Career Planning sponsors a variety of career events including career meetups, employer information sessions, panel events, and online networking events. Students can log in to their GGU Careers account to learn about and register for upcoming events.

Career Development Events

The Office of Career Planning offers professional development workshops at the San Francisco campus. These are designed to be interactive and provide the information and resources needed for career launchers, career changers or career advancers.

For students who cannot attend workshops at the San Francisco campus, webshops on selected topics are provided online through eLearning. Information for accessing online webshops can be found on GGU Careers

Internships

Internships are structured learning experiences that allow students to work while attending the university. The internship program at Golden Gate University integrates students’ academic and career interests with work experience. The objectives of the program are to provide students with opportunities to apply academic theory in their major to the work world by gaining relevant field

experience, earn academic credit toward degree requirements, and further their career and professional growth. Internships may be either paid or unpaid.

Units earned may be applied to fulfill degree requirements; students may complete one academic internship per degree program. Refer to the appropriate catalog sections for further detail. Office of Career Planning staff members, deans, department chairs and faculty are available to help them identify internship opportunities that match their academic program and career interests. Students can learn more about the internship program and how to locate and prepare and register for an internship by accessing the Career Planning webpage on GGU4YOU. All internship course registrations must be approved by the department chair or the designated faculty internship supervisor and the academic advisor if you are an international student.

Academic Credit

- Three units = 11-12 hours (minimum) per week for 16 weeks (180 minimum total hours; weekly hours are flexible)
- Two units = Seven-eight hours per week for 16 weeks (120 minimum total hours; weekly hours are flexible)
- One unit = Three-four hours per week for 16 weeks (60 minimum total hours; weekly hours are flexible)*

*Departments will determine the maximum number of internship units applicable toward degree and certificate programs. The appropriate sections of this catalog should be consulted.

Internship Grading Criteria

The schools and departments will determine the criteria used for grading. The department chairs or the designated faculty internship supervisor will provide students with their internship assignments and inform them of the grading criteria when they receive approval for the internship.

Internship Eligibility Requirements for Undergraduate Degree Students

- Must have accumulated at least 60 units
- Must have successfully completed at least 12 units at Golden Gate with a 2.50 GGU GPA or higher
- Must have completed major subject area requirements
- Must be fully — not provisionally or conditionally — admitted
- Undergraduate students must receive a letter grade (A-F) for internship units taken to satisfy “Required for the Major” courses or “Business Core” courses.
- Must meet departmental guidelines for qualifications for the internship

Internship Eligibility Requirements for Graduate-Degree Students

- Must have successfully completed at least nine graduate units at Golden Gate University
- Must be in good standing
- Must have completed degree graduate proficiency and foundation program requirements. Since individual degree programs have exceptions, the appropriate catalog sections should be consulted.
- Must be fully — not provisionally or conditionally — admitted
- Must meet departmental guidelines for qualifications for the internship

Internship Eligibility Requirements for Certificate Students

Fully admitted certificate-seeking students should consult with their department for specific eligibility requirements and application of internship units to their certificate programs.

Internship Eligibility Requirements for International Students

United States federal regulations govern the ability of international students and other international visitors to be employed in the United States. Internships, training and education programs that enable international visitors to provide services are generally considered as employment. Students in these programs are required to comply with the immigration laws and regulations pertaining to employment. Any activity performed by an international student or visitor for which the student or visitor receives any type of pay, remuneration, compensation, bonus or gift may be considered as employment under the regulations. Examples of compensation include, but are not limited to, the receipt of any type of benefit to the student such as money, meals, lodging and gifts of any type.

Students residing in the United States under any type of nonimmigrant visa status who intend to participate in the internship program at Golden Gate University may be eligible to participate if they are maintaining their immigration status and have permission in writing from an academic advisor in the Graduate Advising Center. Specific information regarding all of the eligibility requirements is available from the Graduate Advising Center.

Immigration rules and regulations generally control the following:

- The length of time the student must be present in the US before being eligible for an internship
- The relationship between the degree level, major, concentration or field of study and the internship field
- The number of hours the student may be employed each week
- The number of credit hours the student must be enrolled — in addition to the internship credit hours
- The length of time permissible for each internship period

International students should consult the resources provided by the Graduate Advising Center to determine their eligibility and to obtain detailed information concerning immigration regulations for the internship program.

Job/Internship Listing Services

Students can access up-to-date listings online for full-time, part-time and internship career positions in a variety of industries on GGU Careers, the website for the Office of Career Planning, at www.GGUCareers.com.

Learning Support Services

Tutoring is available throughout the academic year on the San Francisco campus from the following departments:

- San Francisco campus Math Lab (www.ggu.edu/mathlab)
- San Francisco campus Writing Lab (www.ggu.edu/writinglab)
- Online through MOTH (Math Online Tutoring Help) www.ggu.edu/moth
- Online through OWL (Online Writing Lab) www.ggu.edu/owl.

These services are available at no cost to all Golden Gate students.

Academic review workshops are generally offered by the Ageno School of Business during the first three weeks of every trimester and are free to all students.

The Alumni Association

The GGU Alumni Association fosters mutually beneficial connections among alumni, students, faculty and staff. The Alumni Association board of directors works with the Office of University Advancement to develop meaningful alumni outreach activities that support the mission of Golden Gate University. The president of the alumni association board also serves as a voting member of the University's board of trustees for the duration of his or her term.

Association membership is free to any person who holds a degree, diploma or certificate from Golden Gate University, or who has completed 12 or more units and is not currently enrolled. Alumni are encouraged to confirm or update their contact information in the private online alumni directory, so that they may receive the alumni magazine and event announcements.

For more information, visit the alumni website at www.ggu.edu/alumni or contact alumni services at 415-442-7824 or alumni@ggu.edu.

The GGU HUB

The GGU HUB is Golden Gate University's "one-stop-shop" for all non-academic departments that students may need to visit, and provides a comfortable indoor setting for socializing, studying and relaxing. Open continuously throughout the day, the center is located on the first floor of 536 Mission Street, which also houses the Golden Gate University Bookstore and GGU Café.

The Golden Gate University Bookstore

Working in partnership with the Follett Higher Education Group (FHEG), the Golden Gate University Bookstore is the University's main source for textbooks, reference materials, the latest bestsellers, as well as university logo clothing and gift items, school supplies and computer software.

The bookstore carries all of the required course materials (new and used texts, readers, study guides) as well as the faculty's recommended selections. In addition, a variety of study-aids, reference books, federal and state codes, and other specialized and professional titles are offered. We also carry a selection of law books, including the Rutter Group and Continuing Education of the Bar (CEB) materials.

Aside from course materials, the bookstore offers an extensive array of sport clothing and gym wear, casual shirts and ball caps, along with backpacks, diploma frames, class rings and jewelry items, and other exclusive GGU gifts.

To make life easier for everyone at all locations, students can order the books and other required materials for their classes via the bookstore website. Simply go to www.eFollett.com and follow the instructions for placing an order. The University website, www.ggu.edu, also has direct links to the bookstore. When placing an order online, the student can select new or used textbooks and opt to have the materials shipped directly, or reserved and held in the store for future pick-up. Order status can be tracked online as well.

The bookstore accepts most major credit cards (VISA, MasterCard, Discover and American Express). Arrangements can be made to use a financial aid book voucher, and/or company special billing voucher. Personal checks are accepted with proper student/employee identification.

The Golden Gate University Bookstore is located in the 1st floor HUB of 536 Mission Street. For hours of operation and other questions, please call 415-442-7277.

The GGU Café by Follett

The GGU Café is located in the 1st floor HUB of 536 Mission Street on the San Francisco campus. Operated by Follett, it offers a wide variety of made-to-order coffee drinks, as well as other hot and cold non-alcoholic beverages, plus pastries and other light snacks. This indoor café is the daily meeting place for students to socialize, study or just relax before and after classes. Hours vary throughout the trimester but, typically, the GGU Café is open Monday through Friday, from early morning until late afternoon.

Other Services

Throughout the academic building on the San Francisco campus there is an assortment of vending machines, as well as change and ATM machines. Convenience copiers are located in the libraries.

Graduation and Commencement

“Graduation” and “commencement” refer to two different activities. “Graduation” occurs at the conclusion of each trimester, when degrees are conferred on students who have completed their program requirements during the trimester. When students graduate their degrees are conferred and recorded on their transcripts and diplomas are issued to them. Graduation activities are administered by the Office of Records and Registration. “Commencement” is an annual ceremony celebrating the accomplishments of students who have or will graduate during an academic year. Commencement activities are administered by the Office of Student Affairs.

Applying for Graduation and Commencement

To be considered a candidate for graduation, students must apply for graduation. The application is required in order to alert the Office of Records and Registration to perform a final degree audit and to confer the candidate’s degree. Consequently, all potential degree candidates must apply, whether or not they plan to participate in the commencement ceremony. Students must apply for graduation online through GGU4YOU at www.ggu.edu.

The deadline to apply for graduation depends on a student’s final term of enrollment:

| FINAL TERM | DEADLINE |
|-------------|------------------|
| Fall 2016 | December 1, 2016 |
| Spring 2017 | April 1, 2017 |
| Summer 2017 | August 1, 2017 |
| Fall 2017 | December 1, 2017 |
| Spring 2018 | April 1, 2018 |
| Summer 2018 | August 1, 2018 |

The degrees of students who fail to comply with these deadlines will be conferred with the subsequent term for which they apply.

Students who plan to participate in the commencement ceremony must apply for graduation by March 1 of the year the ceremony is to be held. Demand for seats is high. Students who miss the deadline will be placed on a waitlist, but it is possible they will not be allowed to attend due to space constraints.

If students do not complete their academic program requirements within the term they have applied to graduate, their applications will expire and they will be required to reapply for graduation.

Doctoral degree candidates also must file the application for graduation. They should consult further with the director of the doctoral program for other commencement eligibility requirements.

It is not necessary to apply for graduation from certificate programs. Instead, students should submit certificate order forms to the Office of Records and Registration. Refer to the “Certificate Studies” section on p. 100 for more information.

Degree and Certificate Conferral Dates and Eligibility

The university has three degree and certificate conferral dates per academic year; each corresponds to the final day of a trimester period (i.e, fall, spring, or summer). View the academic calendars found on page 100 of the catalog for specific dates.

Students’ degrees or certificates will be conferred when they have completed all of their programs’ academic requirements and submitted the application for graduation or certificate order form. The degree term will be the one in which both of these criteria have been met.

Conferral of degrees is not contingent upon students’ having met their financial obligations with the university. However, the university will not release diplomas or official transcripts or provide degree verifications until their financial obligations are satisfied.

Commencement Date and Eligibility

Commencement ceremony dates are different from degree conferral dates. Commencement is held in the San Francisco Bay Area during the spring. Commencement information is available at <http://www.ggu.edu/graduate/student-services/student-life/special-events/commencement>.

All eligible students who plan to participate in the commencement ceremony will be responsible for a non-refundable \$100 commencement fee. Students must register and pay the commencement fee no later than March 1 of the year of the ceremony. Students may not be able to participate in the ceremony and will accrue late fees to participate if they apply after March 1.

To be eligible to participate in commencement and to be listed in the 2017 commencement program, students must be either

- 1) Summer 2016, fall 2016, or spring 2017 degree candidates; or
- 2) Summer 2017 candidates with no more than 15 undergraduate units or 12 graduate units remaining to be completed in the summer 2017 term.

To be eligible to participate in commencement and to be listed in the 2018 commencement program, students must be either

- 1) Summer 2017, fall 2017, or spring 2018 degree candidates; or
- 2) Summer 2018 candidates with no more than 15 undergraduate units or 12 graduate units remaining to be completed in the summer 2018 term.

You can apply for graduation and register to participate in the commencement ceremony by logging into GGU4YOU and visiting <https://www.ggu.edu/student-resources/enrollment/program-status>

All tuition and fees must be paid prior to commencement unless other arrangements have been made. All candidates with outstanding balances who desire to participate in commencement must be cleared by Student Accounting Services two weeks prior to commencement.

Honors at Graduation

Undergraduate Programs

Honors are awarded to bachelor's degree graduates who have maintained cumulative grade point averages in their Golden Gate University courses as follows:

| | |
|-----------------|-----------------|
| Cum laude | 3.50-3.749 GPA |
| Magna cum laude | 3.750-3.899 GPA |
| Summa cum laude | 3.900-4.000 GPA |

Honors are awarded as of the date the degree is granted.

These honors appear on both the diploma and official university transcript.

Graduate Programs

Honors are awarded to master's degree graduates who maintained program grade point averages in their Golden Gate University programs as follows:

| | |
|---------------------|-----------------|
| With honors | 3.800-3.899 GPA |
| With high honors | 3.900-3.999 GPA |
| With highest honors | 4.000 GPA |

Honors are awarded as of the date the degree is granted.

These honors appear on both the diploma and official university transcript.

Honors designations do not apply to certificate programs and doctoral degrees.

Awards and Award Ceremony

Each year, at the end of the spring trimester, prior to commencement, the Office of Student Affairs hosts and award ceremony to recognize outstanding students. Outstanding students are chosen based on specific award criteria and are honored by the schools during the award ceremony. The award criteria vary and are available from the appropriate dean's office. Outstanding students awards are not shown on the diploma, nor on the official university transcript.

Please note: Awardees are chosen from those students who applied for graduation by the March 1 commencement deadline and who will complete all degree requirements by the end of the spring trimester .

Summer graduates are eligible for the outstanding student award in the following spring. All students, who are selected for outstanding student awards will be notified if selected to receive an award.

Diploma and Transcript Issuance

Students who have submitted an application for graduation by the deadlines listed above and who have no outstanding financial obligations with the University can expect to receive their diploma and one official copy of their transcripts approximately six to eight weeks after their degree conferral date (see above). Diplomas and transcripts will be sent by first class mail to the address that students provide on the graduation application or will be available at the Office of Records and Registration for students who requested "hold for pick-up" on their applications.

Inquiries

Inquiries about graduation application status, degree conferral status, diplomas or certificates should be directed to the Office of Records and Registration at graduation@ggu.edu or by calling 415-442-7278.

Inquiries about commencement ceremonies and commencement regalia should be directed to the Office of Student Affairs at commencement@ggu.edu; phone: 415-442-7288; fax: 415-442-7284.

University Standards and Policies

Attendance Requirements and Examinations

Attendance

Each instructor determines the percentage of class sessions students must attend to earn a passing grade. Most instructors require 75 percent attendance. It is mandatory that attendance be reported for students receiving veterans benefits and for some students taking continuing education credit.

Examinations

Midterm and final examinations are given in most courses. All final examinations must be taken on the dates scheduled, unless permission is granted by the instructor and the school dean to take an examination at some other time. Permission is granted on an individual basis; because examinations must be proctored, a special fee is charged.

Required Academic Progress and Grade Requirements

All Golden Gate University students are required to make satisfactory academic progress toward completion of their degrees or studies. Students who are not making satisfactory academic progress will be disqualified from the university.

Open Enrollment Students

Those students who are enrolled through the open enrollment program must meet the cumulative grade requirements established for each academic level — undergraduate/graduate — of study (see below for details). Should an open enrollment student's grade point average fall below the minimum requirements, the student will be automatically disqualified.

Undergraduate Students

All undergraduate students are required to maintain at least a 2.00 (C average) grade-point average (GPA). This requirement applies to all University courses taken and to those courses designated "Required for the Major."

Students whose GPA at Golden Gate University falls below the required 2.00 minimum will be placed on academic probation. The probationary period will be the lesser of 12 units or the units remaining for degree completion, during which time the student must achieve the minimum required 2.00 cumulative GPA. All undergraduate students on academic probation must see their designated academic advisor for approval to register for classes each term. Students on academic probation will be officially removed from probationary status after the trimester in which they achieve the minimum required GPA. Under no circumstances may a student continue taking courses once it becomes mathematically impossible to achieve a 2.00 cumulative GPA in the time remaining in the probationary period without retaking previously completed classes.

Graduate Students

For purposes of graduation and to maintain satisfactory academic standing, all graduate students are required to maintain at least

a 3.00 cumulative grade-point average (GPA) in the academic program to which the student is admitted.

The student's program is made up of all courses taken at GGU that are applicable to the academic program's requirements: prerequisites, graduate program proficiency courses, graduate program foundation courses, undergraduate courses taken to satisfy graduate program foundation requirements, required courses and electives. Coursework that is completed at another institution or at GGU prior to completing an undergraduate degree may be applied toward satisfying graduate program requirements, but this coursework will not be used in the calculation of the programmatic GPA.

When a student's degree is conferred, the student's cumulative GPA and unit calculations are recorded on the transcript with the degree information. The student's cumulative GPA and unit calculations restart from zero if the student completes additional coursework. Thus GGU will apply courses from previous graduate and undergraduate academic programs toward satisfying the credit and course requirements of a student's second (third, fourth, etc.) graduate academic program if appropriate, but this coursework will not be used in calculating the student's programmatic GPA for any subsequent academic program.

In addition to maintaining an overall minimum 3.00 GPA, graduate students must earn a C- or better in order for a course to be used to satisfy the program's requirements. If needed, students may repeat courses or complete extra elective courses to raise their program GPAs to meet the minimum GPA requirement. When a student completes extra elective courses, the courses with the best grades will be used to calculate the student's program GPA. Extra elective courses that are not needed to satisfy a student's academic program requirements are excluded from the student's program GPA calculation. Students may view the university's course repeat policy on p. 124 of this catalog.

Students whose GPA at GGU falls below the above stated GPA requirements will be placed on academic probation. The probationary period will be the lesser of nine units, or the units remaining for degree completion, during which time the student must achieve the minimum required GPA. All graduate students on academic probation must see their designated academic advisor for approval to register for classes each term. Students on academic probation will be officially removed from probationary status after the trimester in which they achieve the minimum required GPA. Under no circumstances may the student continue taking courses once it becomes mathematically impossible to achieve the minimum required 3.00 GPA in the time remaining in the probationary period without retaking previously completed courses.

Doctoral Students

For purposes of graduation and to maintain satisfactory academic standing, all doctoral students are required to maintain at least a 3.00 cumulative grade-point average (GPA) in the doctoral program. The student's GPA calculation includes all university courses taken to fulfill the doctoral degree program requirements, doctoral foundation program courses completed and undergraduate courses taken to satisfy doctoral course prerequisites and foundation program requirements. Coursework used to fulfill proficiency requirements will not be included in the programmatic GPA unless the student completes the courses after seeking admission to or being admitted to the DBA program.

In addition to maintaining an overall minimum 3.00 GPA, doctoral students must earn a B- or better in order for a course to be used to satisfy the program's requirements. Students may repeat courses or complete extra elective courses if needed to raise their program GPAs to meet the minimum GPA requirement. When a student completes extra elective courses, the courses with the best grades will be used to calculate the student's program GPA. Extra elective courses that are not needed to satisfy a student's academic program requirements are excluded from the student's program GPA calculation. Students may view the university's course repeat policy on p. 124 of this catalog.

Doctoral students whose GPA at GGU falls below the 3.00 (B) cumulative grade point average requirement will be placed on academic probation. The probationary period will be the lesser of eight units, or the units remaining for degree completion, during which time the student must achieve the minimum required GPA. All doctoral students on academic probation must see the director of the doctoral program for approval to register for classes each term. Students on academic probation will be officially removed from probationary status after the trimester in which they achieve the minimum required GPA. Under no circumstances may the student continue taking courses once it becomes mathematically impossible to achieve the minimum required 3.00 GPA in the time remaining in the probationary period without retaking previously completed courses.

Academic Progress for Students on Probation

Required academic progress for students placed on academic probation includes the achievement of a minimally acceptable grade point average (GPA) and completion of units attempted. Students on academic probation who fail to meet these requirements by the end of the probationary period will be automatically disqualified. The student may appeal to the Dean of the program.

Both undergraduate and graduate students disqualified for unsatisfactory academic progress are barred from enrollment in any classes at Golden Gate University. Disqualified graduate students may not enroll as auditors, certificate or open enrollment students. Disqualified graduate students may apply for admission to undergraduate studies and, if admitted, register for undergraduate level courses. Disqualified graduate students may also enroll for noncredit workshops.

To be considered for readmission, a disqualified student must submit another Application for Admission after a period of time in which significant achievement and/or resolution of difficulties indicate a change in the conditions leading to initial disqualification.

One year is the minimum time usually required for such a change, and students will be notified at the time of their disqualification of their minimum required waiting period before applying for readmission. Applicants for readmission must meet the admission and degree requirements in effect at the time readmission. For further information refer to the catalog section "Readmission of Former Students" on p. 101.

Academic Standing Inquiries

Academic standing inquiries should be directed to your academic advisor. You may also contact the Office of Academic Affairs, Golden Gate University, 536 Mission Street, San Francisco, CA 94105-2968; telephone 415-442-6569.

Policy On Academic Integrity¹

Golden Gate University is committed to preparing students to lead and serve, and to creating an academic community that values both individual and collaborative efforts that promote learning. The University aims to cultivate a community based on trust, academic integrity and honor. Specifically, Golden Gate University seeks to accomplish the following:

- Ensure that students, faculty and administrators understand that the responsibility for upholding academic honesty lies with them
- Prevent any students from gaining an unfair advantage over other students through academic misconduct
- Ensure that students understand that academic dishonesty is a violation of the trust of the entire academic community
- Clarify what constitutes academic misconduct among students at Golden Gate University²

The following policy applies to all students taking classes in the Ageno School of Business, Braden School of Taxation, the School of Accounting, Undergraduate Programs and the PLUS program, regardless of location or course format.

1. ACADEMIC MISCONDUCT

Academic misconduct is the failure to maintain academic integrity. Academic misconduct includes but is not limited to:³

a. Plagiarism:

In any written work, including but not limited to submitted papers, discussion postings in online work, and examination answers:

- Copying all or part of another person's written work without proper citation or attribution⁴
- Representing as one's own specific phrases, sentences, paragraphs, or the specific substance of another person's work without giving appropriate credit
- Paraphrasing another person's original ideas, theories, explanations, examples, models, principles, research issues and strategies, cases, conclusions, etc. without proper attribution
- Representing as one's own another person's computer programs, web content or designs, graphic or artistic works, mathematical or scientific solutions, charts, tables, figures, or illustrations in any medium

b. Fabrication:

The falsification of data, information, or citations in any formal academic exercise.

c. Deception:

Providing false information to an instructor concerning a formal academic exercise (e.g., giving a false excuse for missing a deadline or falsely claiming to have submitted work).

d. Cheating:

- Copying, in part or in whole, from another student's work, including exams, tests, quizzes, assignments, projects, online postings, work drafts or other evaluation instruments unless part of a group project in which collaboration is permitted and permission of by the originator of the work is given
- Using or consulting sources, materials, devices, or other assistance not authorized by the instructor during a quiz, test, or examination
- Obtaining or attempting to obtain, or giving or attempting to give unauthorized aid of any type on a quiz, test, examination, or assignment

- Unauthorized collaboration. Students may not combine efforts on any academic work, done inside or outside the classroom unless specifically permitted by the instructor. Although instructors should clearly define the limits of collaboration allowed, the absence of any instructions indicates that collaboration is not permitted. When uncertain, the student should seek clarification from the instructor. In cases of unauthorized collaboration, any student giving aid is as responsible as the recipient, unless the former is unaware that s/he has provided aid. A student who seeks unauthorized aid is responsible for participating in unauthorized collaboration whether the aid was given or received.⁵
- Obtaining or attempting to obtain unauthorized prior knowledge of a quiz, test, or examination
- Submitting work previously presented in another course, unless specifically authorized by the course instructor
- Doing work for another student or having one's work done by another person, or representing oneself as another person, or failing to identify oneself in a forthright and honest manner in the context of an academic obligation
- Altering grades or interfering with grading policies or procedures
- Submitting or attempting to submit contrived or altered data, quotations or documentation when the intent is to mislead, or deliberately attributing material to a source other than where the student obtained it
- Any other act committed by a student in the course of academic work that defrauds or misrepresents, including aiding or abetting in any of the actions defined above

e. Bribery:

Offering money or other goods and services in exchange for academic favor

f. Sabotage:

Creating an improper academic disadvantage for another student or an improper academic advantage for oneself. This includes but is not limited to:

- Acting to prevent others from completing their work. This includes cutting pages out of library books or willfully disrupting the experiments of others.
- Removing, defacing, hiding or deliberately withholding library books or other materials, especially those with short-term loan periods or on reserve for courses
- Theft or damage of intellectual property
- Sabotaging or stealing another person's assignment, book, paper, notes, or project
- Improperly accessing or electronically interfering with, electronically or via other means, the property of another person or the university

This list is not exhaustive, and the university reserves the right to determine in a given instance what action constitutes a violation of academic integrity.

2. PROCEDURES WHEN ACADEMIC MISCONDUCT IS ALLEGED

Any student, faculty, or university employee who observes, discovers or has a good faith belief about the occurrence of academic misconduct must notify the faculty member responsible for the course in which the alleged misconduct occurred, or a dean or other administrator who will in turn notify the responsible faculty member.

When a faculty member responsible for a course has reason to believe that there has been an incident of academic misconduct, the faculty member shall:

1. Consult with appropriate university personnel (the department chair, program director, school dean and/or the academic integrity director) about the incident
2. Inform the student of the allegations, the supporting evidence and the possible consequences, and request a response from the student
3. Consider the response, if any, provided by the student and determine whether academic sanction(s) will be imposed and notify the student
4. Complete an Allegation of Academic Dishonesty form and submit the form to academicintegrity@ggu.edu (or in hard copy via campus mail to Karen McRobie) only after you have communicated with the student and conveyed the academic sanction, if any.
5. Impose any academic sanctions the faculty member has determined to be appropriate.

If academic sanctions are imposed by the faculty member, the director of academic integrity will inform the student, in writing, of the charge, the finding, the sanctions applied, and the appeal process. A copy of this notification shall be sent to the dean or director of the school or program in which the course is given, the dean/director of the school or program in which the student is enrolled, the dean of students, the faculty member imposing the sanctions, and the university registrar. The Allegation of Academic Dishonesty form and supporting documentation shall be placed in the student's disciplinary file residing with the director of academic integrity.

If a dean or director of a program believes that an administrative sanction is appropriate, the dean or director will confer with the director of academic integrity prior to making any final determination. Should the dean or director decide to impose an administrative sanction, the director of academic integrity shall inform the student in writing of the sanction imposed. A copy of this notification shall be sent to the director of academic Integrity and the vice president for academic affairs.

3. SANCTIONS

Sanctions are the consequences imposed on the student for acts of academic misconduct. There are two kinds of sanctions: academic sanctions and administrative sanctions. Either one or both types may be imposed for any act of academic misconduct.

a. Academic Sanctions

The faculty member teaching the course in which the academic misconduct occurred has the discretion to impose an academic sanction s/he deems appropriate, including but not limited to:

- Awarding no credit for the academic exercise for which there was academic misconduct. If the faculty member chooses to award no credit, s/he may choose to allow the student to complete an alternative assignment or examination and average the two grades together. However the faculty member is under no obligation to do so.
- Assigning a grade of "F" or other reduced grade for the exam or assignment, with no possibility of ameliorating the grade by means of additional work
- Assigning a grade of "F" or other reduced grade for the course

In addition to imposing academic sanctions, the University may impose administrative sanctions.

b. Administrative Sanctions

Administrative sanctions involve the student's academic status within the University and are imposed by the dean or director of the school or program in which the student is admitted or, for a non-matriculating student, in which the course is given. For purposes of determining the appropriate administrative sanction, the dean or director may seek to determine the extent to which there was past academic misconduct. The dean may, after consultation with the director of academic integrity impose any administrative sanction determined to be appropriate, including but not limited to the following:

- Require the student to enroll in an academic integrity program at the student's cost
- Suspend the student from the course and prohibit the student from retaking it for one academic term or more
- Suspend the student for a period of time from enrolling in any course at the university
- Permanently expel the student from the program in which he or she is enrolled and deem the student ineligible for subsequent readmission to that program
- Expel the student from the University

c. Student Appeal Process

1. Academic Sanctions:

A student may appeal a reduced course grade due to an academic sanction through the University's grade grievance process.

2. Administrative Sanctions:

A student may appeal a dean's administrative sanction to the vice president for academic affairs. The appeal must be filed in writing within 10 business days of the notification of the sanction. The vice president for academic affairs will evaluate all documentation provided by the student, faculty member, dean and director of academic integrity and rule on the appeal and communicate such ruling to the student in writing within 10 business days of receipt of the appeal. Such ruling shall be communicated to the student. The student shall have no further appeal rights.

4. PROTECTION OF PRIVACY

All written or spoken communications between the student and the faculty member and the student and university administration will be disclosed only as 1) reasonably necessary to investigate the allegations of academic dishonesty; 2) required to report the allegations of academic dishonesty to the university and student; 3) appropriate in any subsequent disciplinary proceedings or legal actions and/or; 4) required by law or court order.

Disciplinary Suspension or Dismissal

Golden Gate University reserves the right to suspend or dismiss a student for violation of its policies or regulations or for conduct inimical to the best interest of the University or to other students in attendance. Information is available in the Griffin Student Handbook and from the Office of Student Affairs.

Policy on Alcohol and Other Drugs

Golden Gate University complies with federal and state laws regarding the possession, sale and consumption of alcohol and other drugs (Drug-Free Workplace Act of 1988; the Higher Education Act of 1986; Drug-Free Schools and Communities

Act of 1986 [PL 99-570]; Drug-Free Schools and Communities Act Amendments of 1989 [PL 101-226]; Anti-Drug Abuse Act of 1988 [PL 100-690]). Federal and state laws prohibit the sale and use of drugs that are not prescribed by a physician or available for regular retail sale. Any student known to be possessing, using or distributing such drugs is subject to serious university disciplinary action (suspension or dismissal) and arrest under the state and federal laws. The university will facilitate counseling and referral to treatment as appropriate. Additional information is available in the Griffin Student Handbook and from the Office of Student Affairs.

Substance and Alcohol Counseling and Treatment

Students and employees who are concerned about problems relating to substance/alcohol use, abuse, and rehabilitation should be aware of various treatment programs. The university offers an Employee Assistance Program (EAP). This program, which is available to all regular employees, offers confidential telephone assistance, a referral service and follow up. The Employee Assistance Program (EAP) provides a constructive way for employees to voluntarily deal with drug and other substance-related problems. For further details, and the telephone number of the EAP, please contact human resources. Students may consult with a staff member of Wellness Resources.

Privacy of Student Education Records

The Family Educational Rights and Privacy Act (FERPA) and the California Education Code afford "eligible students" certain rights with respect to their education records. Eligible students are those who are or have been in attendance at Golden Gate University. These rights include:

1. The right to inspect and review the student's education records within 45 days of the date the university receives a request for access.

A student should submit to the registrar, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The school official will make arrangements for access and will notify the student of the time and place where the records may be inspected. If the records are not maintained by the school official to whom the request was submitted, the official shall advise the student of the correct official to whom the request should be addressed. If the student cannot inspect the records at Golden Gate University's San Francisco campus, copies of the records will be made available by regular mail at the cost of \$0.25 per page, upon satisfactory proof of the student's identity.

2. The right to request the amendment of a student's education records that the student believes is inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA

A student who wishes to ask the school to amend a record should write the school 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 as requested, the University will notify the student in writing of the decision and the student's right to a hearing regarding

the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

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

FERPA contains various exceptions to the general rule that the University should not disclose education records without seeking the prior written consent of the student. The following circumstances are representative of those in which education records may be disclosed without the student's prior written consent:

- a. The University may release "directory information" upon request. Directory information is information that is not generally considered harmful or an invasion of privacy if disclosed. See the "Directory Information" section below for more information.
 - b. School officials who have a legitimate educational interest in a student's education record may review it. A school official is a person employed by Golden Gate University in an administrative, supervisory, academic, research, or support staff position; a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee. A school official also may include a volunteer or contractor outside the University who performs an institutional service or function for which the University would otherwise use its own employees and who is under the direct control of the University with respect to the use and maintenance of PII from education records, such as an attorney, auditor, or collection agency or a student volunteering to assist another school official in performing his or her duties. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the University.
 - c. The University discloses education records without consent to officials of another school, in which a student seeks or intends to enroll, upon request of officials at that other school.
 - d. The University may inform persons including either parent(s) or guardian(s) when disclosure of the information is necessary to protect the health or safety of the student or other persons.
 - e. The University must provide records in response to lawfully issued subpoenas, or as otherwise compelled by legal process.
4. The right to file a complaint with the US 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
US Department of Education
400 Maryland Avenue, SW
Washington, DC 20202-5901

Directory Information

Golden Gate University has designated the following student records as "directory information," and at its discretion may release this information without the student's written consent:

- Full name
- Address
- Telephone number
- Email address
- Dates of attendance
- Enrollment status
- Program of study and concentration(s)
- Participation in officially recognized activities
- Awards
- Honors (including dean's list)
- Degree(s) earned and date(s) conferred
- ID card photograph

As required by Section 99.37 of the FERPA regulations, this serves as annual public notice of which student records Golden Gate University classifies as "directory information." Students have the right to withhold all "directory information," but must notify the registrar in writing by completion and submission of the Request to Prevent Disclosure of Directory Information form. Once a non-disclosure hold is placed on a student's directory information, it will remain in effect until and unless the student removes it by submission of a written request to the registrar.

Notice of Nondiscrimination Policy

In compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Vietnam Era and Veterans Readjustment Assistance Act of 1974, the Age Discrimination in Employment Act of 1967, the Age Discrimination Act of 1975, and Executive Order 11246, Golden Gate does not discriminate, within the meaning of these laws, on the basis of race, color, national origin, religion, sex, sexual orientation, disability, age, marital status or veterans status in employment, in its educational programs, or in the provision of benefits and services to its students. Anyone who believes that, in some respect, Golden Gate University is not in compliance with the above statement should contact the Office of Student Affairs in San Francisco.

Notice of the Americans with Disabilities Act

In compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Golden Gate University affirms its commitment to its applicants and students who identify and express their special needs. Information regarding the acts and the University's policies and services may be obtained from the Office of Student Affairs, 415-442-7288.

Golden Gate University Student Completion or Graduation Rate (Enrollment Retention Rate)

The information is provided in compliance with the Federal Student Right-to-Know and Campus Security Act of 1990. Questions should be directed to the director of planning, resources and analysis.

Golden Gate University admits very few first-time freshmen. The completion or graduation rate is a projection based on actual enrollment retention data for a defined group of newly matriculated students (including those who transferred in credit from other institutions). This information for undergraduate students can be found at <http://www.ggu.edu/undergraduate/overview/student-success/retention-and-graduation/>. The information for graduate students is available at <http://www.ggu.edu/graduate/overview/student-success/retention-and-graduation/>

Notice of Crimes

A complete record of all crimes committed on Golden Gate University's properties is provided in "Campus Safety Information" on p. 144 or in the University Street Smarts publication. The quickest way to access the report is by going to www.ggu.edu/about, where it is listed under the "Campus Security Information" section. A hard-copy of the University Street Smarts publication will also be made available upon request to the campus safety office.

1. Approved by Committee on Academic Standards, Sept. 20, 2010.
2. List attributable to the Georgia Tech Academic Honor Code.
3. Source of major categories of definition: Wikipedia contributors. Academic dishonesty. Wikipedia, The Free Encyclopedia. September 2, 2010, 04:40 UTC. Available at: http://en.wikipedia.org/w/index.php?title=Academic_dishonesty&oldid=382411912. Accessed September 13, 2010.
4. Information on proper scholarly practices can be obtained in the GGU Library and on the Library's website.

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Campus Safety and Security Information

Campus Security Starts with You

The Business Services & Facilities Department (BSF) is responsible for campus safety and security matters. We take our charge in this regard very seriously, and we do our best to make our campus as safe and secure as possible. But we cannot do it alone. We must rely on everyone within the GGU community to stay alert, report any suspicious activity/persons/packages to this office, and always be a proactive member of our campus security program. In doing so, we can all help to keep our community a more safe and secure place for everyone.

We Want You to Know

The Jeanne Clery Disclosure Act of Campus Security and Campus Crimes Statistics Act (Clery Act)

Golden Gate University prepares and makes available an annual security report. It includes statistics for the previous three years concerning reported crimes that occurred on campus; in certain off-campus buildings or property owned or controlled by the university; and on public property within, or immediately adjacent to and accessible from, the campus. This report also includes institutional policies concerning campus security, such as policies covering sexual assault and other matters.

While we do have a very good crime-on-campus record, we typically have several incidents each year; with crimes against personal property being the most common. Laptops, backpacks and bikes seem to go missing the most often. It appears that these are “crimes of opportunity,” in that the owner of the property left the item out in the open, unsecured and unattended. These kinds of thefts are easily preventable by always maintaining control of your personal property, and not leaving your possessions out in the open and unattended.

The report details are available for your review via the university web site, at <http://www.ggu.edu/about-ggu/campus-safety-and-security>. The report, and related information, is contained in the university Street Smarts publication. Copies of this document are available throughout the campus; and you can obtain a copy of this publication by contacting Business Services and Facilities. They can be reached at (415) 442-7089.

Emergency Notification Process

Communications throughout the university may be severely limited during an emergency. Therefore all means possible will be used to disseminate information and instructions. The emergency communications methods include the following:

- The GGU-ALERT Emergency Communications System.
- E-mail blasts (using GGUALL or other similar methods).
- Telephone alerting (announcements made using the university telephone system).
- GGU Mobile-Radio Communications System (includes the BSF Emergency Response Team (ERT) radios and mobile devices).
- GGU Web Site (the university home page will be updated to reflect pertinent information).
- Radio and television announcements (Information will be provided to the applicable stations).
- Runners will be dispatched as needed to help disseminate information throughout the campus facilities.

GGU-ALERT Emergency Notification System

The university has joined with e2Campus to provide timely communications in the event of a disaster, emergency situation or significant occurrence.

Our emergency notification system is called GGU-ALERT, and it is the quickest and most reliable way for you to receive urgent notification messages from the university. The messages that are sent via GGU-ALERT are deemed to be critical to one's safety, security or well being. These notifications could be for situations such as shelter-in-place requirements, security advisories, terrorist activities, bomb threats, severe weather, natural disasters, public-health alerts, system outages or other such events.

The university strongly encourages all students to subscribe to this service during their registration process. And you can also enroll at any time after logging in to GGU4YOU at:

http://www.ggu.edu/forms/ggu_alert_student_signup_form.jsp

There is no cost to you for participating; however, depending on your wireless (or other service provider) agreement, a nominal fee may be incurred for receiving text or other messages. And the information that you provide when enrolling for this service will not be sold to, or shared with, third parties.

While enrolled with this service, you may select your preferred notification methods (i.e. cell phone, text message, e-mail, etc.). You may select multiple notification methods as well so that messages are sent to you in a variety of ways.

At a minimum the GGU-ALERT System is tested annually on an unannounced basis. Additional tests may be conducted throughout the year as well. During these tests, subscribers will receive a message announcing the test and the details of any specific responses that may be required as part of the test.

Emergency Response and Evacuation Plan (E-REP)

The university maintains a detailed plan for how to respond to a variety of situations (i.e. fire, earthquake, power outage, etc.). While on campus, all members of the university community are required to comply with alarm notifications, evacuation or recovery orders and to take the appropriate actions as applicable. Copies of the E-REP are available throughout the campus facilities and also via the university web site.

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