



2024-2025

Keystone College

Graduate Catalog

Keystone College



2024-2025 Graduate Catalog

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Right to Revise

The provisions of this catalog are not to be construed as an irrevocable contract between the students and the College. This catalog attempts to present information about the College's graduate programs for the 2024-2025 academic year as accurately and completely as possible. However, for educational or financial reasons, the College reserves its right to change at any time any of the provisions, statements, policies, curricula, procedures, regulations, or fees found in this catalog. Such changes will be duly published in the next print version of the catalog available at www.keystone.edu/registrar/catalog. Students, faculty and staff of the College are responsible for all information and deadlines contained in this catalog.

Keystone College Anti-Discrimination and Harassment Policy

Keystone College is a leading, comprehensive, student-centered college educating students in the liberal arts and sciences tradition. The College does not discriminate on the basis of race, color, religion, national origin, ancestry, disability, sex, sexual orientation, or age. This policy is consistent with Title IX of the Education Amendments of 1972. For the full policy, please visit www.keystone.edu/title-ix.

Vision of the College

Keystone College strives to transform lives and the region by inspiring and empowering students to live in a diverse community where responsibility, integrity, mutual respect, and life-long learning flourish.

Mission of the College

Keystone College opens doors to rewarding careers in a student-centered environment, that teaches students to think, communicate, create, and problem-solve effectively within a diverse, ever-changing world.

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ACCREDITATION AND MEMBERSHIPS

Keystone College is an accredited institution and a member of the Middle States Commission on Higher Education (MSCHE) www.msche.org. Keystone College's current accreditation status is Non-Compliance Show Cause. The Commission's most recent action on the institution's accreditation status, taken on April 25, 2024, was to issue show cause. The College remains accredited while on show cause.

MSCHE is recognized by the U.S. Secretary of Education to conduct accreditation and pre-accreditation activities for institutions of higher education including distance, correspondence education, and direct assessment programs offered at those institutions. The Commission's geographic area of accrediting activities is throughout the United States. The Commission makes available the opportunity to submit third party comments regarding an institution's compliance with standards for accreditation, requirements of affiliation, policies and procedures, and applicable federal regulatory requirements using its Complaints and Third-Party Form found on its website at Complaints and Third-Party Comments - Middle States Commission on Higher Education (www.msche.org/complaints)

Keystone College is authorized to grant degrees by the Commonwealth of Pennsylvania. Information regarding the Pennsylvania Department of Education's (PDE) compliant procedure for postsecondary institutions is available on the PDE website at College and Career Education (www.education.pa.gov/Postsecondary-Adult/CollegeCareer/Pages/default.aspx)

Keystone College is also approved for veterans' benefits.

The Department of Business, Management, and Technology at Keystone College has received specialized accreditation for its business programs through the International Accreditation Council for Business Education (IACBE), 11960 Quivira Rd, Suite 300, Overland Park, KS 66213 USA (www.iacbe.org).

APPLICATION PROCEDURES

Keystone College accepts applicants for graduate programs year-round, depending on the start date of each program. Please see individual program pages in the Catalog for the start term(s) for each program. Applications must be received no later than one month prior to the start of the intended term. Admission to Keystone College's graduate programs is based on prior academic performance and the ability of the candidate to profit from and contribute to the academic and interpersonal life of the College.

Keystone College will consider applicants who meet the following criteria: completion of a baccalaureate degree with a cumulative grade point average of 3.00 or higher from a regionally accredited institution, with official transcripts from all schools attended; satisfactory scores on the GRE exams depending on the program of choice; and a current resume or curriculum vitae. For additional program specific criteria, please refer to pages 25, 27, 29, 31, 34, 36, 38 and 40 of this Catalog. All application materials should be sent directly to the Office of Admissions, PO Box 50, One College Green, La Plume, Pa., 18440.

For international students the following is required:

- Transcripts (English translation is required) with proof of degree conferred.
- Financial Statement (ISFS) with affidavit of financial support to pay.
- TOEFL (Test of English as a Foreign Language) or IELTS (International English Language Testing System) Scores. An 80 TOEFL score is required. A 6.5 IELTS score is required.

Matriculated Student

A matriculated student is one who has satisfied all admission requirements for a degree program and is taking courses leading to a degree.

Provisional Acceptance

Graduate students may be accepted provisionally. If accepted provisionally, students must earn a “B” or better in each of his/her first two courses to be fully accepted and remain in the program. Any additional requirements for full acceptance will be communicated to the student in writing and must be met by the date provided.

Transfer of Courses

Graduate students may transfer no more than nine (9) credits toward their degree program. To be accepted for transfer credit, the course must have been taken at a regionally accredited institution no more than seven years prior to enrolling at Keystone College. Only courses taken at the graduate level in which the student has earned a “B” or higher and apply to the student’s program will be considered for transfer. Grades of “P” or “S” do not qualify for transfer credit unless they are practicum courses. The credits earned will be accepted to fulfill the program requirements but will not be calculated into the grade point average. Students may only transfer courses to the program prior to their initial acceptance and enrollment in the program.

Prior Learning Assessment

Prior Learning Assessment (PLA) allows students to earn credit toward degree completion by demonstrating relevant graduate college-level knowledge gained through prior work and life experiences.

Graduate students may earn no more than nine (9) credits through the PLA process. To clarify, graduate students may earn no more than nine (9) credits through any combination of PLA or transfer work. PLA credit is awarded on a pass/fail basis.

Prior Learning Assessment (PLA) must be for a specific course that applies to the student’s program of study. The prior learning must be graduate-level and be transferable to situations other than that in which it was gained. It must be accompanied by the application of appropriate competencies involved in the learning experience. The learning must be assessed and documented.

Qualifying experiences may include work, military training, personal educational growth, volunteer work, certificate training, or specialized certifications. Credit is not guaranteed for experience, it is for verifiable graduate-level learning, either knowledge or skills, acquired through life or work experience, not for the experience itself.

Students interested in earning PLA credit should contact the PLA Facilitator at PLA@keystone.edu for more information.

Readmission to the College

Graduate students who have “stopped out” for one or more full semesters, excluding summer sessions, must contact the Office of Admissions to be readmitted to the College. All students who desire to be readmitted must be in good academic, social, and financial standing with the College. Students who are readmitted to the College after one or more years of non-attendance will follow the graduation requirements of the Catalog year in which they return. Please visit www.keystone.edu/readmission for the most up to date readmission requirements.

Visiting/Non-Matriculating Students

Visiting students may enroll in up to nine (9) credits of graduate coursework prior to making formal application to the College. Documentation of successful completion of a bachelor’s degree is required at the time of registration. Students who have not yet completed their bachelor’s degree should see additional criteria found in the Advanced Standing section on page 17 of this Catalog.

FINANCIAL INFORMATION

Tuition and Fees

Tuition rates are listed within each program and can be found beginning on page 23 of this Catalog. Students who enroll in courses through the Keystone College Virtual Campus (KCVC) will be charged the per-credit tuition rate for those courses, currently \$600 per credit. KCVC students who enroll in graduate courses not taught through KCVC will be charged the per-credit tuition rate for those courses, currently \$650 per credit.

Keystone College strives to keep the cost of attending college as affordable as possible. Tuition and fees are determined annually by the College’s Board of Trustees and are published on the College’s website at www.keystone.edu/admissions/tuition-aid/tuition-and-fees/.

Specific course fees will be assessed individually by course as specified in the Course Description section of this Catalog.

Required Fees

Graduation Fee: \$100 – This fee helps to defray the cost of evaluating the student’s academic record to determine eligibility for graduation, purchasing the student’s graduation regalia, printing the student’s diploma, providing the Commencement program, and the graduate reception. Students who are unable to attend Commencement will receive their diplomas in the mail. There is no reduction in the fee for graduates who do not attend commencement or pick up their regalia.

WITHDRAWALS, REFUNDS, AND CREDITS

Withdrawal from the College

Student Initiated

Students may officially withdraw from the College by submitting the Withdrawal form to the Registrar’s Office. The form can be found online at www.keystone.edu/registrar. The date that the form is received by the Registrar’s Office is the official withdrawal date. Backdating of withdrawal dates is not permissible. Students who withdraw from the College should refer to the Refund Policy below for financial information and to the Course Drop/Withdrawal Policy for academic information

regarding the decision to withdraw.

College Initiated

A graduate student may be administratively withdrawn from the College for a variety of reasons including, but not limited to, code of conduct violations, financial issues, violations of policy and procedures, attendance policies, and academic sanctions. A student who is withdrawn from the College for any of these reasons is not entitled to any financial refund, regardless of the timing of the withdrawal.

Withdrawal from the College for Military Service

Students who are called to active military service during any semester or term should immediately contact the Veterans Affairs Certifying Official located in the Registrar's Office with a copy of the military orders. At that time, the Certifying Official will discuss all options with the student and an appropriate course of action will be determined.

REFUND POLICY

If a student completes the official withdrawal process before the first day of classes for the payment period (i.e., semester, term, etc.), Keystone College will refund 100% of all tuition and fees. Keystone College will return all respective Title IV awarded monies, in full, to the appropriate program accounts.

If a student withdraws from the College on or after the first day of classes, Keystone College will refund a percentage of tuition based on the official withdrawal date as outlined below. The charges retained on the student's account are in accordance with the return of Title IV Refunds Policy, as directed by federal regulations.

Tuition Refund Schedules

Segment of Semester	Refund
Withdrawal prior to the start date	100% of all tuition and fees
Withdrawal through week one	75%
Withdrawal through week two	50%
Withdrawal beyond the end of week two	No refund

Refunds Inclusive of Title IV Financial Aid

A student who withdraws on or before the 60% point of time in the period of enrollment or within a module, for which the student has been charged, is only eligible to receive the amount of Title IV Federal Aid earned during his or her actual enrollment. Keystone College must, per federal regulations, calculate a refund of Title IV Federal Aid to be returned to the Federal Department of Education under the federal refund calculation. Refunds of tuition and board, if applicable, for students as a result of an official withdrawal will be made according to the appropriate tuition refund schedule. Refunds of aid may result in a balance owed to the College.

If a semester of enrollment includes two modules (A & B) and a withdrawal occurs during module A and continued attendance is planned for module B, then the student must notify Student Central, in writing of his/her plan for continued enrollment in module B. The preferred method of contact in such a situation is via a student's Keystone College issued email account. These schedules are listed

further in this section. An unofficial withdrawal will be calculated at a maximum refund of 50%.

Any student who stops attending without completing the official process (see page 3) is considered to have unofficially withdrawn from the College.

The date used to calculate the refund of aid and tuition charges is the official withdrawal date as determined by Keystone College. Backdating withdrawal dates is not permissible.

Partial Withdrawal/Status Change (Withdrawal from currently enrolled credits/courses while remaining enrolled in others)

After the last day to drop classes without notation from a term:

- No reduction in charges is granted to a student who withdraws from one or more courses but remains registered in at least one course; and
- No status adjustment is made from full-time to part-time with regard to charges and financial aid.

Complete and Partial Withdrawal/Status Change

The Title IV portion of the refund will be distributed to the Title IV programs, up to the full amount received from each program for the enrollment period in question. Title IV funds are returned to the appropriate accounts in the following order:

1. Direct Unsubsidized Loan
2. Direct Plus Loan
3. Other Title IV Programs as applicable

Written examples of the applications of these refund policies are available, upon request, from Student Central.

STUDENT INVOICES/CLASS SCHEDULES

Student Central, located on the main floor of Ward Hall, is responsible for billing and collection of all tuition and fees.

The annual billing cycle for a student taking classes in the traditional schedule is based on two semesters beginning in August and January of each academic year.

Instruction for payment of semester/trimester/program bills is sent by mail to all registered students, with due dates indicated. Fall semester bills are sent in June and spring semester bills are sent in November to registered students. Students are required to log onto MyKC to view their student account balance and view the electronic invoice throughout the semester and make arrangements to pay the balance in a timely matter. Please be aware that only two invoices will be mailed each semester. One will be mailed prior to the start of the semester and one will be mailed the last month of the semester. Students who would like to receive a semester bill in paper format may notify Student Central by calling (570) 945-8300 or by e-mailing studentcentral@keystone.edu.

Any outstanding balance that remains on a student's account after deduction of financial aid should

be paid in accordance with the billing instructions. A specific due date is publicized on billing statements and on your electronic student account invoice located on MyKC. Following registration, one statement will be sent to each student's home address and will always be available on MyKC throughout the term. This statement will show any outstanding balance, as well as charges incurred. In addition, for all balances not paid in full when due, the student is responsible for all costs incurred. This may include, but is not limited to, collection costs, litigation/attorney fees, and court costs.

Students who are unable to pay in full by the due date may contact Student Central prior to the bill's due date to review the College's payment plan options.

Payment of the bill may be made in person or by mail. Checks or money orders should be made payable to Keystone College. The College also accepts VISA, MasterCard, and American Express. Credit card payment can be made using the MyKC portal at <https://mykc.keystone.edu> or in Student Central located on the main floor of Ward Hall.

STUDENT CENTRAL

Keystone College is committed to helping as many qualified and eligible students as possible earn their degrees at our institution. To achieve this goal, Keystone has established a broad and effective financial aid assistance program.

Further information regarding financial aid may be obtained by calling (570) 945-8300 or 1-800-824-2764, option 3, or by writing to: Student Central, Keystone College, One College Green, La Plume, PA 18440-1099, or by e-mailing: financialaid@keystone.edu.

Eligibility

To be eligible for financial assistance, students must demonstrate financial need and must be enrolled in a program of study that leads to a degree or certificate. The amount of financial need is determined by completing the Free Application for Federal Student Aid (FAFSA). The FAFSA may be completed online at fafsa.gov. International students are not eligible for state and/or federal financial programs. Please contact Student Central for details.

STUDENT CENTRAL DESCRIPTIONS

Federal Aid Programs

Students must meet the following requirements to be considered for any of the federal financial aid programs:

- Must have a high school diploma or GED.
- Must be enrolled as a matriculating student in an eligible degree/certificate program.
- Must be a U.S. citizen or eligible non-citizen.
- Must maintain satisfactory academic progress.
- If required, must be registered with Selective Service.
- Must not owe any refund on federal aid and not be in default on federal education loans.
- Must not be incarcerated or have been convicted of any illegal drug offense that would make one ineligible for federal aid.

Financial Clearance for Continued Enrollment

Financial clearance is obtained by students through Student Central when their student accounts are considered to be in good financial standing. Financial clearance is needed to register for courses, apply for student housing, when applicable, maintain course registration and housing assignments, receive official College transcripts, participate in commencement, and receive a diploma.

The College reserves the right to terminate the registration of a student who has an outstanding financial obligation to the College, after sufficient notice has been given to the student. The College reserves the right to hold transcripts and diplomas as a result of nonpayment of obligations and to forward delinquent accounts to collection agencies and to levy a collection fee. Holds are removed upon satisfaction of the outstanding obligation. The terminated student may petition for reinstatement of enrollment by satisfying the indebtedness to the College and paying the \$50 reinstatement fee. The College does not guarantee that the previous course selections will be available upon reinstatement.

The privileges of registration, advance registration, receipt of a diploma, and receipt of transcripts of record are not available to students having outstanding obligations to the College. Obligations may take the form of unpaid monies, unreturned or damaged library books and equipment, parking fines, or other charges for which a student may become legally indebted to the College.

FEDERAL DIRECT UNSUBSIDIZED STAFFORD LOANS

The Federal Direct Unsubsidized Stafford Loan program allows students to borrow low-cost fixed interest rate educational loans from the federal government. To be eligible for a Direct Stafford Loan, students must be enrolled in at least three (3) graduate credits (half-time enrollment). Repayment is necessary and begins six months after students leave school or fall below half-time enrollment. This loan is not need based and interest begins accruing from the date of first disbursement. One can choose to pay the interest while in school, or can allow it to accrue, capitalized, and begin repayment after the grace period.

Interest Rates and Origination Fees for Graduate Unsubsidized Stafford Loans

Interest rates and origination fees change annually and students should visit studentloans.gov for current information.

Master Promissory Note (MPN)

First time Keystone College borrowers of Direct Stafford Loans must sign a Master Promissory Note (MPN). The MPN is an agreement to pay back the loan to the federal government, with interest, according to the terms of the program. One must complete and sign the MPN at www.studentloans.edu.

Annual and Aggregate Limits

Federal regulations limit the amount of Direct Stafford Loans one can borrow each academic year and over your entire student career or lifetime. Please note that other financial aid resources and cost of attendance restrictions may prevent you from borrowing up to the annual limit in any given year or period of enrollment.

Annual Limits for Direct Graduate Loans

Unsubsidized Stafford Loans \$20,500

Graduate PLUS Loan Cost of Attendance (COA) minus any other financial aid.

Aggregate Limits for Graduate Unsubsidized Stafford Loans \$138,500*

*This amount is inclusive of all undergraduate subsidized and unsubsidized direct loans.

Federal Direct Graduate PLUS Loan

Graduate students are eligible to borrow under the Federal Direct Graduate PLUS Loan program, pending consumer credit approval by the U.S. Department of Education. Students in professional degree programs must be enrolled in at least 3 credits. The maximum amount that can be borrowed is the Cost of Attendance (COA) minus any other financial aid.

The Federal Direct Graduate PLUS Loan borrower will be charged interest from the time the loan is disbursed until it is paid in full. Repayment begins six months after falling below half-time enrollment.

Interest Rates and Origination Fees for Graduate PLUS Stafford Loans

Interest rates and origination fees change annually and students should visit studentloans.gov for current information.

Credit Approval

If the student does not obtain consumer credit approval, they may still receive a loan if someone (such as a relative or friend who is able to pass the credit check) agrees to endorse the loan. The endorser promises to repay the loan if the student fails to do so. In order to endorse the loan, the endorser must complete all requirements set forth by the U.S. Department of Education. The student may also still receive a loan if he or she can demonstrate extenuating circumstances. For more information please contact Student Central.

Master Promissory Note (MPN)

Students applying for a Graduate PLUS Loan must complete the Graduate PLUS MPN at www.studentloans.edu.

Entrance/Exit Interview Requirement for Direct Loans and Perkins Borrowers

The Higher Education Amendments of 1986 stipulates that schools must conduct entrance and exit interviews for all students borrowing from the Stafford and Perkins loan programs.

Entrance interviews are conducted prior to the certification and crediting of the student's first loan. These interviews are intended to give new student loan borrowers pertinent information about the terms and conditions of the loan, the borrower's responsibilities, and the importance of meeting repayment obligations. During entrance interview counseling, students will also receive sample repayment tables that can be used to estimate monthly payments and information on when loan repayment begins.

To satisfy the entrance interview requirement, a borrower must complete this requirement on-line through the internet at studentloans.gov and click on entrance loan counseling. Be sure to select Keystone College from the list of participating schools. Read and complete all required information. Students may also complete his/her exit loan interview online at the same web site.

Prior to graduation or upon withdrawal from the College, all Stafford and Perkins borrowers must

complete an exit interview. Exit interviews are designed to prepare the student loan borrower for repayment. During the interview, the borrower will receive information on repayment options, consequences of default, deferments, loan consolidation, and communication with the lender and/or loan servicer.

Exit loan counseling sessions are conducted each semester. Student Central receives a list each semester of those students eligible for graduation, which is used to contact each graduate to attend. Those students who withdraw will see their counselor as they come around with the withdrawal form and receive their counseling.

FINANCING YOUR EDUCATION AT KEYSTONE COLLEGE

Keystone College provides several options to assist in covering the cost of education. The financial aid package developed may not cover the entire cost to attend. Keystone College offers several options for payment. Financial aid is not required for attendance.

Payment Plans

Keystone College offers monthly, no interest payment plans to currently enrolled students. Payment plans are established with Student Central prior to the beginning of each semester. The plans provide opportunities for students to make monthly payments for the charges for each semester. Each plan will be structured so that the semester balance is paid in full by the end of the semester. Students taking advantage of this process should complete one payment plan for each semester of enrollment. Plans do not automatically renew. Total payments cannot exceed total yearly charges less any financial aid. Additionally, payment plans must be current to be eligible to register for an upcoming term or semester. For more information, or to set up a payment plan, please contact Student Central at (570) 945-8300 or studentcentral@keystone.edu.

Alternative Loan Programs

Many programs are available through lending institutions to families in need of additional funding for education. These alternative sources may be a line of credit to cover educational costs for four years, a supplemental loan processed on a yearly basis, or a home equity loan. In most cases, eligibility for supplemental loan programs is based on the personal credit history and financial circumstances of the student. Usually, a debt-income analysis is performed to determine the applicant's ability to repay the loan. Some applicants may find they need an endorser to gain approval for a supplemental loan. For additional information on these programs, contact Student Central, email ElmResources@elmselect.com, or visit www.elmselect.com.

Military/Veterans Funding

These types of funding can help with the cost of a student furthering his/her education and skills through benefits to pay for tuition, housing, training, and other expenses related to your education. The following websites are resources for military students: www.keystone.edu/admissions/veterans or explore.va.gov/education-training.

Veterans Education Benefits

For any covered individual (any individual who is entitled to educational assistance under chapter 31 or chapter 33), Keystone College will not impose any penalty, including the assessment of late fees, the denial of access to classes, libraries, or other institutional facilities, or the requirement that a covered

individual borrow additional funds, on any covered individual because of the individual's inability to meet his or her financial obligations to the institution due to the delayed disbursement funding from VA under chapter 31 or 33.

Students who are eligible for Veterans Education Benefits must provide to the College's Certifying Official a copy of his/her Certificate of Eligibility or Statement of Benefits from VA's eBenefits, or a VAF 28-1905 form for chapter 31, and, if the student is a veteran, a copy of his/her DD 214 Member 4 copy. Documentation can be submitted to the Certifying Official in the Registrar's Office, Ward Hall, first floor, or via email to registrar@keystone.edu. Covered individuals, as defined above, may participate in the course of education during the period beginning on the date the appropriate documentation is provided to the Certifying Official until the date on which payment from VA is made to the College or 90 days after the date tuition and fees are certified with the VA, whichever is earlier.

Covered individuals are responsible for full payment of any charges not covered by their Veterans Educational Benefits. Students using Veterans Educational Benefits for which all or part are paid directly to the student are responsible for full payment of any charges not paid directly to the College. Any student using Veterans Educational Benefits may consult the Certifying Official with questions regarding utilization of loans to pay for educational expenses.

Payment/Aid Disbursement

Students receive a statement of account for each semester in which they are enrolled or plan to enroll. The statement reflects tuition, mandatory fees, room, and board. The statement will also include financial aid awards that are complete and/or have been received by Student Central. Any balance due must be paid prior to the start of classes.

Donor-Supported Scholarships

Endowed and annual scholarships are funds that benefactors provide to Keystone College to award to students in accordance with the criteria established for each scholarship. Student Central awards most of these scholarships during the preparation of the financial aid package; however, some do require a separate application process. All students who receive one of these awards are asked to respond to the benefactors through the Office of Institutional Advancement and receive instructions to complete the process.

SATISFACTORY ACADEMIC PROGRESS (FINANCIAL AID)

Satisfactory Academic Progress Requirements

Federal regulations require that educational institutions measure students' progress toward a declared educational objective, both quantitatively and qualitatively. In accordance with these requirements, Keystone College has established the following standards to measure a student's academic progress for financial aid. These standards will be applied uniformly to all students when determining their eligibility for Federal and/or Keystone College funding regardless of whether the student previously received these funds. Should a student fail to meet any of these requirements they are deemed ineligible to receive Federal and/or Keystone College funding until the deficiency is resolved by the student.

Satisfactory Progress for Financial Aid (SAP)

Satisfactory Academic Progress is defined as a measure of both qualitative and quantitative levels of a

student's grade performance. Students who have not met the requirements are not eligible for federal and/or Keystone College funding until the credit deficiency is resolved.

For the qualitative measurement a student must meet the following minimum cumulative grade point average (CGPA) requirements:

For all credits attempted: CGPA of 2.500 with a completion rate of 3/4 (75.000%)*

*All graduate transfer students will be treated as new students for the purpose of this policy.

For the quantitative measurement a student must demonstrate they are progressing towards completion of their program within a defined time frame. In order to meet this, a student must complete no less than 3/4 of the credits attempted. This calculation is cumulative and is based on all credits attempted and earned. Credits transferred into Keystone College are considered as attempted and earned for this purpose.

Maximum Semesters of Aid Eligibility

Students may not exceed 1.5 times the allotted amount of credits required for the conferral of a degree. Example: 30 graduate credits required for the degree program x 1.5 = 45. In this example no federal aid may be used to earn this degree after 45 credits have been attempted.

Procedure for Checking Satisfactory Academic Progress for Financial Aid

At the end of each semester, aid recipients are reviewed to determine if they have met the minimum credit requirements as well as earned the appropriate CGPA. If they have not, a letter is sent to each student informing him or her that s/he is on financial aid warning and is eligible for continued Federal funding throughout the following constitutive term. If the student again does not make progress, s/he is NOT eligible for Federal funding. Should progress not be met after a semester of warning the student may appeal to the Director of Financial Aid via email at financialaid@keystone.edu. If the appeal is approved the student will be presented with an academic plan. If s/he has satisfied the requirements of the academic plan, s/he is considered to be making progress and the progress is then checked per semester moving forward.

Students Applying for Re-admittance to Keystone College

Any student looking to be readmitted to Keystone College will have his/her SAP reviewed. If, at that time, the student shows a deficiency in either requirement from previous semesters at Keystone College, the student will be deemed ineligible for Federal funding until the progress requirements are met. If deemed ineligible for financial aid the student will be held to the SAP standards of the policy.

Incomplete Work and Withdrawals

Any course for which a grade of "I," "IP," "W," or "WF" is recorded is used to calculate academic progress under the SAP policy. In addition, withdrawing from a course or courses may affect a student's academic progress if the withdrawal causes a student to fall short of the minimum credits required for that term's academic progress requirement. Since financial aid may have been previously awarded for the course(s) dropped, students may need to earn the credits at their own expense in order to make academic progress and remain eligible for financial aid assistance.

Repeated Courses with regard to Financial Aid

Qualitative Standard: If a course is taken for a second time, the most recent grade will be figured into the student's CGPA.

Quantitative Standard: In determining eligibility for financial aid, each credit attempted is included in calculating total hours attempted.

Re-Establishing Eligibility for Financial Aid

Credit Deficiency (quantitative):

Students may resolve a credit deficiency by attending Keystone College sessions without utilizing aid, by taking credits at another regionally accredited institution as long as they will be accepted by Keystone College and used toward the student's degree objective.

Once a student has resolved the credit deficiency, it is the student's responsibility to notify Student Central and request that aid be reinstated.

Cumulative Grade Point Average Deficiency (qualitative):

Students may make up a CGPA deficiency by attending summer sessions or other sessions without utilizing aid. In order for a CGPA deficiency to be made up, classes must be taken at Keystone College. Classes taken at other institutions have bearing only on credit deficiencies and will not affect the CGPA deficiencies. Only credits transfer in – not the grade(s) earned. Once a student has reached the required CGPA, it is the student's responsibility to notify Student Central and request to be reinstated. In both situations Student Central will verify that the deficiency has been made up and award aid if appropriate. If Student Central's findings are inconsistent with the student's, the student will be contacted and the results explained.

Financial Aid Appeals

Any student who has failed to meet the SAP academic progress policy requirements due to extenuating circumstances may appeal the termination of their financial aid. Appeals must be made in writing to the Director of Financial Aid via email at financialaid@keystone.edu. The appeal must include the following:

1. Why the student failed to make academic progress.
2. What has changed that will allow the student to make progress.
3. Any/all supporting documentation must be submitted with the letter of appeal.

All appeals must be submitted no more than 14 days before the start of the next semester. Appeals may be granted upon one of two conditions:

1. The Director of Financial Aid has determined the student will be able to make up their progress by the next evaluation period.
2. The Director of Financial Aid (in conjunction with the Registrar) has developed an academic plan that will ensure progress is met within a specified time frame and the student agrees to the conditions of the plan.

All such appeals will be reviewed on an individual basis and will take into consideration special circumstances and improved academic performance. A student may only be on financial aid warning for one semester unless there is an academic plan in place which specifies a later time frame. By federal regulations the Director of Financial Aid may not place a student on financial aid warning for consecutive semesters without an academic plan.

Students may appeal for financial aid only ONE time. If a student can show documented proof of

cause, an appeal may be made amended; a letter of appeal and supporting evidence will be necessary for an appeal amendment. Students will be notified via their Keystone College email of the decision no less than 7 days after a decision is made.

ATHLETICS

Intercollegiate Athletics

The program of intercollegiate athletics functions as an integral part of the total education process at Keystone College. In keeping with this, policies that guide the operation of the athletic program have been designed to complement the educational objectives of Keystone College.

Keystone College is a member of the NCAA at the Division III level and is also a member of the United East Conference and the Eastern Collegiate Football Conference (ECFC).

Keystone's intercollegiate teams compete with other four-year institutions of comparable strength in men's and women's basketball, men's and women's soccer, baseball, softball, field hockey, football, women's volleyball, men's and women's cross country, men's and women's indoor and outdoor track, men's and women's lacrosse, and club cheerleading.

Eligibility for Athletics

In order to be eligible for practice and/or competition, student-athletes must be enrolled full-time and carry a minimum of 9 credit hours per semester, if a student-athlete drops below 9 credits, he/she becomes immediately ineligible for practice and/or competition. A student-athlete must be in good academic standing and show satisfactory progress toward a degree in accordance with the athletic eligibility standards at Keystone College in order to be eligible to participate in intercollegiate athletics.

1. Good Academic Standing: Cumulative GPA must be 3.0 or above.
2. Satisfactory Progress: Pass six credits for each full time semester enrolled. Note: Winter and Summer Sessions can be used to meet the requirement for credits earned to meet either Good Academic Standing or Satisfactory Progress.

ACADEMIC AFFAIRS: INFORMATION AND REGULATIONS

Definition of Credit Hour

In accordance with federal policy, Keystone College defines one (1) credit hour as an amount of work represented in the achievement of the intended learning outcomes and verified by evidence of student achievement that reasonably approximates

1. One hour (50 minutes) of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately 14 weeks for one semester, or the equivalent. Courses with fewer than the required hours of direct faculty instruction must include alternate instructional hours to make them equivalent to the number of hours required. A traditional 3-credit course requires 42 hours of instructional time.
2. At least an equivalent amount of work as required in paragraph (1) for other academic activities as established by the institution, including laboratory work, internships, field observations, studio work, and other academic work leading to the award of credit hours. Laboratories, internships, field observations, and other alternate educational activities vary by program in terms of the number of hours required, but in general are 2-3 hours/week per credit. Additionally, alternate

academic work leading to the award of credit hours are assigned at the same level of rigor as the course for which the credit is granted.

For courses with non-traditional formats, e.g. accelerated, Weekend, online or hybrid, students are required to spend the equivalent amount of total time per credit hour as spent in traditional courses. However, the mix of time spent in direct instruction and time spent on assignments and other work, per week, will vary.

The faculty of Keystone College agree that these activities are the equivalent of face-to-face classroom experiences and may be used in part to meet the minimum classroom seat time requirements for courses offered at Keystone College:

1. Field trips
2. Discussion boards
3. Movies or participation at events of educational value within the course or discipline that will be used in follow-up classes and assessed accordingly
4. Service Learning - with reflection activities
5. Directed and/or mentored library or other primary research (not homework)
6. Experiential learning activities-with reflection
7. Portfolio development work - independent work with assessment, again not homework
8. Interviews related to the course content or discipline
9. Shadowing - with reflection
10. Field work
11. Group work/collaborative course work that is substantial and not simply homework such as preparation of presentations, or other material
12. On-line group work and/or Wikis, presentations and critiques and other active learning facilitated by electronic and/or social media.

Credit Load (Part-Time/Full-Time Status)

For graduate students, a course load of at least three (3) credits is considered part-time. Ordinarily, part-time graduate students carry three or six credits per semester or academic session. A course load of nine (9) or more credits is considered full-time.

Attendance

Students are expected to attend and participate in all classes for which they are registered and are responsible for absences. A student's class syllabus, published by the faculty, may establish attendance policies and certain criteria for engaged participation.

Graduation

To earn a graduate degree, students must have completed all program requirements with an overall GPA of 3.00 or higher and have earned no more than one grade of "C". No grade below "C" is acceptable for credit toward the degree. All candidates for graduation (students entering their final semester of coursework) are required to register for GRAD 5110 when they register for their final semester of coursework.

Commencement Ceremony

Keystone College conducts one Commencement ceremony for all students completing their degree requirements that academic year. Students who complete their degree requirements after the Commencement ceremony are invited to attend the next year's ceremony. Attendance at the Commencement ceremony is strongly encouraged. Students who are unable to attend the ceremony will have their diploma mailed to them.

Academic Standing

Students are in good academic standing if a cumulative grade point average of 3.00 is earned.

Quality of Work

Graduate students are expected to maintain a 3.00 cumulative grade point average (GPA). Any graduate student who fails a course (less than C) must repeat the course. Students who earn more than two grades of less than B- will be referred to the Graduate Review Board and may be dismissed from the program.

Time Limits/Continuous Enrollment

Students are expected to complete degree requirements within 6 years from initial matriculation. Graduate students are expected to maintain continuous enrollment throughout the academic year (August-July). Students who do not enroll for more than one calendar year from their last date of attendance and who are readmitted to the program must comply with the degree requirements in place at the time of readmission.

Repeats

A student may repeat a course for which a grade of less than "B-" is earned. A student may repeat no more than two courses and each course may only be repeated once. The most recent grade counts in the calculation of the GPA, even if the first attempt was higher. Students must repeat the necessary course(s) at Keystone College.

Graduate Grading Policy

<u>Grade</u>	<u>Quality Points</u>	<u>Numerical Value</u>
A	4.00	94-100
A-	3.67	90-93
B+	3.33	87-89
B	3.00	84-86
B-	2.67	80-83

<u>Grade</u>	<u>Quality Points</u>	<u>Numerical Value</u>
C+	2.33	77-79
C	2.00	74-76
F	0.00	<74

Grade Point Average (GPA)

Term Grade Point Average (Semester GPA)

The term grade point average is calculated by dividing the number of quality points earned during the term by the number of credits attempted during the term. Only courses for which letter grades of “A,” “A-,” “B+,” “B,” “B-,” “C+,” “C,” or “F” have been earned are included. For a repeated course, only the most recent grade is used. Grades earned at other institutions are not included.

Cumulative Grade Point Average (Cumulative GPA)

The cumulative grade point average is calculated by dividing the number of quality points earned in all courses taken while at Keystone by the number of credits attempted for all courses taken while at Keystone. Only courses for which letter grades of “A,” “A-,” “B+,” “B,” “B-,” “C+,” “C,” or “F” have been earned are included. For a repeated course, only the most recent grade is used. Grades earned at other institutions are not included.

Other Grades

I (Incomplete)

This grade indicates that the student has not completed the course requirements at the time that grades were reported to the Registrar. The student must make arrangements with the instructor prior to the final exam if he/she wishes to receive a grade of incomplete. (Forms are available in the Office of the Registrar.) Instructors should agree to award a grade of incomplete only in the case of exceptional circumstances. Mere inability to submit work on time, or missing the final exam, does not constitute valid reasons for a student to be awarded a grade of “I.” The deadline for the completion of the coursework is two weeks into the next semester or module. If the course work is not completed within the specified time frame, the incomplete grade will become an “F.”

IP (In Progress)

This grade indicates that a grade was not assigned at the time grades were printed. Use of an in-progress grade indicates that a course is continuing beyond the customary term. The deadline for completion of the course is two weeks into the next semester or module. If the coursework is not completed within the specified time frame, the in-progress grade will become an “F.”

W (Withdrew)

This grade indicates that the student withdrew from the course after the drop/add period. The grade is not included in the calculation of the semester or cumulative GPA.

#F (Failure due to Non-Attendance)

This grade indicates that a student stopped attending and did not officially withdraw from the course; thereby earning the failing grade due to poor performance. The #F is printed on the academic transcript and calculated into the GPA as an F.

Grade Reports

Grade reports for classes taken are available at the conclusion of the term or semester on MyKC, the College’s on-line student portal.

Transcripts

Electronic and paper transcripts are available exclusively through the on-line request system. Current students may submit requests through the Student Portal in MyKC while past students may submit them through the system at www.keystone.edu/registrar/request-a-transcript. Requests are usually processed within three to five days of receipt; however, the processing time may be longer during certain times of the academic year, such as registration periods, the week leading up to commencement, and College closures.

A fee is charged for all transcript requests. Payment is made through the on-line system at the time of the request. No records will be released if the student’s financial account with Keystone College has not been cleared.

Academic Policies

Academic Honesty

Academic honesty is expected in all class-related endeavors, including e-learning. Students of Keystone College are expected to complete their educational endeavors while maintaining the academic standards of honesty and rigor in research without cheating or engaging in plagiarism (Keystone Catalog, 40). All students are subject to the College’s policy and procedure on academic dishonesty. Keystone College treats academic dishonesty as a serious violation of academic trust, which results in penalties for all students engaging in such behavior.

Acts of academic dishonesty include, but are not limited to, the following:

1. The illegitimate use of study materials or electronic devices in any form during a quiz or examination.
2. Copying answers from, or handing in work produced by, another student on quizzes, examinations or assignments of any kind.
3. Plagiarizing or falsifying materials or information used in the completion of any assignment that is graded or evaluated as the student’s original work. Plagiarism includes submitting as one’s own ideas the work of another, including laboratory data, written materials or the computer files of another, regardless of whether that information is used verbatim or in a paraphrased form.
4. Improperly obtaining the content of an examination, through theft, bribery, collusion, or otherwise, prior to the time and date of the administration of the examination. Using an examination paper previously administered (during an earlier term) without the consent of the faculty member who authored the examination is also prohibited.
5. Impersonating a candidate at the examination or availing oneself of such an impersonation.
6. Intentionally interfering with any person’s scholastic work. For example, damaging or stealing laboratory samples or equipment, computer files, or library materials with the express purpose of preventing another person from completing his or her work.
7. Submitting the same work for more than one course without the consent of the faculty members of each course. Submission of previously graded work from prior assignments.
8. Aiding or abetting any such offenses.

Penalties and procedures for the above, or similar offenses not listed, will take the following form:

1. It is up to the instructor who suspects academic dishonesty to decide if formal action is necessary. The faculty member will request a meeting with the student to discuss the incident. The meeting will allow the faculty member to determine the seriousness of the offense and the student to

admit guilt or appeal the charges. If both student and instructor agree that there is no infraction, no further action will be taken. If the instructor determines that academic dishonesty has occurred, the instructor will either:

a. Report the academic dishonesty in writing to the Program Director and Department Chair, but allow the current sanctions to stand with no further sanctions required. Sanctions may include, but are not limited to: failure of the assignment, failure of the course, grade reduction.

Or,

b. Report the academic dishonesty in writing (including all evidence and the names of any witnesses to the infraction) to the Program Director, the Department Chair, and the Provost/Vice President for Academic Affairs and request a follow-up meeting to consider additional sanctions.

If the student denies the allegation of academic dishonesty/misconduct or views the sanction as too severe, the student can appeal to the Department Chair. The faculty member will forward a written summary of the incident to the Department Chair and the Provost/ Vice President for Academic Affairs. This summary must contain copies of all evidence including the names of any witnesses. The Provost/Vice President for Academic Affairs and the Department Chair will try to resolve the issue. However, if the student is not in good academic standing, has had a past occurrence of academic misconduct, or the offense is deemed grievous, the Provost/ Vice President for Academic Affairs will convene the Academic Grievance Board at which time additional sanctions may be imposed up to and including expulsion from the College.

Advanced Standing: Undergraduate Student Enrolling in Graduate Coursework

An undergraduate student may take a graduate level course if the student has attained senior standing (90 or more credits earned), has a CGPA of 3.5 or higher, and with the permission of the program director for the graduate level course.

An undergraduate student may take a maximum of nine (9) credits of graduate level coursework; however, that coursework may not apply to the undergraduate degree. The graduate level coursework may apply to the graduate degree.

For undergraduate students who take graduate level courses, those courses will not be included in the full-time undergraduate tuition or count toward undergraduate full-time status for tuition or financial aid. Graduate level coursework may not be eligible for financial aid/institutional aid.

All graduate courses are billed at the graduate level tuition rate. All undergraduate courses are billed at the undergraduate tuition rate.

The undergraduate degree must be conferred before the student can matriculate into a graduate level program.

Academic Misconduct

1. Academic honesty is expected in all class-related endeavors, including e-learning. Students who have questions regarding issues of academic dishonesty/misconduct should refer to the College regulations, which outline unacceptable behaviors in academic matters.
2. Faculty members who discover evidence of academic dishonesty/misconduct should arrange

to meet with the student as soon as possible to discuss the allegation. The faculty member informs the Department Chair.

3. If the student has no prior record of academic misconduct, acknowledges the act of academic dishonesty/misconduct and the faculty member is satisfied that the incident has been effectively resolved, then:
 - a. The faculty member will discuss with the student the College-wide policy on academic honesty, and the repercussions of this act included in the course syllabus.
 - b. The faculty member will forward a written summary of the incident and the resolution to the Department Chair which will be kept on file until the student graduates.
 - c. Sanctions will range from grade reduction to expulsion from the College.
4. If the student denies the allegation of academic dishonesty/misconduct or views the sanction as too severe, the student has the opportunity to appeal to the Department Chair. The appeal should be made in writing and submitted within 2 weeks of being notified of the sanction. If the student is dissatisfied with the decision of the Department Chair, an appeal may be made to the Vice President for Academic Affairs. This appeal must be in writing and submitted no more than 5 business days after the Department Chair's decision is made. An appeal to the Vice President for Academic Affairs may be made by the student if the student is dissatisfied with the decision of the Department Chair
5. If the faculty member believes the severity of the incident may warrant a sanction more severe than academic probation, then:
 - a. The faculty member will forward a written summary of the incident to the Department Chair the School and the Vice President for Academic Affairs. This summary must contain copies of all evidence including the names of any witnesses. The Vice President for Academic Affairs will try and resolve the issue. However, if this is not possible, the student is not in good academic standing, has had a past occurrence of academic misconduct, or the offense is so grievous the Vice President for Academic Affairs will convene the Graduate Review Board (see Academic Grievance on page 22).

Graduate Academic Probation Policy

A graduate student whose cumulative grade point average falls below 3.00 will be placed on Academic Probation and referred to the Graduate Review Board (GRB) for further possible action. Written notification of this decision is sent to the student and the GRB at the end of the semester. If the GRB recommends additional consequences, it will notify the student of those additional consequences prior to the beginning of the next semester.

To be removed from Academic Probation, the graduate student must raise his/her cumulative grade point average to 3.00 or higher with the next three courses. Failure to do so may result in Academic Dismissal. Typically, no graduate student may be on probation for more than one semester.

Academic Dismissal

A graduate student who receives a third grade below "B-" or two failing grades (less than "C"), violates the Academic Honesty policy, or after one semester of Academic Probation does not return to good academic standing, will be referred to the GRB for review and possible dismissal. Students who are using Veterans Benefits will be academically dismissed if any of the above conditions are met.

Appeal of Academic Dismissal

Students may appeal the academic dismissal by submitting a letter to the Vice President for Academic Affairs within five (5) days of being dismissed. The Vice President for Academic Affairs will review the appeal and communicate his/her decision to the student within five (5) business days of receiving the request.

Academic Reinstatement

Students who are academically dismissed may appeal to the Graduate Review Board for readmission after one year. The Graduate Review Board is chaired by the Associate Dean of Academic Operations and Registrar. Members of the Board include the Program Directors for all graduate programs and the Vice President for Academic Affairs.

Leave of Absence

A leave of absence is an official period of time during which a matriculating student is not currently enrolled. A student may request that a leave of absence start during a semester in which a student is currently enrolled, prior to the last day to withdraw from the semester/term, or may request the leave begins with next semester/term on the academic calendar. In the event that a student starts a leave of absence during a semester, all courses on the student's transcript for that term will be assigned grades of "W" to indicate a withdrawal from those courses. The transcript will also indicate "Leave of Absence" for the term in which the grades of "W" appear.

Graduation requirements in effect for students at the time their approved leave begins will remain in effect when they return from their leave under the following conditions:

1. They are in good academic and social standing at the College and have consulted with their academic advisor or program director when their leave begins.
2. Their leave is limited to one year but may be renewed for up to one additional year with the approval of the Registrar.
3. They maintain current contact information with the Registrar's Office throughout the time of the leave.
4. They understand that this policy does not bind the College to offer their curricula or major programs, which may have been discontinued or substantially altered during their leave of absence.

The Office of the Registrar, who gives formal approval of the leave, specifies the termination date by which the student must either enroll again or request an extension. A leave of absence, including extensions, is not given for more than two years. The maximum of two years allowed on leave of absence applies even when those sessions are not consecutive. Students who are seeking a leave of absence for a military deployment should provide a copy of their deployment orders to the Office of the Registrar. Deployed students may be able to extend their leave beyond the two year maximum.

A student who is on a leave of absence will be considered by any loan lender to be not enrolled in school and will receive notices regarding repayment on any loans.

A student who does not enroll by the end of the leave of absence is considered to have voluntarily withdrawn from the College. In that case, formal request for readmission must be submitted to the Office of Admissions.

To request a leave of absence, students complete and submit the "Leave of Absence" form to the Registrar's Office prior to the start of the semester for which the leave is requested to begin. To request an extension of an approved leave of absence, students submit the "Leave of Absence Extension" form to the Office of the Registrar prior to the termination date of the approved leave.

Leave of Absence – Medical

A medical leave of absence is an official period of time during which a matriculating student is not currently enrolled in order to allow for time for treatment and recovery of a documented medical issue. Official documentation from the student's treating physician is required to be submitted when requesting a medical leave. The leave cannot be approved until proper documentation is received.

A student may request that a medical leave of absence start during a semester in which a student is currently enrolled, or start with the next semester on the academic calendar. In the event that a student starts a medical leave of absence during a semester, all courses on the student's transcript for that term will be assigned grades of "W" to indicate a withdrawal from those courses. The transcript will also indicate "Leave of Absence" for the term in which the grades of "W" appear.

A medical leave of absence may be requested for up to two years, including a semester during which a student is enrolled in courses.

A student who is on a medical leave of absence will be considered by any loan lender to be not enrolled in school and will receive notices regarding repayment on any loans.

A student who does not enroll by the end of the medical leave of absence is considered to have voluntarily withdrawn from the College. In that case, formal request for readmission must be submitted to the Office of Admissions.

When a student is ready to return to Keystone after a medical leave of absence, he/she must notify the Office of Admissions in writing by June 1 (for fall return), March 1 (for Summer), or October 15 (for spring return). Students requesting readmission after a medical leave of absence must also provide to the Counseling and Well-Being Center evidence that the condition which precipitated the medical leave of absence has been treated or ameliorated and will no longer adversely affect the student's ability to participate as a student at the College. Compliance with the treatment expectations is primary in the College's decision to approve the return of the student to Keystone.

To request a medical leave of absence, students complete and submit the "Leave of Absence - Medical" form to the Registrar's Office at the time the leave is requested to begin if during a current semester, or prior to the start of the semester for which the leave is requested to begin if for a future semester. To request an extension of an approved medical leave of absence, students submit the "Leave of Absence - Medical Extension" form to the Office of the Registrar, and supporting medical documentation to Counseling and Well-Being Center prior to the termination date of the approved medical leave.

College-Initiated Medical Leave Policy

When it becomes clear that remaining at the College is not in the best interest of the student or the College community, college-initiated medical leave may be used to help transition a student to a safer environment more conducive to their needs. This policy also allows for a student to take a leave voluntarily when medical conditions or psychological distress make a leave in their best interest; its

goal is to define the length of separation, outline the path to re-entry and ease the transition for the student's return, and to optimize the opportunities for the student's success when they return. Under certain conditions, if a student has not opted to take a leave voluntarily, the College may institute an involuntary leave under this policy. Please see the Student Handbook on the College's website at www.keystone.edu for more information about the College-Initiated Medical Leave Policy.

Leave of Absence for Military Service

Students who are called to active military service during any semester or term should immediately contact the Veterans Certifying Official located in the Registrar's Office with a copy of their orders. At that time, the Certifying Official will discuss all options with the student. If the military obligation will result in the inability to attend classes for the remainder of a semester or term, the Certifying Official will assist the student with completing a Leave of Absence for Military Service which guarantees the ability to resume studies once the active service is completed. The Certifying Official assists with both initiating the leave and returning once service is concluded.

Grade Change

A final grade may not be changed after submission of the grade by the instructor to the Registrar's Office unless a clear and demonstrable mistake or miscalculation by the instructor is discovered. The submission of late or revised work by a student is not necessarily grounds for a legitimate change of grade, nor is retaking of an examination. Changes to final grades cannot be made beyond 6 weeks after the initial awarding of the grade. Requests for grade changes must be submitted to the Program Director with supporting information demonstrating that the change is warranted. If approved by the Program Director, the grade change will be forwarded to the Registrar's Office and processed.

Academic Grievance

An academic grievance is defined as a situation where course policy, procedure, and/or standards of evaluation are allegedly applied inequitably. Judgement regarding the standards of evaluation to measure a student's academic performance and assessment are the responsibility of the faculty member and are not able to be grieved.

A case that involves a complaint about a grade will only be considered if the student can present clear evidence that creates significant doubt about the impartiality of the grading process or shows that the faculty member did not comply with the written requirements of the course.

In cases where a student is grieving an action, the process must be initiated by the student within one week of the occurrence and completed within two weeks. Extensions for completion of the process may be implemented to accommodate student and faculty availability/schedules.

In the case of an academic grievance, the following steps must be taken:

1. Prior to initiating a formal grievance, the student must attempt to resolve it by conferring with the faculty member in question to try and seek a resolution.
2. If the matter is not resolved, the student must submit, in writing, a letter to the Program Director of their program of study, with a copy to the appropriate Department Chair. The Program Director shall attempt to resolve the matter. This may include a meeting with the student and faculty member involved.

If the matter is not resolved at the Program Director level, the student may submit a formal grievance to the Provost.

1. When the Provost receives the student's formal, written grievance, they will determine if the action is able to be grieved.
2. If the action is not able to be grieved, the Provost will notify the student in writing.
3. If the action is able to be grieved, the Provost will convene the Graduate Review Board to hear the student's grievance, at which time the student and faculty member involved will be invited to the scheduled hearing.
4. The decision of the Graduate Review Board is final.

The Graduate Review Board consists of all graduate program directors and is chaired by the Registrar. The Provost serves on the Board in an ex-officio capacity.

Academic Procedures

Adding Courses

Graduate students register for courses for the summer and fall semesters in April and for the spring semester in November. Students are encouraged to register promptly so as to ensure their seat in the class. Students may add courses until the day before the semester begins. Consult the academic calendar for semester start and registration dates.

Course Drop/Withdrawal

Graduate students may withdraw from individual courses prior to the end of the 10th week of classes. Withdrawals within the first 10 days of the semester will not appear on the student's record. Courses dropped after this time, but before the end of the 10th week of the regular semester will appear on the student's official transcript as a "W." No courses may be dropped after the 10th week of classes. Graduate students who wish to withdraw from a course must submit the completed course withdrawal form to the Registrar's Office for processing. Course withdrawals cannot be accepted in verbal form (phone calls, voice mails, etc.). Students should consult with Student Central to discuss the financial implications of the withdrawal.

Course withdrawal deadlines for courses taught in 7-week modules are as follows:

- a. Drop prior to end of first week; not recorded on transcript.
- b. Withdrawal after the end of the first week of classes but prior to the end of the 5th week of classes; "W" recorded on transcript.
- c. Withdrawal after the end of the 5th week of classes is not permitted.

Withdrawal from the College

Please see page 3.

FERPA

Overview

The Family Educational Rights and Privacy Act (FERPA), also known as the Buckley Amendment, protects the privacy of a student's educational records. All of the rights under FERPA belong to the student, once he or she has enrolled in a post-secondary institution.

Waivers

No one other than the student is granted access to the student's educational records unless the student has granted that person permission through MyKC, the College's student portal. Students have the opportunity to grant and remove permissions at any point after their initial orientation at Keystone College. Persons identified by the student will have access to the student's educational records through a unique log on for MyKC. This access does not provide the ability for the designee to act on the student's behalf.

Other Types of Information

FERPA deals with students' educational records. The College maintains other records on current and former students (such as medical records, counseling records, employment records of students working for the College, and alumni records). These other records, while not specifically covered by FERPA, are still carefully safeguarded in order to protect privacy rights. Specifically, medical records are covered by HIPAA (Health Insurance Portability and Accountability Act) and Keystone's Health Services Office follows these regulations. In addition, our Office of Human Resources follows all regulations pertaining to the employment of a student. For information on records not covered by FERPA, the student should contact the appropriate office.

Amending Educational Records and Registering Complaints

Under FERPA regulations, Keystone College must allow students to inspect and review their educational records. A student may seek to amend those records if he or she thinks the records contain inaccurate or misleading information. However, the College is not required to consider requests for amendment that seek to change a grade or disciplinary decision, or to seek to change the opinions or reflections of a school official or other person reflected in an educational record. In addition, students have the right to file a complaint with the US Department of Education if they feel their rights under FERPA have been compromised. Any student wishing to pursue such issues should contact the Registrar's Office for appropriate processes, forms, and addresses. For more detailed information about FERPA, please visit the College's web site at www.keystone.edu.

Graduate Degree Programs

Accountancy (MAcc) Master of Accountancy Program Director: Patricia Davis, Ph.D.

The Master of Accountancy (MAcc) at Keystone College is a full-time, 30-credit hour, one year curriculum offered in an online format designed for the individual who wants to complete their degree and prepare to "sit" for the CPA exam.

The program is structured to allow students to work or continue with other responsibilities while obtaining the necessary coursework and research skills required for the CPA exam.

Students who complete the Keystone MAcc program will develop a greater understanding of accounting, taxation, auditing, ethical practices, forensic accounting, risk management and international accounting in their journey to become certified.

Program Format

The MAcc program will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet and Moodle in order to complete coursework.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.0 or higher. Applicants who do not hold a bachelor's degree in accounting or finance must complete the following undergraduate accounting courses (or their equivalent) with a grade of "B" or higher: Financial Accounting, Managerial or Cost Accounting, Intermediate Accounting I, Intermediate Accounting II, Individual Federal Taxes and Auditing to be considered for the program.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a seven-week session with students completing 6 credits of study in each seven-week session. There will be two weeks off between sessions. Session schedules are available at www.keystone.edu.

Contact Information

For specific program and curriculum questions contact: Patricia Davis, Ph.D., program director, at 570 945-8424 or patricia.davis@keystone.edu.

Application

Keystone College accepts applicants for the MAcc program for summer terms.

Course Requirements

ACCT 5150 - International Accounting
ACCT 5250 - Advanced Auditing
ACCT 5300 - Forensic Accounting
ACCT 6150 - Corporate and Partnership Taxation
ACCT 6810 - CPA Review I
ACCT 6910 - CPA Review II
BUSN 6150 - Financial Management in Public & Non-profit Organizations
BUSN 6200 - Corporate Law and Regulations
BUSN 6910 - Strategic Analysis
CORE 5100 - Graduate Writing and Research

Early Childhood Education Leadership Master of Education Program Director: Heather Shanks-McElroy, Ph.D.

The Master of Education in Early Childhood Education Leadership is a 30-credit program, which prepares individuals to undertake leadership roles in multi-cultural, multi-ethnic 21st century schools to ensure optimal developmental outcomes for the nation's youngest constituents. Evidence-based approaches for organizing, leading, and advocating for quality early childhood curriculum and environments designed to promote children's success will be targeted. Professional educators will be prepared to shape early childhood programs, implement quality practices, engage diverse families, and strategize to address critical issues in the early childhood field.

The M.Ed. in Early Childhood Education Leadership prepares individuals to take a leadership role in program development, pedagogical innovations, and best practices implementation, which holistically address positive child developmental outcomes in all domains.

Program Goals

As a result of engaging in the graduate program, individuals will:

- Utilize evidence-based approaches for organizing, leading, and advocating for quality early childhood curriculum and environments designed to promote children's success;
- Shape early childhood programs, implement quality practices, and engage diverse families to address critical issues in the early childhood field;
- Assume leadership roles in program development across educational venues;
- Implement pedagogical innovations and best practices, which holistically address positive child developmental outcomes in all domains;
- Enhance practice, refine skills, and deepened content knowledge in the areas of programming, supervising, assessing, regulating, and collaborating.

Program Format

The M.Ed. in Early Childhood Education Leadership will employ a cohort model and a hybrid instructional strategy. The cohort will comprise a minimum of 15 students and a maximum of 30 students. A requirement of six (6) credits per semester must be maintained, including summers. The anticipated program length is two (2) years.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The cohort program will operate on a six-credit semester schedule. Classes will meet synchronously via remote video conferencing technology for a full day twice during the seven weeks. The rest of the class time will be online.

Contact Information:

For specific program and curriculum questions contact: Heather Shanks-McElroy, Ph.D., program director, at 570 945-8475 or heather.mcelroy@keystone.edu.

Application:

Keystone College accepts applicants for the Early Childhood Education Leadership program for fall and spring terms.

In addition to the application materials required for all master's applicants, applicants to the M.Ed. in Early Childhood Education Leadership program must also provide the following current clearances:

- PA DPW Child Abuse Clearance
- PA State Police Criminal History
- FBI
- Health appraisal with negative TB test results

Provisional Acceptance:

Applicants who do not meet all admissions criteria may be granted provisional admission based on experience and notable achievements in the field. Satisfactory completion of six-credits of provisional admission coursework will be required within one semester. Students who do not meet these provisions will be unable to continue in the program.

Course Requirements:

ECE 5150 – Research on Child Development

ECE 5200 – Evidence-Based Practices

ECE 5250 – Data-Driven Decision-Making

ECE 5300 – Multiple Perspectives of Play and Learning

ECE 6150 – Policies, Standards, and Regulatory Systems

ECE 6200 – Legal and Advocacy Issues

ECE 6250 – Early Childhood Program Evaluation

ECE 6300 – Managing Fiscal and Human Resources in Early Childhood Education

ECE 6350 – Grant Writing for the Discipline

ECE 6400 – Strengths-Based Family Partnerships

Sport Leadership and Management (SLM)**Master of Science****Program Director: Patricia Davis, Ph.D.**

The sport industry has exploded over the past 15 years and has become increasingly more complex. This degree is meant to help students navigate those complexities by becoming efficient managers and leaders. The program aims to not only explore leadership and management theories, but put them to practical use. Students will analyze complex problems, help solve current issues for sport organizations, and collaborate to find creative solutions. This degree is meant for anyone currently working in, or hoping to work in professional sports, collegiate or high school sports or intramurals, as well as those in the public and non-profit recreation sectors. Incoming students may have an undergraduate degree in any subject area.

Program Goals

- Students will apply leadership principles, theory, and critical thinking skills in order to creatively solve leadership challenges.
- Students will analyze the legal and ethical issues as they relate to sport and recreation applications.
- Students will demonstrate sensitivity to the range of diversity issues that arise in the sports industry and the media.
- Students will apply sound leadership and management skills when dealing with fiscal matters within the sports industry, professional sports organizations, and sporting venues.

Program Format

The program will employ a fall cohort model and a hybrid course delivery method. The hybrid method of delivery allows interested students to complete a majority of the classes online while still meeting on campus to interact with faculty and fellow students. On campus meeting times may vary among classes/professors, though faculty will provide specific meeting dates in a timely manner.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from an accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a seven-week session with students completing 3-6 credits of study in each seven-week session. There will be at least one week off between sessions. Session schedules are available at www.keystone.edu.

Contact Information

Contact information for specific program and curriculum questions contact Patricia Davis, Ph.D., program director, at (570) 945-8424 or patricia.davis@keystone.edu.

Application

Students applying for the SLM program have no additional requirements other than those required for

all master's applicants.

Course Requirements

CORE 5100 – Graduate Writing and Research
SLM 5150 – Contemporary Leadership in Sport
SLM 5200 – Conflict Management Skills
SLM 5250 – Current Issues in Sport Leadership
SLM 6100 – Ethical Sport Leadership
SLM 6150 – Fiscal Management in Sport
SLM 6200 – Legal Issues for Sport Leaders
SLM 6250 – Leading a Diverse Sport Workforce
SLM 6300 – Media Relations in Sport
SLM 6810 – Research Project or
SLM 6910 – Graduate Internship

Wildlife Biology Master of Science Program Director: Jessica Faux, Ph.D.

The Master of Science in Wildlife Biology prepares students to be future leaders and educators in government agencies, academia, and private conservation organizations. The program applies the highest standards in science, communication, and collaboration to train future wildlife professionals.

Program Goals Thesis Track

- Specific content knowledge
- Training in specific laboratory skills and technology and any safety requirements associated with those endeavors
- Instruction on how to manipulate data mathematically
- Opportunity for a mentored research project
- Guidance on how to evaluate and articulate the outcome, orally and/or in writing, of research and laboratory experiments

Program Goals Non-Thesis Track

- Specific content knowledge
- Training in specific laboratory skills and technology and any safety requirements associated with those endeavors
- Instruction on how to manipulate data mathematically
- Guidance on how to evaluate and articulate the outcome, orally and/or in writing, of research and laboratory experiments

Program Format

The Master of Science in Wildlife Biology will be delivered in an in-person format and/or synchronous remote format. For those enrolling in the synchronous remote format, an in-person summer residency will be required to fulfill the lab and research components of the program. Those attending in-person will have the choice to complete their lab and research credits during the fall, spring, or summer semesters. Fall and spring semester courses are delivered in a 15-week format.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher, including the following undergraduate coursework:

General Biology 6 to 8 credits

General Chemistry 6 to 8 credits

Mathematics 6 to 8 credits, including a statistics and a calculus course

Additional Botany, Ecology, and Evolution courses preferred.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a 15-week session with students completing 9 credits of study per session.

Contact Information

For specific program and curriculum questions contact Dr. Jessica Faux, program director, at (570) 945-8405 or jessica.faux@keystone.edu.

Application

Keystone College accepts students to the MS in Wildlife Biology program for fall, spring, and summer terms.

In addition to the application materials required for all master's applicants, applicants to the MS in Wildlife Biology program must also provide:

- Three letters of recommendation, including one from a science faculty member
- Resume
- Research statement (thesis track)
- Statement of purpose (non-thesis track)

Course Requirements

BIOL 5100 - Scientific Writing and Communication
Animal & Natural Resource Management Elective
Animal & Natural Resource Management Elective
Ecology and Organismal Biology Elective
Ecology and Organismal Biology Elective
Ecology and Organismal Biology Elective
Ecology and Organismal Biology Elective
Environmental and Physical Science Elective

Laboratory Courses (choose three courses from the list below)

BIOL 5151 - Stream Ecology Laboratory
BIOL 5161 - Forest Ecology Laboratory
BIOL 5171 - Aquatic Macroinvertebrate Laboratory
BIOL 5201 - Microbial Techniques Laboratory
BIOL 5216 - Mammalogy Laboratory
BIOL 5221 - Ornithology Laboratory
BIOL 5226 - Ichthyology Laboratory
BIOL 5231 - Herpetology Laboratory
BIOL 5251 - Limnology Laboratory
BIOL 5266 - Mycology Laboratory
BIOL 5276 – Entomology Laboratory

And choose Thesis or Non-Thesis Track

Thesis Track

BIOL 6810 - Biological Thesis Research I (Under development)
BIOL 6910 - Biological Thesis Research II (Under development)

Non-Thesis Track

Animal and Natural Resource Management Elective
Environmental and Physical Science Elective

Ecology and Organismal Biology

BIOL 5150 - Stream Ecology

BIOL 5160 - Forest Ecology
BIOL 5170 - Aquatic Macroinvertebrates Zoology
BIOL 5175 Ecology of Wildlife Populations
BIOL 5200 - Microbial Ecology
BIOL 5210 - Animal Behavior
BIOL 5215 - Mammalogy
BIOL 5220 - Ornithology
BIOL 5225 - Ichthyology
BIOL 5230 - Herpetology
BIOL 5235 - Wetland and Riparian Ecology
BIOL 5265 – Mycology
BIOL 5270 – Animal Behavior and Parasitism
BIOL 5275 – Entomology

Animal and Natural Resource Management

BIOL 5180 - Fish Management and Culture
BIOL 5185 - Natural Resources Policy and Management
BIOL 5195 - Aquatic Ecosystem Conservation
BIOL 5240 Wildlife Management
BIOL 5245 - Conservation Biology

Environmental and Physical Sciences

BIOL 5165 - Environmental Toxicology
BIOL 5250 - Limnology
BIOL 5255 - Soils Science

Analytical Tools, Research, and Statistical Analysis Elective

MATH 5150 Statistics and Research
BIOL 5260 - Geospatial Methods in Resource Management

Graduate Programs Offered Through Keystone College Virtual Campus

Master of Business Administration (MBA) Accounting Concentration Program Director: Patricia Davis, Ph.D.

The MBA with a concentration in Accounting is especially valuable for individuals who are planning to both further his/her accounting career and manage financial professionals or be involved in corporate financial decision-making, as it offers a powerful combination of broad-based knowledge in business practice and more accounting concentration courses.

Program Goals

- Conduct research of relevant tax, auditing, and attestation literature.
- Analyze and interpret business information.
- Gain an understanding of key business terms, facts, and processes.

Program Format

The MBA program with a concentration in Accounting will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet in order to complete the coursework. Anticipated program length is one to two years, depending on course load.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a 7 or 7.5 week session with students completing 3 – 6 credits of study in each 7 or 7.5 week session.

Contact Information

For specific program and curriculum questions contact Patricia Davis, Ph.D., program director, at (570) 945-8424 or patti.davis@keystone.edu.

Application

Keystone College accepts students to the MBA Accounting concentration program for fall, spring, and summer terms. Students applying for the MBA Accounting concentration program have no additional requirements other than those required for all master's applicants.

Course Requirements

ACCT 5250 – Advanced Auditing
ACCT 5300 – Forensic Accounting
ACCT 6150 – Corporate and Partnership Taxation
BUSN 5150 – International Accounting
BUSN 5250 – Global Work Teams
BUSN 5300 – Operations Management
BUSN 5400 – Strategic Marketing
BUSN 6150 – Financial Management in Public and Nonprofit Organizations
BUSN 6200 – Corporate Law and Regulations
BUSN 6250 – Managerial Economics
BUSN 6910 – Strategic Analysis
CORE 5100 – Graduate Writing and Research

**Master of Business Administration (MBA)
Finance Concentration
Program Director: Patricia Davis, Ph.D.**

The MBA with a concentration in finance provides students the skills and knowledge necessary to enhance career opportunities including promotions and increased compensation. The finance concentration allows students to expand their understanding and strengthen their quantitative skills and critical thinking abilities to gain an edge in the competitive finance industry. Students will build on a broad business foundation while mastering contemporary finance and investment techniques. An MBA with a concentration in finance is perfect for students who want an overview of business fundamentals and a focus on financial management.

Program Goals

- Students will gain knowledge of financial concepts, systems, laws, tools, and applications and understanding of their relevance to society.
- Students will synthesize ideas and information in original ways to generate innovative financial solutions, policies, and solve contemporary financial issues.
- Students will identify and analyze complex information to reach well-reasoned conclusions about financial issues.
- Students will recognize ethical issues relevant to financial laws, practices, and systems and the impact of financial systems and policies on individuals, the profession, and society.
- Students will utilize numerical data and quantitative tools to understand and analyze financial issues and make financial decisions.

Program Format

The MBA with finance concentration will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet in order to complete the coursework. Anticipated program length is one to two years, depending on course load.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a 7 or 7.5 week session with students completing 3–6 credits of study in each 7 or 7.5 week session.

Contact Information

For specific program and curriculum questions contact Dr. Patricia Davis, coordinator of the program at (570) 945-8424 or patricia.davis@keystone.edu.

Application

Keystone College accepts students to the MBA finance concentration program for fall, spring, and summer terms. Students applying to the program have no additional requirements other than those required for all master's applicants.

Course Requirements

- BUSN 5200 - Conflict Management Skills
- BUSN 5300 - Operations Management
- BUSN 5350 - Organizational Development
- BUSN 5550 - Fundamentals of Financial Instruments
- BUSN 5600 - Portfolio Management
- BUSN 6100 - Ethical Leadership
- BUSN 6150 - Financial Management in Public and Nonprofit Organizations
- BUSN 6200 - Corporate Law and Regulations
- BUSN 6250 - Managerial Economics
- BUSN 6350 - Financial Markets and Institutions
- BUSN 6910 - Strategic Analysis
- CORE 5100 - Graduate Writing and Research

**Master of Business Administration (MBA)
Health Systems Management Concentration
Program Director: Patricia Davis, Ph.D.**

The Master of Business Administration with a concentration in Health Systems Management facilitates the continued acquisition of knowledge in a specialized career post bachelor's degree. The concentration targets global, national, and local business, financial, and organizational markets related to system components and operations in an ethical, environmentally sustainable, and financially responsible manner within the health industry.

Program Goals

- Students will explain and discuss US health care delivery and the evolution of health services in the United States as well as examine health systems foundations, resources, processes, outcomes, policies, and outlooks.
- Students will identify and evaluate cost, access, and quality in the way of beliefs, values, and health for health management professionals by understanding medical technology, financing outpatient, inpatient, and primary care services as well as managed care and integrated organizations, long-term care, health services for special populations, and the future of health services delivery.
- Students will describe and discuss key concepts of the business of managed health care as an essential component of the US health system.
- Students will examine, explain, and evaluate the impact of health care law and ethics in the US health care system.

Program Format

The MBA program with a concentration in Health Systems Management will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet in order to complete the coursework. Anticipated program length is one to two years, depending on course load.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a 7 or 7.5-week session with students completing 3-6 credits of study in each 7 or 7.5-week session.

Contact Information

For specific program and curriculum questions contact Patricia Davis, Ph.D., program director, at (570) 945-8424 or patricia.davis@keystone.edu.

Application

Keystone College accepts students to the MBA program with a concentration in Health Systems Management for fall, spring, and summer terms. Students applying for the MBA program have no additional requirements other than those required for all master's applicants.

Course Requirements

BUSN 5150 – International Accounting
BUSN 5250 – Global Work Teams
BUSN 5300 – Operations Management
BUSN 5400 – Strategic Marketing
BUSN 6150 – Financial Management in Public & Non-Profit Organizations
BUSN 6200 – Corporate Law and Regulations
BUSN 6250 – Managerial Economics
BUSN 6910 – Strategic Analysis
CORE 5100 – Graduate Writing and Research
HSM 6100 – Health Systems Management
HSM 6150 – Essentials of Managed Health Care
HSM 6200 – Health Law and Ethics

Master of Business Administration (MBA)

Program Director: Patricia Davis, Ph.D.

The Master of Business Administration (MBA) is designed to provide the skills and knowledge necessary for individuals to enhance their career opportunities including promotions and increased compensation. The MBA assists with starting a new business and attainment of specific management or leadership positions. MBA coursework involves a broad spectrum of business-related topics including accounting, statistics, economics, communications, management, and entrepreneurship. The MBA program not only readies students to work for financial institutions such as banks, but also prepares them for management positions in other fields or as founders of start-up companies.

Program Goals

- Students will demonstrate integrated, innovative strategic thinking and problem solving skill sets.
- Students will demonstrate exceptional oral, written, and presentation skills.
- Students will evaluate and summarize operational knowledge of business, marketing, project management, information technology, finance, accounting, statistics and quantitative analysis.
- Students will appraise environmental, corporate, and financial resource sustainability.
- Students will evaluate and demonstrate ethical and responsible behavior in business activities.

Program Format

The MBA program will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet in order to complete the coursework. Anticipated program length is one to two years, depending on course load.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a 7 or 7.5-week session with students completing 3-6 credits of study in each 7 or 7.5-week session.

Contact Information

For specific program and curriculum questions contact Patricia Davis, Ph.D., program director, at (570) 945-8424 or patricia.davis@keystone.edu.

Application

Keystone College accepts students to the MBA program for fall, spring, and summer terms. Students applying for the MBA program have no additional requirements other than those required for all master's applicants.

Course Requirements

BUSN 5150 – International Accounting
BUSN 5200 – Conflict Management Skills
BUSN 5250 – Global Work Teams
BUSN 5300 – Operations Management
BUSN 5350 – Organizational Development
BUSN 5400 – Strategic Marketing
BUSN 6100 – Ethical Leadership
BUSN 6150 – Financial Management in Public and Nonprofit Organizations
BUSN 6200 – Corporate Law and Regulations
BUSN 6250 – Managerial Economics
BUSN 6910 – Strategic Analysis
CORE 5100 – Graduate Writing and Research

Master of Business Administration (MBA)

Marketing Concentration

Program Director: Patricia Davis, Ph.D.

The MBA with a concentration in marketing provides students with a more well-rounded understanding of their organizations, and how marketing interacts with other important business functions. Students will build on a broad business foundation while mastering contemporary marketing strategies. This program is perfect for students who desire an overview of business fundamentals with a focus on marketing.

Program Goals

- Students will demonstrate integrated, innovative strategic thinking and problem-solving skill sets.
- Students will demonstrate exceptional oral, written, and presentation skills
- Students will evaluate and summarize operational knowledge of business, marketing, project management, information technology, and quantitative analysis.
- Students will appraise environmental, corporate, and financial resource sustainability.
- Students will evaluate and demonstrate ethical and responsible behavior in activities.

Program Format

The MBA with marketing concentration will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet in order to complete the coursework. Anticipated program length is one to two years, depending on course load.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a 7 or 7.5 week session with students completing 3–6 credits of study in each 7 or 7.5 week session.

Contact Information

For specific program and curriculum questions contact Dr. Patricia Davis, coordinator of the program at (570) 945-8424 or patricia.davis@keystone.edu.

Application

Keystone College accepts students to the MBA marketing concentration program for fall, spring, and summer terms. Students applying to the program have no additional requirements other than those required for all master's applicants.

Course Requirements

BUSN 5200 - Conflict Management Skills
BUSN 5250 - Global Work Teams
BUSN 5300 - Operations Management
BUSN 5350 - Organizational Development
BUSN 5400 - Strategic Marketing
BUSN 5450 - International Marketing
BUSN 5500 - New Product Development
BUSN 6100 - Ethical Leadership
BUSN 6200 - Corporate Law and Regulations
BUSN 6300 - Marketing Analytics
BUSN 6910 - Strategic Analysis
CORE 5100 - Graduate Writing and Research

Master of Business Administration (MBA)

Project Management Concentration

Program Director: Laura Little, DBA, PMP®

The MBA with a concentration in project management prepares students to apply quantitative and qualitative knowledge, skills, tools, and techniques to manage projects in a wide range of fields and occupations. The program includes instruction in project planning, risk management, cost and time management, contracts and procurement, accounting, statistics, decision making and human resources. Graduates of the program will have met the education requirements needed to sit for the Project Management Professional (PMP®) or the Certified Associate in Project Management (CAPM®) certification exams available through the Project Management Institute.

Program Goals

- Students will demonstrate operational knowledge of business, marketing, project management, information technology, finance, accounting, statistics and quantitative analysis.
- Students will be able to integrate environmental, corporate, and financial resource sustainability within the business environment.
- Students will incorporate ethical and responsible behavior into business activities.
- Students will be able to evaluate project management environments using quantitative tools and techniques.
- Students will demonstrate effective oral, written, and presentation skills.
- Students will be able to create, evaluate, and assess project plans to ensure desired project outcomes.

Program Format

The MBA with project management concentration will be delivered in an online for- mat. Students will be required to have the necessary hardware and software and access to the Internet in order to complete the coursework. Anticipated program length is one to two years, depending on course load.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a 7 or 7.5 week session with students completing 3 –6 credits of study in each 7 or 7.5 week session.

Contact Information

For specific program and curriculum questions contact Laura Little DBA, PMP®, coordinator of the program at (570) 945-8433 or laura.little@keystone.edu.

Application

Keystone College accepts students to the MBA project management concentration program for fall, spring, and summer terms. Students applying to the program have no additional requirements other than those required for all master's applicants.

Course Requirements

BUSN 5200 - Conflict Management Skills

BUSN 5300 - Operations Management

BUSN 5350 - Organizational Development

BUSN 5650 - Project Management

BUSN 5700 - Agile Project Management

BUSN 6100 - Ethical Leadership

BUSN 6150 - Financial Management in Public and Nonprofit Organizations

BUSN 6250 - Managerial Economics

BUSN 6400 - Project Management in Practice

BUSN 6910 - Strategic Analysis

CORE 5100 - Graduate Writing and Research

Criminal Justice (MCJ)
Master of Science
Program Director: Deborah Belknap, J.D., Ph.D.

The Master of Science in Criminal Justice program provides professionals the knowledge and skills needed for positions in management and leadership. Individuals with a master's degree in criminal justice are prepared for careers in policy making, research, and teaching positions. Since evidence-based practices are becoming the norm, graduate-educated professionals are desirable candidates for administrative positions.

Program Goals

- Students will evaluate and summarize crime rates, trends, and patterns, and apply foundational knowledge of criminological theories devoted to explaining crime.
- Students will appraise organizational structure, processes, and challenges of criminal justice institutions, and analyze past and current criminal justice policies and evidence-based practices.
- Students will evaluate the foundations of contemporary ethical practices and effective leadership in the criminal justice profession.
- Students will demonstrate advanced knowledge in social science research and applied statistical methods, specifically focused on criminal justice issues.
- Students will demonstrate advanced knowledge of criminal procedure.

Program Format

The MCJ program will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet in order to complete the coursework. Anticipated program length is one to two years, depending on course load.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from a regionally accredited college or university with an overall GPA of 3.00 or higher.

Tuition

\$650 per credit.

Schedule

The graduate cohort program will operate on a 7 or 7.5-week session with students completing 3-6 credits of study in each 7 or 7.5-week session.

Contact Information

For specific program and curriculum questions contact Deborah Belknap, program director, at (570) 945-8480 or deborah.belknap@keystone.edu.

Application

Keystone College accepts students to the MCJ program for fall, spring, and summer terms. Students applying for the MCJ program have no additional requirements other than those required for all master's applicants.

Course Requirements

BUSN 5200 – Conflict Management Skills
BUSN 6100 – Ethical Leadership
CJ 5100 – Policy Analysis in Criminal Justice
CJ 5150 – Comparative Criminal Justice Systems
CJ 5200 – Women in Criminal Justice
CJ 5250 – Race, Ethnicity, Crime, and Justice
CJ 6100 – Seminar in Victimology
CJ 6150 – Drugs and the Criminal Justice System
CJ 6910 – Critical Issues in Criminal Justice
CORE 5100 – Graduate Writing and Research

Course Descriptions

Accounting

ACCT/BUSN 5150 International Accounting: Introduces students to the international dimensions of accounting, financial reporting, and financial control. The perspective of International Financial Reporting Standards (IRFS) rather than Generally Accepted Accounting Principles (GAAP) will be the focus of the course. *3 credits.*

ACCT 5250 Advanced Auditing: Assists students in the planning and performance of audits through the use of case studies and research. Utilizes generally accepted auditing standards (GAAS) and students will employ current procedures and practices. *3 credits.*

ACCT 5300 Forensic Accounting: Designed for financial investigation with an understanding of economic theory, business information, financial reporting systems, accounting and auditing standards and procedures, data management and data analysis techniques. *3 credits.*

ACCT 6150 Corporate and Partnership Taxation: Focuses on advanced topics in the income taxation of corporations and flow-through business entities (partnerships, subchapter S corporations, limited partnerships, etc.) including formation, allocations, distributions, redemptions, reorganizations and terminations. Covers additional advanced topics including: the personal holding company tax, issues related to brother-sister corporations, penalties for improper accumulation of surplus and consolidated tax returns. Develops skills in identifying and researching issues in taxation. *3 credits.*

ACCT/BUSN 6200 Corporate Law and Regulations: Covers the formation of corporate business structures, management responsibilities, and the Sarbanes-Oxley Act. Also covers mergers and acquisitions, corporate insolvency, liquidations, and corporate crime. *3 credits.*

ACCT 6810 CPA Review I: Covers topics in Auditing and Attestation (AUD) and Regulations (REG) that are covered on the CPA exam. *3 credits.*

ACCT 6910 CPA Review II: Covers topics in Financial Accounting and Reporting (FAR) and Business Environments and Concepts (BEC) that are covered on the CPA exam. *3 credits.*

Biology

BIOL 5100 Scientific Writing and Communication: Provides a practical introduction to the writing of scientific papers: theses and dissertations, peer-reviewed articles, and reports as well as information on creating poster presentations and giving scientific talks. *3 credits.*

BIOL 5150 Stream Ecology: Covers the principles of stream, river, and watershed ecology. Applies these principles to the understanding of the natural history and ecology of running waters. Examines the composition and function of biota in streams and rivers as well as the interactions of that biota with their physical and chemical environments. The course will address human influences on these ecosystems. *3 credits.*

BIOL 5151 Stream Ecology Lab: Students apply and study the principles of stream, river, and

watershed ecology. Examines the physical, chemical and biological qualities of waterways. This course is expected to be taken either concurrently or following BIOL 5150 Stream Ecology. *1 credit.*

BIOL 5160 Forest Ecology: Allows students to gain an understanding of forest ecosystem structure, function, composition, and dynamics and will apply ecological principles to current environmental problems impacting forests. *3 credits.*

BIOL 5161 Forest Ecology Lab: Provides firsthand experience conducting qualitative and quantitative measurements within a forest ecosystem and analyzing that data. Students will apply their experiences to understanding how forest stands change over time and how that affects biota within the ecosystem. *1 credit.*

BIOL 5165 Environmental Toxicology: Introduces students to the principles of environmental toxicology and the major classes of pollutants. Discusses the biological effects of environmental toxicants on terrestrial as well as aquatic wildlife. *3 credits.*

BIOL 5170 Aquatic Macroinvertebrate Zoology: Students will gain an understanding of the classification, structure, and life history of lotic and lentic freshwater macroinvertebrates. A portion of the course emphasizes Pennsylvania species, specifically those that might be found in the Howard Jennings Nature Preserve or local area waters. *3 credits.*

BIOL 5171 Aquatic Macroinvertebrate Zoology Lab: Students gain hands on experience in the collection and identification of freshwater macroinvertebrates. This lab portion of the course will place an emphasis on Pennsylvania species, specifically those that might be found in the Howard Jennings Nature Preserve or local area waters. *1 credit.*

BIOL 5175 Ecology of Wildlife Populations: Introduces students to concepts of animal ecology as it applies to various levels of organization: ecosystem, community, population and individual. Students investigate the mechanisms that impact wildlife populations and how ecological principles can be applied in wildlife conservation. *3 credits.*

BIOL 5180 Fish Management and Culture: Introduces students to the principles of fisheries science and management. Provides an overview of the processes and tools for managing fish populations and their habitats as well as emphasizing quantitative methods of fisheries assessment. *3 credits.*

BIOL 5185 Natural Resources Policy and Management: Explores the administration of natural resources law and policy. Covers a number of policy areas including: national forests, public rangelands, water, wildlife and biodiversity, protected areas, as well as public land use planning. *3 credits.*

BIOL 5190 Population Dynamics: Presents the theory necessary for understanding wildlife population dynamics and explains how to use theory and data to inform management and conservation efforts. *3 credits.*

BIOL 5195 Aquatic Ecosystem Conservation: Provides students with an understanding of human impacts in freshwater ecosystems and the challenges and approaches for conserving freshwater diversity and ecosystem services. *3 credits.*

BIOL 5200 Microbial Ecology: Reviews how microorganisms interact with each other and other living and nonliving components of their environments. Examines the role microorganisms play in important environmental cycles such as carbon, nitrogen, and other biomolecules. Students examine how to evaluate microbial diversity and identify applications of microbial ecology. *3 credits.*

BIOL 5210 Animal Behavior: Examines the development of major areas in conservation-oriented research that include patterns of management, biodiversity, extinction, conservation genetics, conservation of populations, communities and landscapes, and ecological sustainability. *3 credits.*

BIOL 5215 Mammalogy: Presented as an intense study of mammals. Explores students to the range of natural history, ecological, and management concepts, as well as hands-on field training. Provides students with active lectures and a research project and introduces the taxonomic structures in intensive laboratories. Discusses the evolution, behavior, physiology, and conservation of mammals. Examines the evolution and ecology of the different taxa within these groups through assorted readings and field experiences. Allows students to gain an appreciation for and identify the mammal diversity in PA and throughout North America. Field trips will serve as a means to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with mammals in the field. *3 credits.*

BIOL 5216 Mammalogy Laboratory: This laboratory course is presented as an intense study of mammals. Students will be exposed to the range of natural history, ecological, and management concepts, as well as receiving hands-on field training. Students will have active lectures and will be introduced to the taxonomic structures in intensive laboratories. Class time will be spent discussing the evolution, behavior, physiology, and conservation of mammals. Through assorted readings and field experiences, students will learn about the evolution and ecology of the different taxa within these groups. Further, students will be able to gain an appreciation for and identify the mammal diversity in PA and throughout North America. Field trips will serve as a means to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with mammals in the field. *3 hours laboratory and field trips, 1 credit.*

BIOL 5220 Ornithology: Presented as an intense study of birds. Exposes students to the range of natural history, ecological, and management concepts, as well as receiving hands-on field training. Features active lectures and a research project, and introduces the taxonomic structures in intensive laboratories. The evolution, behavior, physiology, and conservation of birds. Students learn about the evolution and ecology of the different taxa within these groups through assorted readings and field experiences. Provides students with an appreciation for and identify the bird diversity in PA and throughout North America. Field trips serve as a means to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with birds in the field. *3 credits.*

BIOL 5221 Ornithology Laboratory: This course is presented as an intense study of birds. Students will be exposed to the range of natural history, ecological, and management concepts, as well as receiving hands-on field training. Students will have active lectures and a research project, and will be introduced to the taxonomic structures in intensive laboratories. Class time will be spent discussing the evolution, behavior, physiology, and conservation of birds. Through assorted readings and field experiences, students will learn about the evolution and ecology of the different taxa within these groups. Further, students will be able to gain an appreciation for and identify the bird diversity in PA and throughout North

America. Field trips will serve as a means to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with birds in the field. *3 hours laboratory, 1 credit.*

BIOL 5225 Ichthyology: An intense study of fish that exposes students to the range of natural history, ecological, and management concepts through hands-on field training. Features active lectures and a research project and introduces the taxonomic structures in intensive laboratories. Discusses the evolution, behavior, physiology, and conservation of fish. Examines the evolution and ecology of the different taxa within these groups through assorted readings and field experiences. Allows students to gain an appreciation for and identify the fish diversity in PA and throughout North America. Fieldtrips serve as a means to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with fish in the field. *3 credits.*

BIOL 5226 Ichthyology Laboratory: This course is presented as an intense study of fish. Students will be exposed to the range of natural history, ecological, and management concepts, as well as receiving hands-on field training. Students will have active lectures and a research project and will be introduced to the taxonomic structures in intensive laboratories. Class time will be spent discussing the evolution, behavior, physiology, and conservation of fish. Through assorted readings and field experiences, students will learn about the evolution and ecology of the different taxa within these groups. Further, students will be able to gain an appreciation for and identify the fish diversity in PA and throughout North America. Field trips will serve as a means to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with fish in the field. *3 hours laboratory, 1 credit.*

BIOL 5230 Herpetology: An intense study of reptiles and amphibians that exposes students to the range of natural history, ecological, and management concepts through hands-on field training. Features active lectures and a research project and introduces the taxonomic structures in intensive laboratories. Discusses the evolution, behavior, physiology, and conservation of reptiles and amphibians. Examines evolution and ecology of the different taxa within these groups through assorted readings and field experiences. Allows students to gain an appreciation for and identify the bird diversity in PA and throughout North America. Field trips serve to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with reptiles and amphibians in the field. *3 credits.*

BIOL 5231 Herpetology Laboratory: This laboratory course is presented as an intense study of reptiles and amphibians. Students will be exposed to the range of natural history, ecological, and management concepts, as well as receiving hands-on field training. Students will have active lectures and a research project and will be introduced to the taxonomic structures in intensive laboratories. Class time will be spent discussing the evolution, behavior, physiology, and conservation of reptiles and amphibians. Through assorted readings and field experiences, students will learn about the evolution and ecology of the different taxa within these groups. Further, students will be able to gain an appreciation for and identify the reptile and amphibian diversity in PA and throughout North America. Field trips will serve to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with reptiles and amphibians in the field. *3 hours laboratory, 1 credit.*

BIOL 5235 Wetland and Riparian Ecology: Focuses on major concepts in wetland ecology including wetland definitions, identification of habitat types, and wetlands functions and values.

Discusses wetland classification systems; state and federal jurisdiction and policies; and regulatory issues in wetland conservation, protection, and management. Studies wetland delineation and various assessment techniques. Includes field trips to on and off campus sites. *3 credits.*

BIOL 5240 Wildlife Management: To kill or not to kill, that is the question. Hunting in North America today is a decidedly different enterprise than that which our forebears practiced even up to one hundred years ago. Hunting has shifted from a practice borne out of utilitarian necessity to an endeavor based on choice and leisure preference. It has grown from a rural chore to a full-fledged recreational industry with superstores, luxury guided vacation packages, and a full slate of television and online programming. Examines managing game species, their habitats, and those that pursue them, and the history behind hunting and hunting culture. *3 credits.*

BIOL 5245 Conservation Biology: Examines the development of major areas in conservation-oriented research that include patterns of management, biodiversity, extinction, conservation genetics, conservation of populations, communities and landscapes, and ecological sustainability. *3 credits.*

BIOL 5250 Limnology: Investigates lakes, reservoirs, ponds, and streams as dynamic systems. Considers the physical, chemical, geological, and biological components of aquatic ecosystems. Emphasizes quantitative sampling and analytical techniques. *3 credits.*

BIOL 5251 Limnology Laboratory: This course investigates lakes, reservoirs, ponds, and streams as dynamic systems. Considers the physical, chemical, geological, and biological components of aquatic ecosystems and emphasizes quantitative sampling and analytical techniques as they are applied to aquatic ecosystems. *3 credits.*

BIOL 5255 Soils Science: Introduces students to and allows them to define and understand the various properties and classifications of types of soil. Acquaints the student with laboratory procedures to illustrate these principles by performing laboratory analyses, mathematical problems and making observations from demonstrations and experiments. Provides the student with an understanding of soil as a component of the ecosystem and to apply this knowledge to fully understand its impacts of ecosystems. *3 credits.*

BIOL 5260 Geospatial Methods in Resource Management: To modern day natural resource usage, GIS offers the ability to see and model historic, current, as well as future impacts and possibilities. Facilitates an implementation of the above in a spatial environment. Using their existing understanding of GIS principles and advanced geospatial techniques, students focus on specialized data collection (being readily capable of rectifying data problems/inconsistencies) and using these data to complete spatial 2-D and 3-D analyses. This will be conducted within the focus of resource management, giving attention to current events affecting the region of northeastern Pennsylvania. Students are expected to have prior experience with ArcGIS Pro or ArcMap. *3 credits.*

BIOL 5265 Mycology: Examines a broad survey of the Kingdom Fungi. Explores molecular systematics, physiology, cellular organization, reproduction and dispersal, roles of fungi in ecosystems, fungal symbioses, plant and animal pathogens, predaceous fungi, biological control of fungi, fungal food fermentation, mycotoxins and food spoilage, pharmaceuticals, and fungus-insect/fungus-insect-plant interactions. *3 credits, not offered every year.*

BIOL 5266 Mycology Laboratory: Students gain hands on experience in the identification of fungi and their structures, as well as preservation and laboratory culture techniques. Additionally, the role of fungi in ecosystems and in human society will be explored. This lab portion of the course will place an emphasis on Pennsylvania species, specifically those that might be found on the Keystone College campus and surrounding areas. *3 hours laboratory, 1 credit.*

BIOL 5270 Animal Behavior and Parasitism: An in-depth study and review of parasitic relationships and how they influence animal behavior. There are many connections between animal behavior and parasitism with several theories linking the two fields. Conceptual and technological advances have helped to determine new connections between animal behavior and the ecology and evolution of infectious diseases. Parasitism is a type of symbiotic relationship between a smaller parasite and the larger host. In order to survive, parasites and hosts compete with each other in an evolutionary tug-of-war to try to outwit the other. Parasites seek to enhance infectivity, and hosts strive to remain unparasitized. Examines the relationships between hosts and parasites including the physical and physiological mechanisms utilized by each group. *3 hours lecture and discussion, 3 credits*

BIOL 5275 Entomology: This course is presented as an intense study of insects. Students will be exposed to the range of natural history, ecological, and management concepts, as well as receiving hands-on field training. Students will have active lectures and a research project and will be introduced to the taxonomic structures in intensive laboratories. Class time will be spent discussing the evolution, behavior, physiology, and conservation of insects. Through assorted readings and field experiences, students will learn about the evolution and ecology of the different taxa within these groups. Further, students will be able to gain an appreciation for and identify the insect diversity in PA and throughout North America. Field trips will serve to underscore and/or illustrate the concepts discussed in class, as well as an understanding of techniques used to safely work with insects in the field. *3 hours lecture and discussion, 3 credits.*

BIOL 5276 Entomology Lab: The entomology lab provides the activities for the Entomology Lecture. Students will become familiar with the major insect orders and their key identification features. Insect collection methods and collection curation will also be addressed. Lab topics will cover anatomy, physiology, behavior, collection, curation, pest management, and insects utilized in forensics. This course is expected to be taken either concurrently or following BIOL 5276 Entomology. *3 hours laboratory, 1 credit.*

BIOL 6810 Biological Thesis Research I: This course is intended for Master level students to begin or continue their thesis research. This course provides students with the time to actively work on their research, data analysis, and writing. Students will work with their graduate program advisor on successful progression of their research throughout the semester. Successful completion of this course is indicated by observable progress on the student's thesis research. *3 credits.*

BIOL 6910 Biological Thesis Research II: This course is intended for Master level students to pursue the completion of their thesis research. This course provides students with the time to actively work on their research, data analysis, and writing. Students will work with their graduate program advisor on successful progression of their research throughout the semester. Successful completion of this course is indicated by the completion of their research, the public presentation of their research, and readiness for their thesis defense. *3 credits.*

Business

BUSN/ACCT 5150 International Accounting: Examines international dimensions of accounting, financial reporting, and financial control. Focuses on the perspective of International Financial Reporting Standards (IRFS) rather than Generally Accepted Accounting Principles (GAAP). *3 credits.*

BUSN 5200 Conflict Management Skills: Examines the nature of disputes and the multiple arenas in which conflict occurs in the workplace. Provides students with knowledge about different conflict resolution processes; e.g., mediation, negotiation, arbitration, and facilitation. *3 credits.*

BUSN 5250 Global Work Teams: Analyzes the social transformations from individual work to teamwork. Discusses and analyzes the challenges and benefits associated with successful global work teams. *3 credits.*

BUSN 5300 Operations Management: Provides an in-depth analysis of risk management methodologies, from strategic, tactical, qualitative and quantitative aspects. Examines tools and techniques for identifying, measuring, and monitoring risks in the project management environment. *3 credits.*

BUSN 5350 Organizational Development: Offers a comprehensive look at individual, team, and organizational change, covering classic and contemporary organizational development techniques. Seeks solid foundations that are academically rigorous, relevant, timely, practical, and grounded in OD values and ethics. Examines organizational development tools needed to succeed in today's challenging environment of increased globalization, rapidly changing technologies, economic pressures, and evolving workforce expectations. *3 credits.*

BUSN 5400 Strategic Marketing: Analyzes the social and economic changes of marketing in an ever-changing industry. Analyze accurate market information to identify target markets, production position analysis, financial forecasting, and implementation and control in the market. *3 credits.*

BUSN 5450 International Marketing: This course is designed to introduce students to the marketing practices of companies seeking market opportunities outside the United States and to raise awareness about the importance of marketing strategies from a global perspective. Emphasis is placed on cultural and environmental aspects of international trade, and integration of culture and marketing functions. *3 credits.*

BUSN 5500 New Product Development: This course provides a condensed simulation of the key aspects of a typical new product development planning cycle. The course places particular emphasis on marketing management issues and activities that accompany phases commonly involved in conceiving, developing, testing, and launching a new product, service, or other marketing innovation. The course also considers recent approaches in the field, including agile development and crowdsourcing. The material is particularly relevant to MBAs due to the frequency with which newly minted MBAs are assigned to work on new product development projects. *3 credits.*

BUSN 5550 Fundamentals of Financial Instruments: Deals with the global financial markets and the instruments in which they trade. Students gain conceptual clarity through a strong foundation for understanding global markets. The course offers an in-depth discourse on modern financial instruments. *3 credits.*

BUSN 5600 Portfolio Management: This course is designed to help current and aspiring financial professionals employ the best practices when putting together an investment portfolio. Students will learn about key terminology, investment products, and asset allocation strategies to maximize return on investments, as well as learn how to assess opportunities, diversify portfolios, and manage investment risk. *3 credits.*

BUSN 5650 Project Management: This course explores the tools and techniques that can allow project managers to minimize bottlenecks and downtime, identify and plan for resource needs, develop contingencies, and manage risk and scope creep. Topics include schedule development, cost estimating, and cost and schedule management through earned value management. Students will participate in a project simulation and will be tasked with making decisions to drive the project. *3 credits.*

BUSN 5700 Agile Project Management: This course will provide you with the skills and knowledge you need to effectively manage projects using agile methodologies. You will learn about the history, principles, and practices of agile project management, as well as the most popular agile frameworks, such as Scrum and Kanban. Through lectures, discussions, and hands-on exercises, students will gain the ability to understand the benefits of agile project management and select the right agile framework for their project. *3 credits.*

BUSN 6100 Ethical Leadership: Examines and analyzes the ethical frameworks applicable to business organizations nationally and internationally. Explores various business issues, including employment, environmental, and consumer issues. Uses analytical reasoning skills to make sound ethical business decisions. *3 credits.*

BUSN 6150 Financial Management in Public and Nonprofit Organizations: Analyzes financial management tools and budgeting techniques applicable to the public sector and to the private nonprofit sector. Examines cases related to output budgeting and financial decision making with regard to revenue policies, resource allocations, cash flow, borrowing, and other fiscal management concerns. Supports the competencies of critical thinking, analytical reasoning, and information literacy. *3 credits.*

BUSN/ACCT 6200 Corporate Law and Regulations: Analyzes corporate business structures, management responsibilities, and the Sarbanes-Oxley Act. Reviews material on mergers and acquisitions, corporate insolvency, liquidations and corporate crime. *3 credits.*

BUSN 6250 Managerial Economics: Increase company profitability by applying economic analysis to a wide array of business problems. Uses a problem-solving approach to achieve objectives. Encourages focus on the application of economic tools rather than purely theoretical approaches. *3 credits.*

BUSN 6300 Marketing Analytics: Marketing analytics enables marketers to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions. This course provides students with the tools to measure brand and customer assets, understand regression analysis, and design experiments as a way to evaluate and optimize marketing campaigns. *3 credits.*

BUSN 6350 Financial Markets and Institutions: This course addresses the global financial markets and the instruments in which they trade. This course emphasizes financial concepts in addition to mathematical calculations. The student gains conceptual clarity reinforced by just the right level of technical detail to ensure a comprehensive exposure to the skills needed in the financial world. *3 credits.*

BUSN 6400 Project Management in Practice: This course includes the study of concepts, tools, and practices of project management. The course adopts a managerial process approach to Project Management, which consists of initiating, planning, executing, controlling, and closing the project. Major topics will include project scope, project time, project cost, project quality, project risk, project resources, project communications and how to be an effective project manager. Students will use Microsoft Project to supplement a project management plan. *3 credits.*

BUSN 6910 Strategic Analysis: Emphasizes platform-based competition and “ecosystems” of related industries; the role of strategy making processes/practices; mergers, acquisition and alliances; and additional emphasis on strategy implementation. *3 credits.*

Common Core

CORE 5100 Graduate Writing and Research: Introduces graduate students to deeper analysis of a chosen research topic and strengthens students’ writing and critical thinking skills. Focuses attention on accessing scholarly sources and evaluating source credibility to create a scholarly paper in their chosen field. Utilizes the Publication Manual of the American Psychological Association so students will learn clear, precise, scholarly writing. *3 credits.*

Criminal Justice

CJ 5100 Policy Analysis in Criminal Justice: Focuses on crime policy and policy analysis. Emphasizes policy approaches to controlling crime, crime prevention and social justice. *3 credits*

CJ 5150 Comparative Criminal Justice Systems: Provides a thorough and critical examination of meanings, history, and methods of comparing as well as contrasting various examples of criminal justice systems around the globe with ones prevailing in the United States. *3 credits.*

CJ 5200 Women in Criminal Justice: Looks at the roles of women in the criminal justice system. Focuses on gender issues of women as practitioners, offenders and victims. Explores dynamics of society, law and the CJ system and how these entities respond to gender differences, with special attention to equality and diversity. *3 credits.*

CJ 5250 Race, Ethnicity, Crime, and Justice: Explores the role that race plays in law enforcement, the courts and correctional system. Utilizes theoretical readings to examine race, crime and criminal justice in terms of racial differences and ethnic disparities within the system. *3 credits.*

CJ 6100 Seminar in Victimology: Examines patterns and trends in victimization. Analyzes specific crime types and the impact of crime on victims and society. Explores the role of victims within the criminal justice system with special attention to victim rights and services. *3 credits.*

CJ 6150 Drugs and the Criminal Justice System: Focuses on the history of drug use, legislation, enforcement, theory and drug prevention and treatment. Introduces students to drug identification, drug violence, the drug industry, drug courts and drug problems in the correctional system. *3 credits.*

CJ 6910 Critical Issues in Criminal Justice: Examines a variety of problems faced by the criminal justice system. Explores current issues facing law enforcement, the court system and corrections by providing students the opportunity to recognize the impact of crime on society. *3 credits.*

Early Childhood Education

ECE 5150 Research on Child Development: Focuses on providing stimulating and successful learning experiences for children in early childhood and primary programs, which are dependent on practitioner knowledge and application of principles of child development. Professionals must understand the inter-dependence of each key area of learning and the ways to provide meaningful and relevant experiences for children that are developmentally appropriate, individualized to accommodate each child’s needs and interests, and respectful of families’ diverse values and cultures. *3 credits.*

ECE 5200 Evidence-Based Practices: Examines children’s construction of knowledge that reflects developmental needs, abilities, and interests. Learning environments and cultural and linguistically appropriate experiences facilitate children’s physical, social and emotional, and cognitive learning. Addresses the ways in which knowledge is socially and individually constructed, the elements of quality instruction, the politics of decision-making in educational practices, and the necessity for ensuring non-discriminatory practices in educating all children. *3 credits.*

ECE 5250 Data-Driven Decision-Making: Targets comprehensive assessment approaches in early childhood or primary programs, which consider the individual child, the environment, staff, and program elements to ensure continuous quality and responsiveness to children, families, and the community. Early childhood professionals must be knowledgeable about the types of assessments, the uses of assessments, and the ways in which to implement regular and systematic methods for assessing children and interpreting child assessment data. *3 credits.*

ECE 5300 Multiple Perspectives Play and Learning: Identifies ideas of children’s play, the importance of play for child development and learning, and the role of play as a complex mechanism for understanding human experiences. Examines historical and contemporary issues of play and learning from cross-cultural perspectives and theoretical underpinnings through the lenses of the neurosciences. Examines implications for including developmentally appropriate, culturally relevant play for facilitating positive developmental outcomes. *3 credits.*

ECE 6150 Policies Standards, and Regulatory Systems: Delineates supervisory and health issues related to established licensing mandates and administrative policies, which guide practitioners and protect children and families. Ensuring that appropriate management of supervisory and safety practices are designed and implemented in line with statutes, standards, and regulatory systems is a critical need in the field. By monitoring classrooms and all environments in which young children interact, this course seeks to address risk and invites preventative action. *3 credits.*

ECE 6200 Legal and Advocacy Issues: Analyzes the legal and ethical implications for providing quality early learning services. Any systems-building initiative designed to serve families, children, and the community at large must address the structures and functions of multiple governing bodies and policy structures, which fund, oversee, and regulate. Examines the legal, ethical, and advocacy issues

involved in these educational processes. *3 credits.*

ECE 6250 Early Childhood Program Evaluation: Uses program performance standards data to guide improvement of services in early care and education systems. Designed to increase quality, coordination and efficiency of services, which evidence supports as critical for thriving outcomes for children and families, QRIS management requires knowledge of systems, policies, finances, assessment tools, standards, and data analysis techniques to empower leaders to comprehensively address improvement strategies. *3 credits.*

ECE 6300 Managing Fiscal and Human Resources in Early Childhood Education: Operationalizes forward-thinking leader design and management systems that foster positive organizational climate, which supports teachers, children, and families. Skilled administrators adopt a continuous quality improvement philosophy that utilizes data, current research, and best practices to provide responsive services for children and families served. *3 credits.*

ECE 6350 Grant Writing for the Discipline: Examines securing funding for organizing and implementing early learning programs. Available funding sources, including government, local organizations, and for-profit and non-profit foundations have various requirements and funding guidelines. Grant specifications must match agency funding goals and meet funding priorities. Students will learn to navigate and align eligible projects with funding sources in a systematized process where funding success is dependent on the ability to adhere to procedural guidelines. *3 credits.*

ECE 6400 Strengths-Based Family Partnerships: Examines the theories and practices of developing family-school partnerships for supporting children's learning and development. Emphasizes identifying diverse strengths and needs of families and working collaboratively to support families. Examines the central role of the family in successful collaboration with importance placed on practices related to developing respectful and reciprocal communication strategies. *3 credits.*

Education

EDUC 5100 Transdisciplinary Teaching: Introduces STEAM teaching and the topic of trans disciplinaryity, problem-based learning. Literacy will be infused throughout. Focuses on STEAM-based instructional approaches, including how teachers structure the classroom environment, tasks, and resources to facilitate deep learning. These instructional approaches include problem-based, student-driven, authentic tasks, and technology integration, and supports for equitable participation. The goal for this course is for participants to leave with a sound understanding of how to create a problem-solving scenario that is aligned with standards, which will foreground the unit planning. *3 hours lecture and discussion. 3 credits.*

EDUC 5150 Transdisciplinary Instructional Design: Focuses on instructional design, the alignment of methods to employ problem-solving skills and practices that include problem-based inquiry, and the facilitation of skills attainment, including modeling, analyzing, interpreting, communicating, problem-solving, designing, and creating. The content reviews transdisciplinary teaching to incorporate STEAM content in classrooms. Trans disciplinaryity includes attention to problem-based learning and content and technology integration by offering students authentic problems to solve. Teachers will use web plans from this module when participating in the Enacted Evaluation work to demonstrate proficiency. *3 hours lecture and discussion. 3 credits.*

EDUC 5200 Assessment: Practices that facilitate learning of real-world content using multiple forms of data that support learning and refining the instructional process based on the types of authentic and embedded feedback. Designed to help teachers understand how to implement formative and summative assessments in STEAM units or activities is the course focus. The role of the teacher and student in assessment, consider when and how to implement assessments in STEAM learning, and developing formative and summative assessments are all course components. *3 hours lecture and discussion. 3 credits.*

EDUC 5250 Implementation and Enacted Evaluation: Improving teaching beyond the classroom and creating teachers who are leaders in adapting the classroom environment and continuously refining practices based on evaluation and observations. This course is designed to help teachers integrate, peer review, and reflect on STEAM teaching. This course will address implementing your previously created STEAM Unit Plan, video STEAM lessons and share with others in the class, receive feedback from your instructor and colleagues, and reflect on how teaching will be refined moving forward. *3 hours lecture and discussion. 3 credits.*

Health Systems Management

HSM 6100 Health Systems Management: Provides graduate students with an overview of U.S. health care delivery and the evolution of health services in the United States. Examines health systems foundations, resources, processes, outcomes, policies, and outlooks. Focuses specific considerations on cost, access, and quality in the way of beliefs, values, and health for health management professionals by covering medical technology; financing; outpatient, inpatient, and primary care services; managed care and integrated organizations; long-term care; health services for special populations; and future health services delivery. *3 hours lecture and discussion, 3 credits.*

HSM 6150 Essentials of Managed Health Care: This graduate level course provides a comprehensive background and sophisticated level of understanding of key concepts of the business of managed health care, an essential component of the U.S. health system. Delivers an appreciation of the role of the business of health systems in the U.S. pluralistic society and international community. Explains the strengths and weaknesses of various managed health care models including Health Maintenance Organizations (HMOs), Point of Service Plans (POs), and Preferred Provider Organizations (PPOs), as well as the different forms of vertically integrated health systems. Examines operational system issues including case management, contracting, compensation, and utilization management. Also explores the unique requirements of Medicaid and Medicare (MA/MC) managed health care plans. *3 hours lecture and discussion, 3 credits.*

HSM 6200 Health Law and Ethics: Provides graduate students with an overview of unique and specialized legal and ethical issues faced by health management and administration professionals. Provides a foundation to assist health management and administration professionals handle common challenges in ordinary practice. *3 hours lecture and discussion, 3 credits.*

Mathematics

MATH 5150 Statistics and Research: Investigates the importance of research, variables and measurement, samples, normal distributions, and hypothesis testing. Emphasizes computers using SPSS (Statistical Package for the Social Sciences) to help organize, analyze, interpret, and present data. *3 credits.*

Sport Leadership and Management

SLM 5150 Contemporary Leadership in Sport: Helps students develop a comprehensive understanding of the complex topic of leadership in sport. Allows students to develop strategic thinking through identification, evaluation and analysis of problems and solutions at the organizational, departmental, and individual level. Students develop an understanding of the theoretical foundations of leadership in sport and how it is applied to sport-related organizations of all types and sizes. Students learn to develop and implement strategic plans and the role of leaders in aligning others toward a strategic vision to accomplish the sport organization's sustainable competitive advantage. *3 credits.*

SLM 5200 Conflict Management Skills: Introduces students to both different perspectives on conflict and different strategies for resolving conflict in a sport setting or organization. Examines the nature of disputes and the multiple arenas in which conflict occurs in the workplace. Provides students with knowledge about different conflict resolution processes—e.g., mediation, negotiation, arbitration, and facilitation. *3 credits.*

SLM 5250 Current Issues in Sport Leadership: Examines current trends and issues in the leadership of youth sports, high school and collegiate athletics, professional sport and coaching. Explores concepts from both theoretical and applied perspectives. Students gain insight into a variety of timely topics through a series of presentations, readings, videos, internet activities and discussions. Students use critical thinking skills to conceptualize, synthesize, reflect and be responsive to important subject matter and issues in sport leadership today. *3 credits.*

SLM 6100 Ethical Sport Leadership: Addresses a wide range of ethical issues including youth sport, intercollegiate sport, and professional sport. Helps sport leaders, managers and coaches develop tools to address moral and ethical dilemmas in the sport environment. *3 credits.*

SLM 6150 Fiscal Management in Sport: Addresses the principles and practices of sound fiscal management for sport and recreational organizations. Covers budgeting, fundraising, traditional and alternative revenue streams, managing expenses, and keys to good financial decision making. *3 credits.*

SLM 6200 Legal Issues for Sport Leaders: Focuses on legal issues regarding the regulation of youth, interscholastic, intercollegiate, and professional sports. Covers tort law, risk management, Title IX gender discrimination, drug testing, and legal issues surrounding amateurism. *3 credits.*

SLM 6250 Leading a Diverse Sport Workforce: The current sports world is one of the most diverse populations of workers and athletes. Studies the relationships of women, racial, ethnic and religious minorities in the sport workplace. Exposes students to practical strategies for facilitating acceptance of diversity within individual and team sports, both as an athlete and as a manager. *3 credits.*

SLM 6300 Media Relations in Sport: Examines the many areas that make up the field of media relations in sport. Special interest will be electronic media, social networking and the roles they play, both good and bad in the sport world's dealings with the media. *3 credits.*

SLM 6810 Research Project: Capstone course designed that provides students who currently work in the sport/recreation industry the opportunity to research, develop and present a self-directed research project which demonstrates their acquired knowledge and professional competence. Students will use analytical abilities as well as writing and presentation skills as they research a relevant

topic in the sport management field of study. This research project will be mentored by a graduate faculty advisor. *3 credits.*

SLM 6910 Graduate Internship: Provides students with hands-on experience in a sports organization of their choice. Students will successfully undertake, implement, and complete a timely, industry-specific project in a sports organization, under the supervision of an internship adviser. At the end of the term, students submit a written summary of their final project to the internship adviser and the program director. The internship locations and project(s) must be approved, in advance, by the internship adviser and the Program Director. *3 credits.*

Keystone College

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