

**COLLEGE OF GRADUATE AND
PROFESSIONAL EDUCATION**

**GRADUATE STUDIES
CATALOG POLICIES AND HANDBOOK
2018-2019**



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WELCOME LETTER

Dear Graduate Student,

Congratulations to you on your decision to further your education at North Central University!

We know that this was a tough decision, but we believe that you will thrive because:

- Our heartfelt desire and only reason for being is to provide you with the highest quality education and to assist you in your quest to reach your academic and vocational goals.
- We carefully select our professors to ensure that they have both the educational credentials and the practical experience to help facilitate your education during this journey.
- Our curriculum is both relevant to this changing world and cutting-edge, utilizing best practices in the classroom and the most relevant supplemental materials.

We encourage you to make the most of your experience while attending NCU by actively participating in our community and engaging in the range of learning opportunities provided.

We also strongly recommend that you review the policies contained in this document. These policies govern the administration of our program and are an important resource for you.

Finally, remember that our team is here to serve and support you in every step of this new endeavor. If, therefore, you have a need or questions about the program, please do not hesitate to contact us for assistance.

In His Service,

The College of Graduate and Professional Education
(612) 343-4184
graduatestudies@northcentral.edu

Approvals and Accreditation

APPROVALS

North Central University is approved by the United States Department of Justice for the training of foreign students. It is approved by the State of Minnesota, Department of Education, Division of Vocational Rehabilitation, for the training of students with disability handicaps.

North Central University is registered with the Minnesota Office of Higher Education pursuant to Minnesota Statutes sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

Minnesota Office of Higher Education
1450 Energy Park Dr., Suite 350
St. Paul, MN 55108
www.ohe.state.mn.us – 651-642-0533

ACCREDITATION

North Central University is accredited by the Higher Learning Commission. This association is a participating member of the Council on Higher Education.

North Central University is listed in the directory of Accredited Institutions of Postsecondary Education and Programs. This directory is published by the American Council on Education.

Questions pertaining to accrediting issues may be directed to the Vice President of Academic Affairs. Questions pertaining to the conformity of North Central University to the criteria of the Higher Learning Commission may be directed to the Higher Learning Commission (see contact information below):

Higher Learning Commission
230 South LaSalle St., Suite 7-500,
Chicago, IL 60604
Tel: 1.800.621.7440/ 312.263.0456
Email: info@hlcommission.org
Website: www.hlcommission.org



UNIVERSITY MISSION, VISION, STUDENT OUTCOMES

Mission

North Central University is a Christ-centered, Bible-based, Pentecostal school with a commitment to academic excellence that prepares students to fulfill biblical models of leadership and ministry throughout the world.

Vision

North Central University will be recognized as a globally influential university that prepares exemplary Pentecostal leaders and ministers.

Institutional Student Outcomes

Our students will be:

1. Christ followers guided and empowered by the Holy Spirit and God's Word.
2. Lifelong learners in the highest tradition of Christian scholarship.
3. Leaders serving and empowering others in the church and throughout the world.
4. Ministers communicating Christ's love and the Holy Spirit's power through word and action.

PROGRAM MISSION AND CURRICULUM

Master of Arts in Strategic Leadership Mission

The Master of Arts in Strategic Leadership program develops effective Christian leaders for vital roles in businesses, churches, and other organizations through a theologically-informed, theoretically-grounded, and practically-applied curriculum. The degree is offered in both face-to-face and online formats.

Curriculum

North Central University's commitment to Christ and the Church causes us to emphasize "the preparation of people to fulfill Biblical models of leadership" for "effective ministry in the world and competent leadership in the Church."¹ Consequently, Pentecostal leadership has been recognized as one of the three major elements of the vision of NCU.² We strive to be recognized for preparing "exemplary Pentecostal leaders and ministers" who can positively influence "growth in the lives of Christians and non-Christians."³ As a result, we expect that our students will be "[l]eaders serving and empowering others in the church and throughout the world."⁴

The purpose of the Master of Arts in Strategic Leadership at North Central University is to develop leaders for organizations, churches, the community, and the world. Continued leadership development is a vital aspect for these institutions. Christian leaders must possess an ethically and

¹ Identity Statement

² Vision Statement

³ Vision Statement

⁴ Institutional Student Outcomes

morally responsible vision, an understanding of social contexts, sensitivity to complex personal and organizational problems, the ability to find strategic solutions, cultural competence to address the needs of diverse settings, the ability to motivate people to work toward shared goals and objectives, and a commitment to fulfill all these responsibilities in a manner consistent with Christian values and mission. The Master of Arts in Strategic Leadership at North Central University provides a model and a means to study, develop, and apply these leadership essentials.

The program utilizes a cross-disciplinary approach that will build communication, decision-making, problem-solving, and critical thinking skills. Students will not only gain an understanding of strategic leadership but will apply leadership theories, principles, and skills in a collaborative environment. Graduates will apply acquired knowledge and skills in the workplace and in other professional development settings.

Objectives

A graduate from the Master of Arts in Strategic Leadership program will be able to:

- Identify the principles of spiritual leadership.
- Outline the methods and nature of strategic planning.
- Describe the history and development of organizational theory from a Christian perspective.
- Practice Christian leadership ethics.
- Demonstrate the cross-cultural competencies essential for successful leadership.
- Employ interpersonal expertise in team-building, motivation, listening, and assertiveness skills.
- Utilize an understanding of organizational behavior to collaboratively improve institutional effectiveness.
- Apply essential project management skills in professional settings.
- Illustrate the research capabilities needed to make informed decisions.
- Practice on-going leadership development.

Credit Hours

North Central University (NCU) operates on a semester system and offers academic credit in terms of the semester credit hour. Each semester hour of graduate course credit requires a total of approximately 45 hours of work.

Students taking face-to-face, semester-long courses can expect to spend about 9 hours per week on average for a total of 135 hours for a three-credit course.

All online courses are taught in an eight-week format, with two sessions offered per semester. Students electing to take all or part of their coursework via online can expect to spend 16-17 hours on average per week on course work.

Program Length

The university requires a minimum of 30 graduate credits for the Master of Arts in Strategic Leadership. These credits will consist of the nine, three-credit classes, which are listed below under Course Descriptions section below, and the completion of a three-credit capstone project or a thesis.

Course Load

A student must be enrolled for a minimum of 6 credit hours per regular semester to be considered a full-time graduate student. A student enrolled in less than 6 credits is classified as part-time. Permission from the director or a designee will be required if a student seeks to enroll for more than 9 credit hours in a semester. Usually that student will need to have earned a 3.2 GPA or higher in previous coursework.

Course Descriptions

GLE500 – Personal Leadership Development

There are many different concepts concerning leadership. This introductory course explores the principles of personal and spiritual leadership that are revealed in the Bible and exemplified in the lives of Jesus Christ, and subsequent spiritual leaders. In light of biblical leadership principles, this course will address the importance and process of establishing a personal leadership philosophy. Students will review selected writings from both sacred and secular authors, thus giving students a broad perspective of leadership, with primary emphasis placed on spiritual models.

GLE550 – Leadership Strategy and Change

This course is an investigation of the analytical process that enables leaders to make effective and efficient (strategic) organizational decisions for sustainable impact, with emphasis on the manner in which leaders can persuade members to bring about successful organizational change. It is a study of the methods and nature of strategic planning, including: the internal and external environments and opportunities leaders face in strategic planning; the leader's task in responding to the variables within these environments; and the impact of these variables on strategic choices. Topics include how to assess critical variables impacting organizations, key factors in the change process, and communicating essential observations and recommendations

GLE600 History and Theory of Organizational Leadership

This course examines the history and development of organizational theory, organizational design, and current practice regarding organizational structures and the dynamics of individual and collective behavior within organizations. A synthesis and integration of major traditions in organizational theory will help the student evaluate the impact of environment on organizational structure, culture, and leadership. Emphasis on the role of leadership and cultural values are considered from a Christian worldview. Emphasis will be placed on grounding theoretical concepts in personal and practical applications so students can better understand the chaotic and constantly changing world of organizations.

GLE605 Leadership Ethics

This course looks at ethics from the point of view of biblical truth and from a biblical and historical perspective. Students explore the theology of ethics and leadership and consider how our biblical roots have been impacted by Modernism and Post Modern thought. Students get a chance to see how cultural norms and the Western culture's view of ethics progressively change the definition of ethics. These viewpoints are then considered within a personal philosophy framework of leadership.

GLE610 Global Leadership

This course is an investigation into cross-cultural competencies as essential components for meaningful human relationships and on a professional level for success as a leader. Leaders need to understand how to cope with the differing ideologies of our pluralistic, modern

world. This course examines biblically-grounded principles and models that will enable the student to understand the extent and realities of cultural diversity, helping the student to be an effective leader in a multi-cultural context. This interdisciplinary study deals with the leadership implications and strategies of the religious, ideological, and cultural diversity that are evident in both local and global contexts.

GLE615 Organizational Behavior and Analysis

This course investigates the impact that individuals, groups, and organizational structure and culture have on behavior within organizations, and how this knowledge can be applied toward improving an organization's effectiveness. The course also examines role behavior, group dynamics, team development, motivation, conflict, job stress and satisfaction, and decision-making, and the relationship between the organization and the leader.

GLE620 Interpersonal Management

This course develops a foundation in the theory and practice of interpersonal dynamics. The development of successful leadership requires an understanding of group dynamics and multiple dimensions of interpersonal relationships as they affect individuals, groups, and the organizational whole. This course provides opportunities to participate in and analyze group behavior, understand the evolution of the group's life cycle, and become aware of the influence of non-verbal communication on members of a group in order to enhance an organization's accomplishment of its mission. This course will address various models of interpersonal behavior to managerial and organizational issues, while enhancing interpersonal competence, especially team-building, motivation, listening, and assertiveness skills.

GLE625 Project Management (Practical Leadership)

Effective project management knowledge, skills and values are critical to leading successfully in corporate project environments and to accomplish organizational objectives. This course will equip learners with knowledge, skills and values— by explaining core project management concepts and techniques. During the course, project management knowledge is enhanced through project management skill development that uses case study examples to demonstrate how project management best practices are applied within the context of the real world. The course is intended for students as well as for working professionals. The course is designed to present the essential skills students need to make effective contributions and to have an immediate impact on the accomplishment of projects in which they are involved. It prepares students with marketable and transferable proficiencies and sends them into the workforce ready to apply project management knowledge and skills. While professional certification is optional for participants in the course, the course is intentionally structured to encourage certification through the Project Management Institute. For students, the course will prepare them to take the Certified Associate in Project Management (CAPM) examination. For working professionals with requisite project management experience, the course will prepare them to apply for and take the Project Management Professional (PMP) examination.

GLE630 Research in Leadership

This course is designed to provide students with the research skills needed to make better decisions. This includes research design, literature searching, and quantitative and qualitative research methods. It provides students with the skills they need to complete their capstone project or thesis.

GLE645 Capstone Thesis

The master's thesis is designed to provide a student with the opportunity to demonstrate their ability to identify a topic related to Strategic Leadership, research it in depth, and produce a synthesis of their learning, all at an advanced level of scholarship. It is for both those who are strategic leaders of various organizations as well as those who are seeking to gain a greater understanding of how strategic leadership is impacted by research.

GLE 646 Capstone Thesis Continuation I

Course description: This zero credit course enrolls a student in their second semester to complete their MA capstone thesis. Students will work with their capstone advisors to continue progress and complete final steps related to their capstone thesis. Students may only take this class one time. If a student needs one additional semester, they will enroll in GLE 647 Capstone Thesis Continuation II. There is no cost to enroll in this continuation course. A grade of "NG", or no grade, will be assigned.

GLE 647 Capstone Thesis Continuation II

Course description: This zero credit course provides a student one additional semester to complete their MA capstone thesis. Students will work with their capstone advisors to complete final steps related to their capstone thesis. Students may only take this class one time. A \$100 fee will be assessed. A grade of "NG", or no grade, will be assigned.

GLE 650 Capstone Project

This course is one of two final capstone options available for the Strategic Leadership program. This course gives an opportunity for students to do an applied study and research project of their choice related to the field of strategic leadership that is practical for their situation. It will include a literature review plus an action research component which uses quantitative and/or qualitative research.

GLE 651 Capstone Project Continuation

Faculty Advisor Meeting Times: Arranged between student and faculty member.

Course description: This zero credit course provides a student one additional semester to complete their MA capstone project. Students will work with their capstone advisors to complete final steps related to their capstone project. Students may only take this class one time. A \$100 fee will be assessed. A grade of "NG", or no grade, will be assigned.

Capstone (Thesis or Project)

As a program requirement, students will be required to submit a thesis or an action research project to demonstrate their mastery of the field they have studied. Specific guidelines and requirements can be found in the Capstone Manual available at the program office or online. In short, the thesis is designed to provide students with the opportunity to demonstrate their ability to research deeply (quantitatively and/or qualitatively) a field-specific topic and then to write an approximately 60- to 80-page synthesis of their findings that evinces an appropriately advanced level of scholarship.

On the other hand, the action research project is an opportunity for students to engage in applied research of a topic of their choice related to their field that employs quantitative and/or qualitative analysis. In contrast to the thesis, the project requires a shorter written paper of about 25 pages, but will also include a project submitted along with the paper: e.g. a policy manual, business plan, staff handbook, etc. In both cases, the student will work under the close supervision and support of a faculty advisor and will be further aided by a committee.

ADMISSIONS POLICIES

Student Categories

There are six types of students who may be eligible to register for a NCU 500 level graduate course, who fall under two general categories:

Degree Seeking:

1. Graduate degree-seeking students (See entry requirements below.)
2. The 4+1 undergraduates (See entry requirements below.)

Non-degree Seeking:

3. Near-graduates who are 3-6 credits short of undergraduate degree completion and who elect to take one or two 500 level courses to fulfill undergraduate degree requirements.
 - The student must be an undergraduate re-applicant.
 - The courses must meet the student's undergraduate program requirements.
 - The student must receive permission from their undergraduate academic advisor in consultation with the registrar and the program director or designee.
4. Undergraduate students desirous of taking a graduate-level course. These students must meet the following criteria.
 - Have 90 credit hours accumulated at the time of their first graduate course
 - Have a cumulative GPA of 3.00 or above in their undergraduate program
 - The courses must meet the student's undergraduate program requirements.

The student must receive permission from their undergraduate academic advisor in consultation with the registrar and the program director or designee.

5. Non-degree seeking students (See requirements below.)
 - Students will usually possess an undergraduate degree and meet institutional admission requirements in order to take classes.
 - Students will be limited to no more than 3 courses.
 - Students must apply for acceptance in to the graduate program in two circumstances:
 - i. if they wish to matriculate into the program (Note: acceptance into the program is not guaranteed.)
 - ii. If they wish to take more than 3 courses
6. Audit-only
 - Individuals wishing to audit a course must receive the director's approval to do so.
 - Any coursework completed under this status will not be counted toward degree completion.

Entrance Requirements

Students wishing to take courses and/or matriculate into the graduate program must meet the following criteria:

- A. They must demonstrate a willingness to subscribe to the ideals and patterns of life and conduct of the North Central University community, as outlined in the "Christian Community Life Standards" and adopted by the Board of Regents.
- B. They will have a bachelor's degree earned from a regionally accredited university with a cumulative GPA of 3.0 or above. Applicants holding degrees from nationally, professionally, or specialized accredited institutions will be assessed on a case-by-case basis and may need to fulfil additional requirements as assigned by the program director or a designee. International students must have their transcripts evaluated by an evaluation service approved by the university and submitted directly to the admissions office. Students who are in the final semester of their program may be accepted with approval from the program director or designee.

Regular Entrance Requirements

For regular graduate admissions the completed application packet will include:

- i. Application form
- ii. Application fee (\$75) – see below
- iii. One essay articulating the following:
 - a. Statement of intention
 - b. Concrete professional/personal goals relating to choice of program (professional growth plan)
 - c. Professional résumé
- iv. Official transcripts from all previous undergraduate and graduate institutions
- v. One Graduate Admission Reference form from employer or professor addressing potential for success in the graduate program.

If cumulative GPA is less than 3.0, at least one of the following as an indicator of academic ability:

- a. Academic essay
- b. GRE or GMAT scores at or above the 50th percentile, which conform to the standards of validity of each testing service (Scores are usually valid for 5 years from the testing date.)
Students admitted under this status may expect to take a reduced course load, meet with their adviser at least twice a semester, and be required to engage the services of the Student Success Center. These conditions terminate upon successfully completing the first semester.

4+1 Eligibility and Entrance Requirements

4+1 students are considered solely as undergraduate students until they graduate from their respective programs. In order to be considered for entrance into the graduate program, in addition to the relevant items listed above, they must meet the minimum requirements of:

Non-Degree Entrance Requirements

All non-degree seeking students will need the following to complete their application package:

- i. Application form
- ii. Application fee (\$75) – see below

- iii. Official transcripts from all previous undergraduate and graduate institutions

TRANSFER CREDIT

As a general rule, the graduate program allows a maximum of six-credit hours of graduate work relative to the program to be transferred in as part of a student's degree requirements. All such requests be determined by registrar's office in close consultation with the program director or a designee.

Transfer Credit Evaluation Process

In addition to the regular admissions requirements, transfer students applying to North Central should submit official transcripts of graduate-level work.

A transcript evaluator located in the Registrar's Office, in conjunction with the School of Graduate Studies, will evaluate transcripts and communicate the results to accepted students within 14 business days. Questions regarding transcript evaluation should be directed to the Registrar's Office at 612.343.4409. Upon completion of courses, official transcripts should be sent to:

North Central University
Attn: Registrar's Office
910 Elliot Avenue
Minneapolis, MN 55404

International Transfer Credit Evaluation

Students who wish to transfer credit from international institutions must have their transcripts of graduate-level work evaluated on a course-by-course basis by an evaluation service approved by the university. In addition to the transcript evaluation, students must send an official copy of the international transcript, along with a certified English translation, if the original transcript is not in English, to the Registrar's office at NCU.

Course Transfer Guidelines

The policies and procedures for transferring credits are as follows: Only grades of "B-" or better are transferable. The course description must be equivalent to an NCU course. The course(s) must be required for the major of interest to count towards HG (hours earned for graduation). Importantly, courses are evaluated individually.

An official evaluation is done after the Registrar's Office receiving an official transcript. Faxed transcripts or unofficial transcripts can be evaluated, but the evaluation is unofficial until official transcripts are received. Courses cannot be transferred without grades (unless a "P" for "Pass" equals a B- or above); however, the grades do not transfer and, therefore, do not affect the student's GPA at North Central University.

TUITION AND FEES

- A tuition rate of \$ 510 per credit will apply for all graduate level courses taken for credit. Discounted tuition is available for certain students who qualify. See the tuition policy available at the Graduate Studies Office.
- Audit only students will pay the usual university fee of 1/3 of the course's tuition cost, and will be ineligible for scholarships or discounts.
- There will be a one-time \$75 application fee for non-matriculated and graduate degree seeking students.

- A technology fee is assessed each semester and depends on the student's campus residency status.
- An online course fee of \$ 85 per course is assessed for all online versions of a course taken.

BILLING / FINANCIAL AID

If a student has questions regarding a bill or financial aid, they should contact each respective office. Both the Financial Aid and Student Accounts offices are located on the first floor of Miller Hall in the Student Financial Services Office. Federal and Institutional aid is available to those who submit the FAFSA and qualify. The Financial Aid office may be reached at finaid@northcentral.edu or 612.343.4485.

The Ram Plan, North Central University's no interest payment plan, is available to graduate students, starting in June for the Fall and December for the Spring semester, and may be setup via a student's account. For additional Ram Plan information, students should contact the student accounts office at stbills@northcentral.edu or 612.343.4401

OFFICIAL COMMUNICATION

In order to comply with federal educational privacy regulations, only a student's official North Central University email address may be used for communication.

ACADEMIC ADVISING

Each student will be assigned an academic advisor, who will assist in orientation to campus life, establishing educational goals and scheduling classes during registration.

While North Central University will provide as much help as possible in planning academic programs, each student is responsible for the proper completion of a program and, therefore, should be familiar with the requirements listed in this policy manual.

ATTENDANCE AND ASSIGNMENT POLICIES

Class Attendance and Expectations

Class attendance is essential to student success. The model of learning practiced in the Graduate Studies Program relies on active, self-directed learners who enhance each other's learning interactively. Learners are accountable not only for completing individual work, but also for participating in all interactive and collaborative learning activities designed by course faculty. This requires energetic participation in classroom sessions and in special activities (when appropriate), such as tours, etc.

The Graduate School attendance and participation policy emphasizes faculty and learner responsibility for interactive adult learning:

- In course syllabi, faculty will designate the value of participation in interactive learning activities in the classroom, in the field, and online.
- Learners are responsible to participate in and complete all interactive learning activities and to master their content.
- Course syllabi will indicate whether make-up work is or is not an appropriate substitute for attendance in the classroom or participation in designated learning activities.
- Absence or non-participation in required activities due to illness or other emergency may be excused at the discretion of the faculty.
- Learners should expect that non-participation in interactive activities associated with more than 20% of the schedule of the course will reduce a course grade and may lead to receiving a failing grade for the course.

- Students should consistently practice engaged online interaction as directed by faculty.
- No instructor shall use attendance in any way for bonus points, penalties, or exemptions from exams.

Although professors are free to do so, it is not their responsibility to supply any missed material owing to a student’s absence, nor are professors required to accept missing assignments.

Upon arrival to a class where the professor is initially absent, students should not vacate the classroom until after 15 minutes, unless otherwise instructed by the professor. Professors shall notify the class if they anticipate being absent.

In order to maintain an atmosphere that is conducive to education and learning for all students, proper classroom etiquette must be observed.

IMPORTANT FOR UNDERGRADUATE STUDENTS: Due to financial aid regulations, undergraduate students enrolled in a graduate course must sign in or otherwise note their attendance throughout the length of the course.

Add/Drop/Withdrawal Policy

Normally, the last day to add any course in the Registrar’s Office is the day the class starts, prior to the beginning of the class.

Students may drop/withdraw after the first week of any given course. Withdrawing after the second week will result in a withdrawal, but special rules apply. The grade W is given only to a student who officially withdraws from a course after the first session and before the midpoint of the course. Course withdrawals are official on the date the request is received by the registrar. Extenuating circumstances that may warrant exception to the withdrawal policy will be considered on a case-by-case basis. Note that scheduled online sessions count as “class sessions” when determining refunds and grades. Any refund due to withdrawal will be governed by the refund policy. Any appeals related to class attendance must be made to the Registrar’s Office before the end of the semester.

Grade Awarded by Withdrawal Date*

Withdrawal Date	Grade Assigned
By end of week 1	None – course does not appear on transcript
Week 2 through 8	W
Week 9 and beyond	WF

Refund Given by Withdrawal Date*

Withdrawal Date	Refund Given
By end of week 1	100%
By end of week 2	75%
By end of week 3	50%
By end of week 4	25%
Beyond week 4	None

Grade Awarded by Withdrawal Date (Accelerated Classes)*

Withdrawal Date	Grade Assigned
By end of week 1	None – course does not appear on transcript
Week 2 through 4	W
Week 5 and beyond	WF

Refund Given by Withdrawal Date (Accelerated Classes)*

Withdrawal Date	Refund Given
By end of week 1	100%
By end of week 2	50%
By end of week 3	25%
Beyond week 3	0%

* These dates apply to courses offered during typical fall, spring, and semesters but may vary for courses offered in alternative formats. Please contact the director or a designee for the specific policy covering these and other special situations.

Graduate Financial Aid Refund Policy for Students Dropping Individual Courses

(This policy does not apply to students who are completely withdrawing from NCU)

A student whose enrollment level decreases during the period at the start of the semester where a tuition refund is applicable may have their financial aid adjusted as a result of the enrollment change. Changes made prior to funds being disbursed to the student account always mean the awards are adjusted to the current enrollment level before disbursement.

Graduate Financial Aid Refund Policy for Students Completely Withdrawing From NCU

(Return of Title IV Funds Policy: This policy does not apply to students who are dropping individual courses)

If a student withdraws or is dismissed from North Central University, the University or the student may be required to return some of the financial aid awarded to the student. This may include but is not limited to aid from federal, state, and institutional sources.

In order to properly withdraw from a class or the program, the student must contact the North Central University Graduate Studies Office and complete the prescribed withdrawal steps.

GRADES

The grades utilized by Graduate Studies, along with their point values, are as follows:

Score	Letter	GPA
93-100	A	4.0

90-92.9	A-	3.7
87-89.9	B+	3.4
83-86.9	B	3.0
80-82.9	B-	2.7
77-79.9	C+	2.4
72-76.9	C	2.0
70-71.9	C-	1.7
67-69.9	D+	1.4
62-66.9	D	1.0
60-61.9	D-	0.07
<60 <59.9	F	0

Grade Point Average (GPA) is calculated by multiplying the appropriate grade value for grades earned by the number of credits for that class, and then dividing that number by the total number of credits earned (HE). This calculation appears on each transcript - both for the “term” and the “cumulative” enrollment periods. Only letter grades earned at NCU influence academic grade point average. A GPA of at least 3.0 is required for graduation from North Central University. Grades are directly linked to registration. Unless a student is properly registered for a class, no credit or grade can be awarded.

Incomplete Grades

The grade of “I” (Incomplete) is a temporary grade which indicates that, for justifiable reasons (i.e., serious illness, death in the family, etc.), the student was unable to complete the work by the end of the registration term. Any student receiving an “I” must work closely with his/her professor to successfully complete and submit to the Registrar’s Office a final grade posting for that class. This means that, together, a shared responsibility exists between student and professor for the fulfillment of course requirements and the submission of an appropriate earned grade within the time-frame prescribed as follows: The maximum time allowed for resolution of an incomplete grade will be six weeks after the last day of the term (i.e. the last day of final exams).

Important:

1. Approval of an incomplete is at the discretion of the instructor, and they can set a due date shorter than six weeks.
2. The final grade must be submitted to the Registrar’s Office within the six-week period, so students should expect to complete all outstanding work with enough time to allow the instructor to grade those assignments, determine the final grade for the course, and communicate the grade to the appropriate parties.

By default, the grade of “I” will be changed to “IF” 30 days after the term (for financial aid calculation purposes). An “IF” is not subject to future grade changes after the following semester, at which time the “IF” is permanently changed to an “F”. Graduating seniors who end their last

semester with an “I” must complete all course requirements within the given time-frame in order to receive a diploma.

Grade Changes

Grade changes will be accepted by the Registrar’s Office only in the cases of documented clerical error, miscalculation, or by appeal as a result of extenuating circumstances. A student may appeal a grade with the faculty member involved through the end of the semester immediately following the one in question. (i.e. a professor may only make a change for the preceding semester). The professor must submit the grade change form, including a reason for the change, to the Registrar’s Office. This policy will be outlined in the Faculty Manual.

In cases of extenuating circumstances or information that arises after the grade has been submitted, the director, the appropriate department chair, in conjunction with the faculty member, will review a petition for a change of grade. As a last resort, students may appeal to the Vice President of Academic Affairs, who will serve as the final arbiter.

REPEATED COURSES AND CREDIT REPLACEMENT

Students who wish to retake any NCU course may do so under the following provisions:

1. Courses that were previously failed – or for which an acceptable passing grade is not earned – may be repeated.
2. Refunds for previously attempted courses will not be awarded or credited on retake attempts.
3. In the case where a course has been repeatedly failed, only one failed grade for a course can be replaced in the calculation of the student’s cumulative GPA.
4. The most recent grade for a course voluntarily re-taken will be the transcript grade used to calculate the GPA. Earlier attempts will “show” but will not count toward the calculation. This will be an automatic process. Once the course is voluntarily retaken, the credits for earlier attempts of the same course (regardless of the grade previously earned) will be adjusted as follows:
 - a. Hours registered (HR) (the same as hours attempted -HA)... “will accumulate”
 - b. Hours earned (HE)... credits will “zero out”
 - c. Hours toward graduation... credits will “zero out”
 - d. Students may request in writing to have a previously failed class replaced with an “X” on their transcript.
5. Credits for any course will count only once toward meeting the graduation requirement.

STUDENT CONDUCT AND PROGRAM STATUS

North Central University is a Christian university that holds the Bible and biblical truth as the guiding principle of life style and student conduct. Students are expected to adhere to a code of conduct consistent with the values held by the North Central University community. Please see the NCU community life standards and policies promoting safety and security for more information.

Academic Integrity

Academic dishonesty represents a lack of integrity that not only disrupts the educational process; it also constitutes a breach of the biblical mandate that all Christians must conduct themselves honestly and above reproach (Prov. 11:3). It includes, but is not limited to intentional plagiarism, cheating, fabrication of results, roster fraud, and attendance deception. Importantly, intentionally or knowingly helping, attempting to help or soliciting another to commit an act of academic dishonesty.

Since the consequences of academic dishonesty are severe, faculty members are expected to communicate clearly the standards of academic honesty as defined in their respective disciplines and specific to the course in question. At the beginning of each course and within each syllabus, the professor should address the matter judiciously, providing instructive examples. Professors are also responsible to take reasonable measures to ensure the academic integrity of the learning environment by vigilantly monitoring examinations, carefully assessing student work, and investigating cases of suspect breaches of policy. The overall tone of any intervention should be educational and restorative.

Disciplinary Action

In cases of suspected academic dishonesty, the professor must meet privately with the student in order to determine whether an intentional breach has been committed. If an intentional breach is deemed to have been committed, the professor must complete the following steps:

First Offense

For the first offense, professors will:

- notify the student directly in writing with an explanation of the nature of the offense and the consequences, which would, at a minimum, be a zero for the assignment. At the discretion of the professor, an assignment may be redone and the corresponding grade averaged with the zero.
- notify the program director or a designee of the offense, who will report the incident to the registrar.

The registrar will send a memo to the student indicating that an incident report has been put in his/her file. Included in the memo will be notification that the student has the right to appeal through the established academic appeal process outlined below.

Note: More serious offenses, even if a first offense, may result in receiving an F in the course and even dismissal from the University's Graduate Program.

Second Offense

If a student is deemed to have committed a second, separate offense of academic dishonesty, the professor will follow the procedure outlined for the first offense above. The Registrar's Office will notify the director or a qualified designee that a second offense has been committed. At this point, the student will receive a failing grade and be suspended from the program for one semester. The student has the right to appeal through the established academic appeal process outlined below. Appeals will only be accepted if they are based on procedural error(s) committed by the professor(s) and/or Academic Integrity Committee.

Academic Appeal Procedures

Academic appeals for course grades, status in programs, and academic dishonesty are handled in the following manner:

First-level Appeal

Students who believe they are treated unfairly should make every effort to resolve the issues with the faculty member involved. The faculty member will be expected to respond within seven days to such an appeal in writing via email, with a copy sent to the program director.

Second-level Appeal

If students continue to believe that they have been treated improperly, they may appeal to the program director or a qualified designee within seven days of being notified of the faculty member's decision. The program director or designee has the authority overturn a faculty decision only in cases of clear procedural error, arbitrariness, or other patent unfairness.

Note: Due to the seriousness of the consequences associated with academic integrity, in these cases, the program director or designee may choose to convene an ad hoc Academic Integrity Committee consisting of the director or designee, the faculty member, and the faculty member's departmental chair.

Third Appeal (Formal)

If attempts to find a solution continue to fail and the student continues to believe that he or she is being treated unfairly or not in keeping with announced academic policies, that student may appeal in writing by completing a formal academic petition available from the registrar's office. The written appeal must be received by the registrar within seven days after the student has been notified by the director or designee. The appeal will then be heard by the Dean's Council or a designated sub-committee. In cases where there is no standing committee or the committee members are unavailable, the vice president of academic affairs will be responsible for making any final determination.

At no time will a student be penalized simply because he/she pursues the appeals process. Such academic courage and persistence should rather be encouraged as it is a necessary part of graduate education.

GRADUATION ELIGIBILITY

Academic Standing and Eligibility

A graduate student must maintain a cumulative grade point average of 3.00 on a 4.00 scale in order to remain eligible for continuance in the program, and ultimately to graduate.

Students not meeting this requirement, will be placed on academic probation until their grade point average reaches 3.0 or above. During this time, the following requirements obtain:

1. The student must earn at least a B in subsequent courses.
2. The student must meet with his/her academic adviser at least twice a semester. The emphasis during these meetings will be on supporting the student and directing him/her to appropriate university resources. (See below.)
3. At the discretion of the director, the student may be limited to taking one course per semester and may be prohibited from taking online, accelerated courses.

If the student still falls below the GPA requirement after three semesters and/or does not fulfill the above requirements, he/she will be academically dismissed.

Graduation Requirements

The following are required for graduation:

- Satisfactory completion of 30 (or more) graduate credits for a Master's of Arts Degree.
- A minimum overall grade point average of 3.0 ("B" average) is required for all degree, diploma or certificate candidates.
- For a person to receive a M.A. degree, 24 of the final 30 credits must be taken at North Central University.
- All students must meet faculty standards regarding Christian character and conduct. Conduct judged unworthy of the standards of Christian conduct at NCU will be deemed sufficient cause for removing a student's name from the annual graduation list, however, a completed degree may be conferred.
- All graduation requirements must be completed before a student may participate in commencement activities or a degree awarded.
- Any exceptions to the graduation requirements will be made at the discretion of the VPAA.

Graduation Dates

A student will receive a December graduation date if course work is completed in the fall semester. The May graduation date exists for students completing their coursework by the registrar's May deadlines. A student will receive a July or August graduation date if coursework is completed in the summer semester. All graduating students are encouraged to participate in the annual commencement ceremonies held in May.

A student is subject to the academic requirements of the catalog for the year in which enrollment first occurred up to five years. If a student has not completed their degree program, for any reason, after five years (15 semesters) have elapsed from the beginning of the student's program; the student must complete the most recently published catalog requirements in order to receive their degree. Any exceptions will be handled at the discretion of the program director or a designee.

INSTITUTIONAL REVIEW BOARD POLICIES

The institutional review board exists to ensure that any research conducted at North Central University meets ethical, best practice, and federal regulatory standards, while supporting the ultimate aim of protecting the dignity, safety, and privacy of human subjects. As such, any research involving human beings as subjects of research requires IRB review and approval. Your professor will guide you in this process, but see more details below.

Purpose, Importance, and Value of the IRB

- The primary purpose of the board is to protect the public, evaluating risks and benefits of human participant research at NCU.
- Through its various processes, it allows the institution to become aware of and then adopt policies and procedures for protecting human subjects.
- The activity of the board allows NCU to formally document this process for accrediting agencies, the media, and the public.
- The board and its policies provide education and materials for student researchers and supervisors in providing ethical treatment of human subjects (for example, by providing a standardized Informed Consent Form).
- Moreover, the board ensures compliance with federal law and the ethical standards of professional groups. Federal regulations that pertain to IRBs are specified in Title 45 Code of Federal Regulations Part 46 (45 CFR 46) <http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.html>), and Title 21 Code of Federal Regulations Parts 50 and 56 (21 CFR 50 and 56)

(<http://www.accessdata.fda.gov/scripts/cdrh/cfdocs/cfCFR/CFRSearch.cfm>). The ethical foundations for this are contained in the report of the National Commission for the Protection of Human Subjects in Biomedical and Behavioral Research entitled, The Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research (<http://www.hhs.gov/ohrp/humansubjects/guidance/belmont.html>). At the federal level, IRBs are informed by the Office for Human Research Protections (OHRP), an office within the Department of Health and Human Services (<http://www.hhs.gov/ohrp/sachrp/sachrpminrisk20080131.html>).

Organization, Authority, and Process of the Institutional Review Board

The board

- meets one time each year to review policies and procedures, and when a research proposal requires a Full Review (no more than one time each month).
- includes a minimum of five individuals, preferably from inside and outside of science, internal and external to the institution, males and females, and a diversity of professions.
- makes decisions on the approval of research by reviewing the protocol (research procedures), full description of the proposed project, materials the subjects will use (surveys, questionnaires, tests, etc.), a description of the manner in which subjects will be recruited and provide consent to participate in the project, and how the subjects' confidentiality will be maintained. Their consideration is based primarily on weighing the risks and benefits of the research. The IRB also considers the population being studied and if it requires additional protections.

After reviewing the materials provided by the researcher, the IRB decides if the benefits of the research have been maximized and the risks minimized, and makes a final determination whether the benefits justify the risks to the subjects. If the IRB finds that this is the case, they may 1) approve the protocol, 2) request that the researcher make specific changes to the procedures and approve the protocol contingent on these changes, or 3) ask that the protocol be revised and resubmitted.

Levels of Review

Any research at NCU involving live human subjects must be reviewed by the IRB.

Question 1: Is it research?

The Federal Policy for the Protection of Human Subjects defines research as “a systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge” (45 CFR 46.102d). The Belmont Report states, “The term ‘research’ designates an activity designed to test a hypothesis or answer a research question(s) [and] permit conclusions to be drawn.”

Question 2: Does it involve living, human subjects?

Human subjects are defined by the regulations as “living individual(s) about whom an investigator (whether professional or student) conducting research obtains data through intervention or interaction with the individual” (45 CFR 46.102f).

If yes to both questions, then the project is reviewable by the IRB process as Level 1, 2 or 3.

Level 1 (Full Review) – Research to be reviewed by the NCU Institutional Review Board. If the research includes any of the following criteria, it must be reviewed by the Institutional Review Board:

- Highly personal or stressful topics, including but not limited to:

- Drug or alcohol use
- Sexual behavior
- Illegal conduct
- Research involving vulnerable populations (including children, prisoners, pregnant women, and people with intellectual disabilities)
- Research that includes a participant's responses that could reasonably place him/her at risk in the following ways:
 - Criminal or civil liability
 - Damage to the participant's financial standing
 - Damage to the participant's employability or employment status
 - Damage to the participant's standing at an academic institution
- Participants are deemed as being exposed to greater than "minimal risk," meaning that the probability and magnitude of harm or discomfort anticipated in the research are greater than those ordinarily encountered in daily life. Risks relate to potential physical, psychological, social, and economic harm
- Research conducted based on the receipt of federal or state money, such as research grants (for example, from the Department of Health and Human Services) that require full IRB review for eligibility
- Research conducted for the purpose of publication or presentation in journals or at conferences that require full IRB review for participation
- Examples include:
 - A senior project student interviews NCU students on the type of sex education they received in adolescent as well as frequency of engaging in and type of risky sexual behavior
 - A student in a development course measures death anxiety in older adults before and after viewing an educational video on the physiological events immediately following death
 - A senior project student interviews children diagnosed with Reactive Attachment Disorder who have and who have not experienced group therapy, noting differences in therapeutic outcome

If a Level 1 Full Review is deemed necessary, both the student researcher and the supervising professor are expected to provide documentation that they have completed the National Institute of Health's ethics tutorial, Introduction to the Responsible Conduct of Research at <http://researchethics.od.nih.gov/>.

Level 2 (Expedited Review) – Research to be reviewed by the supervising department. If the research includes any of the following criteria, policies and procedures adopted by the academic area (department, school, college or institute) are applied. These department-specific procedures would follow the letter and spirit of the IRB, and should be based on the ethical code of a professional organization related to that academic area (for example, psychology students follow the American Psychological Association's Code of Ethics, <http://www.apa.org/ethics/code/index.aspx>). Departmental processes exist that confirm that ethical practice, especially the protection of participants, is followed (for example, an informed consent template).

- Research with conditions created by the researcher. Research in which different conditions are created and applied by the researcher to groups of participants (for example, treatment and control groups, or a manipulated setting)
- Observations of public behavior. Research involving the observation of public behavior of legally competent non-institutionalized adults, provided the observations are recorded in such a manner that the participants cannot be

identified directly or indirectly. This research may include the observation of minors in cases where the investigator is not a participant in the activity being observed.

- Participants are deemed at “minimal risk,” meaning that the probability and magnitude of harm or discomfort anticipated in the research are not greater than those ordinarily encountered in daily life. Risks relate to potential physical, psychological, social, and economic harm.
- Examples include:
 - A senior project student measures the impact of listening to different styles of music on mood state. Participants are randomly divided into two groups of musical genres, and mood state is measured prior to and after listening.
 - A senior project student engages in naturalistic observation of parent-child interaction at a theme park, charting frequency and type of interactions between fathers and sons.

Level 3 (Exempt from Review) – Research to be reviewed by the instructor or supervisor. Information or data gathered exclusively for educational purposes (not for outside dissemination) (for example, in-class student surveys or class projects). Research in this level is still assumed to be carried out ethically and the protection of participants is considered.

- Research involving curricular and instructional strategies. Research conducted in established or commonly accepted ministry or educational settings, involving typical practices such as instructional strategies, curricula, or classroom/small group management methods directed toward the group as a whole.
- Research involving survey procedures where no identifying information will be recorded
- Research gathered from students in a particular course for the purposes of that course
- Research using archival data. Research involved in collection or study of existing data, documents, or records if those sources are publicly available, or if the information is recorded in such a manner that the individual sources cannot be identified, directly or indirectly.
- Research involving methods where participants (adults or minors) are subject to no more than minimal risk.
- Examples include:
 - In a statistics course, a professor requests data on the characteristics of students in the class (basic demographics) for use as examples when demonstrating descriptive techniques.
 - In a practics course, a student designs and implements a curriculum and then gather feedback on its effectiveness and recommendations for improvement.
 - A student develops an online descriptive survey (such as Survey Monkey) gathering feedback from other students on recommendations for a new school mascot.

IRB Review of Level 1 Full Review Proposals

When requested to complete a Level 1 Full Review, the IRB is expected to

- Identify the risks associated with the research (physical, psychological, social and economic)
- Determine that the risks will be minimized to the extent possible
- Identify the probable benefits to be derived from the research
- Determine that the risks are reasonable in relation to the benefits to subject

- Assure that potential subjects will be provided with an accurate and fair description of the risks or discomforts and the anticipated benefits
- Determine the adequacy of provisions to maintain the privacy of subjects and to maintain the confidentiality of the data
- Where the subjects are likely to be members of a vulnerable population (pregnant women, minors, cognitively impaired persons), determine that appropriate additional safeguards are in place to protect the rights and welfare of these subjects
- Make a decision to 1) approve the protocol, 2) request that the researcher make specific changes to the procedures and approve the protocol contingent on these changes, or 3) ask that the protocol be revised and resubmitted.

More details, guidelines, and helpful suggestions are provided by the Office for Human Research Protections' Institutional Review Board Guidebook, available at http://www.hhs.gov/ohrp/archive/irb/irb_guidebook.htm



GRADUATE STUDENT HANDBOOK

Dr. Renea Brathwaite
Dean of Graduate and Professional Education
Renea.Brathwaite@northcentral.edu
612-343-4166

Vienna Lewin
Program Coordinator
Vienna.Lewin@northcentral.edu
612-343-4184

CAMPUS OFFICES

Academic Support Svcs	612.343.5000
Bookstore	612.343.7880
Financial Aid	612.343.4485
Information Technology	612.343.4170
Library	612.343.4490
Registrar	612.343.4409
Security	612.343.4445
Student Accounts	612.343.4401

North Central University
910 Elliot Avenue, Minneapolis, MN 55404
www.northcentral.edu | 612-343-4400

ACADEMIC and STUDENT SUPPORT SERVICES

Student Success Center (Student Support Services)

The Student Success Center is located on the second floor of Miller Hall and includes the following services. For more information, please call 612.343.5000 or email ssc@northcentral.edu.

Academic Support Services

By providing a personalized one-on-one environment, the Student Success Center staff strives to build professional and personal relationships with students in order to carefully assess their individual needs and offer appropriate academic support. Their services can help clarify and reinforce classroom learning, enhance specific skills (e.g., writing, test-taking, memory) or provide a network of support for academic aspirations.

Academic Services Include:

- One-on-one consultation to assess how the SSC can meet your needs
- Academic Coaching a performance improvement program
- Proofreading and feedback for class papers
- Assistance in breaking through writer's block when facing a paper
- Assistance to students who are studying with a learning disorder
- Test preparation strategies
- Workshops
- Exam proctoring

Program Writing-Format Styles

- Each NCU graduate program will adopt its own uniform writing style that will reflect the commonly accepted style for that discipline in advanced study.
- Further, the uniform writing style for the M.A. in Strategic Leadership is the American Psychological Association (APA) Style.
- Each student is responsible for obtaining and utilizing the latest published edition of the accepted writing style manual.

Career Development Services

North Central University provides a variety of Career Services to assist those enrolled in the Graduate Studies program. These services are offered during business hours Monday-Friday through the Student Success Center located in Miller Hall 227. The Assistant Director of Career Services maintains office hours for the specific purpose of meeting with students, both undergraduate and graduate. Career Services aims to inform and support all students in their career development as they identify and pursue their career and calling. North Central seeks to provide information, resources, planning, and counseling during each of the career development stages which are as follows:

1. Exploring Self
2. Exploring Careers
3. Evaluating Career Paths
4. Experimenting through Experiential Learning
5. Embarking in a Career

Graduate students are invited to participate in the University job placement database CareerWire:

North Central University's CareerWire is an online employment database that allows NCU students and alumni to view open positions both in ministry and in market place employment. In addition, students can post resumes, research potential employers, and network with professionals in the field. A partnership with the National Association of Colleges and Employers [NACE], this NCU customized search engine assists students and employers to connect both within the greater Twin Cities area as well as on the national level for jobs outside of our immediate region. Some of the resources available to students are as follows: career counseling, career inventories and interpretations, resume assistance, interviewing skills, academic advising, portfolio design, and self-marketing strategies.

Students with Disabilities

North Central University is committed to providing optimal educational opportunities for all students, including those enrolled or admitted who have disabilities under Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA).

College policy provides for reasonable accommodations to be made for students with disabilities on an individual and flexible basis. It is the responsibility of students with disabilities to seek available assistance and make their needs known to the Director of the Student Success Center. In order to determine accommodations for special needs, North Central University asks students to submit a recent (within the last three years) professional assessment that documents the disability.

For assistance with special services, students should contact the director or assistant director of the Student Success Center at 612.343.3513 or 612.343.3510. We work to ensure equal access for students with documented disabilities. Services provided include equal access, academic advising, assistance and support.

Library Services

The T.J. Jones Library supports the Graduate Studies Program at North Central University in the following ways:

- Professional library staff with advanced degrees and experience in higher education
- Regular library hours at times convenient to students
- Over 50,000 print and 20,000 e-Books
- More than 100,000 full-text journal articles available through EBSCO, Gale, and other databases
- ABI/INFORM Complete from ProQuest
 - Thousands of full-text journals
 - Peer-reviewed articles
 - High quality research and curricula-aligned content
 - Repository for digital dissertations from the Library of Congress
- Interlibrary loan services, including free postage
- Program-specific LibGuide with print and electronic resources and links to other vetted resources
- libguides.northcentral.edu contains more information and an online catalog of resources

Please stop by the library or visit our website to begin your research:

www.northcentral.edu/library. If you have any questions do not hesitate to call: (612) 343-4490.

Registrar

The Registrar's Office provides registration, course scheduling, and graduation support for students and faculty of North Central University. Registrar services can be found on Skyline under Academic Services, or by contacting 612.343.4409 or registrar@northcentral.edu.

Assessment of Student Achievement and Development

The assessment of student learning is an integral part of the educational experience at North Central. The overarching University plan for assessment is related to the University's mission and encompasses numerous measures of educational achievement and student development, including various tests and surveys. The program is coordinated by the office of Graduate Studies in consultation with the Dean's Council and the Assessment Committee. Recent assessment measures have been used to assess institutional effectiveness, general student characteristics and departmental effectiveness. Assessment measures are administered at regular intervals during a student's education at North Central University.

Textbooks

It is the student's responsibility to acquire all course materials before the start of class. Textbooks are available via our online bookstore: <http://bookstore.mbsdirect.net/northcentral.htm>. Click "Let's Get Started" and check the box of the class(es) you're taking for the term. You may rent or purchase books in ebook or physical format. You should receive a "voucher" via your student email with a code you can use to allocate book expenses to your student account. You can choose to either purchase books through our bookstore or through your favorite book vendor (Amazon, B&N etc).

GRADUATE FACULTY



Renea Brathwaite, Ph.D.,

Dean of Graduate & Professional Education

Education

- Ph.D. in Renewal Studies (Theology), Regent University, 2013
- M.A. in Theological Studies Assemblies of God Theological Seminary, 2004

Experience

- 14 years as a university professor
- 22 years in business and education administration
- 25+ years in ministry

Jolene Erlacher, Ed.D.



Education

- Ed.D. in Leadership, University of St. Thomas, 2012
- M.A. in English, University of St. Thomas, 2006
- Graduate Certificate in International Leadership, University of St. Thomas, 2009
- B.A. in Elementary Education, North Central University, 2000

Experience

- 15 years of leadership experience
- 4 years of leadership consulting experience

Leslie Evens, Ed.D.



Education

- Ed.D., Literacy Education, Hamline University, 2005
- M.A., English Education, University of Minnesota, 1984
- Advanced Graduate Certificate in Literacy Education – University of Wollongong, Wollongong, Australia
- M.B.E., University of Nebraska, 1981

Experience

- Author of multiple speeches and articles on Teaching and Learning English
- 30+ years in teaching higher education
- Conference Presenter, 2002 Who's Who Among America's Teachers

Doug Graham, D.Min.



Education

- D.Min., Bethel Seminary, 2014
- M.A., Assemblies of God Theological Seminary, 1999
- B.A., North Central University, 1986

Experience

- 28 years of pastoral leadership
- 15 years in business leadership positions
- 11 years in academic ministry

Brian Harlow, M.B.A.

Education

- M.B.A., University of Liverpool, England, 2017
- B.A., University of Miami, 1998
- Foreign Studies, Miami University Dolibois European Center, Luxembourg, 1996

Experience

- 15+ years of project/business management experience
- 15 years of project/safety controls experience

Richard Pruitt, Ph.D.

Education

- Ph.D., Theology, Regent University School of Divinity
- M.A, Religious Studies, University of Missouri
- M.A. Theological Studies, AGTS
- B.A., Biblical Education, Evangel University

Experience

- 22 years of pastoral leadership
- Authored multiple books and articles on theology
- 21 years of teaching higher education

William Tibbetts, M.B.A.



Education

- D.B.A., Grand Canyon University (In Progress)
- M.B.A. in Organizational Behavior and HR Management, Regent University, 2005
- B.A. in Communications and Journalism, Purdue University, 1998

Experience

- 20 years of business leadership experience
- 17 years of business consulting experience
- 9 years as a college professor

GRADUATE STAFF

Vienna Lewin

**Program Coordinator,
College of Graduate & Professional Education**



Education

- B.A. in Music, Cedarville University, 2012
- M.A. in Strategic Leadership, North Central University (in-progress), 2020

Experience

- 7 years as a private music instructor
- 6 years in higher education administration

Rebekah Johnson

**Assistant Director of Admissions, Graduate Admissions
Counselor**



Education

- B.S. in Music Performance, North Central University, 2013

Experience

- Classical Musician
- 2 years in higher education administration

CAMPUS POLICIES

Personal Copies/Computer Lab

The various Computer Labs are available for use and personal printing during posted hours, which can be found via Skyline. Questions concerning hours or use of the computer labs should be directed to IT (techsupport@northcentral.edu) or 612.343.4170.

The NCU Copy and Mailing Services department is also available to you for personal copy and mailing needs. Personal copies are free, and other services such as binding and mailing are also available. Prices and other information can be found on Skyline, mailcent@northcentral.edu, or 612.343.4443.

Recreation and Wellness

The Department of Recreation and Wellness, aims to provide quality programming and activities that will help students stay fit and active while preparing to follow God's calling. Their mission statement is: "The NCU Department of Recreation and Wellness provides excellent sport, fitness and wellness programs that enhance student experience while generating positive and sustainable lifestyle habits." Camping and other gear is available to rent in the wellness office.

Fitness Center

All full-time students receive access to the Fitness Center 24 hours a day as long as they have signed a Recreation and Wellness Waiver (found on Skyline). Entry is permitted by scanning a student ID card. The Fitness Center is staffed by student workers during business hours. The NCU Fitness center features free weights, weight circuits, treadmills, ellipticals, and other gym equipment.

Student ID

Each graduate student who will be participating in on campus classes must receive a North Central University Student ID Card. You can acquire your NCU ID by coming to campus the week before class begins or 30 minutes before the first class period to stop by the NCU security office, located on the first floor in Miller Hall.

Motor Vehicle Parking

Students have the opportunity to apply for a variety of parking options at North Central. Most parking permits are valid for each semester or summer time frame. Students need to apply for a parking permit prior to each semester and are not guaranteed squatter's rights if they had a permit for the previous semester. Permits are assigned on a first come, first serve basis. All parking fines and other parking charges must be paid in full prior to the approval of the parking permit application. Students with a motor vehicle on campus must have liability insurance as mandated by Minnesota law. Due to safety concerns, students may not sleep or stay overnight in a vehicle parked in an NCU parking lot or surrounding streets.

Application for commuter parking permits must be made each semester through the Campus Safety & Security office web page. Commuting students who wish to park on campus overnight must first obtain clearance from the Campus Safety & Security office.

All students who desire to park in North Central parking lots must have a current valid permit for the semester. Please visit the following address to read and agree to the parking regulations, and then begin your application: <http://www.northcentral.edu/parking-regulations>. Graduate Students can

select the 'Student Non Resident Grad Studies' option on the parking application. You will receive an email within two business days confirming your parking permit. If you have any questions, contact the Security office at 612.343.4445 or email parking@northcentral.edu.

Technology Usage

Students are expected to be in compliance with the following guidelines in order to use NCU computer technology:

- The University reserves the right to access student accounts and files on NCU systems as necessary for system maintenance or to enforce compliance with these policies.
- Students are not permitted to utilize other students' computer accounts or share their account/passwords with others.
- Rules of other computer systems on the internet must be followed.
- Students are encouraged to exercise ethical discretion in the selection and use of materials.
- NCU accounts may not be utilized to operate any type of business.
- To view the full Acceptable Use Policy, visit NCU's Skyline intranet under Information Technology > Student Resources

Online Activity

NCU encourages consistency and integrity in our public and private lives. This includes internet communication. Since blogging or social networking websites are accessible to the public, students are expected to make thoughtful choices when representing themselves.

Obscene, defamatory, or threatening language is unacceptable in virtual interaction just as in real, daily conversation. NCU may monitor internet usage for inappropriate photography or dialogue; therefore, postings could be cause for disciplinary action.

Illegal Downloads and File Sharing

NCU network services may be used only for lawful purposes. Transmission, distribution or storage of any material via these services in violation of any applicable law or regulation is prohibited. This includes, without limitation, material protected by copyright, trademark, trade secret, or other intellectual property used without proper authorization, and material that is obscene, defamatory, constitutes an illegal threat, or violates applicable laws. Students are encouraged to consider the following good habits for avoiding illegal downloading and file sharing:

- Read user agreements carefully; the words therein are selected with purpose.
- Ensure that your legal peer-to-peer (P2P) software is not set to share the files you have on your computer.
- Check the web sites of musicians, record companies, or movie studios to see if they allow distribution of their materials on the internet.
- When purchasing material online, read the license carefully to learn if you have permission to convert materials to other formats for personal use.
- Don't share or distribute materials unless you have permission.
- Keep all receipts from legally downloaded material.

If a student is caught downloading illegal content, North Central reserves the right to suspend network connectivity or Internet service.

Weapons Policy

Weapons of any kind, including but not limited to, handguns, rifles, shotguns, other firearms, knives, stun guns/lasers, potato cannons, paintball guns, pellet or BB guns, airsoft guns, martial arts weaponry, bows, slingshots, and any other devices used in game or sporting activities, including ammunition, arrows, or other types of projectiles associated with such items, are prohibited on North Central University campus property. This prohibition is to be interpreted in the broadest sense to include any such weaponry, and extends further to "toy" or facsimiles thereof that can cause bodily harm or threat to other persons. This prohibition is also applicable to those who hold a concealed carry permit.

The weapons prohibition set forth above extends further to all North Central University sponsored or related off-campus activities, including business, academic, sporting or leisure activities, related travel, or any other events involving NCU. This prohibition against possession of weaponry explicitly includes vehicles owned or operated by North Central University.

North Central University Campus Safety & Security and/or Residence Life & Student Conduct personnel are authorized to make reasonable inquiries and searches as necessary to enforce this policy. Anyone in violation of this policy will be subject to confiscation and forfeiture of the weapons and disciplinary action up to or including dismissal. Further questions on this policy may be addressed to the Campus Safety & Security office.

Fire Evacuation Procedures

If detecting smoke or fire, please follow the steps below:

1. Immediately activate the alarms by pulling down on a red pull station. CAUTION: The building alarm rings only in affected building.
2. Depending on the size and type of fire, use appropriate fire extinguisher to contain.
3. Report the incident by phone, as soon as safely possible, to 911 first and then Security at extension 612.343.4445.
4. When the building evacuation alarm is sounded, walk quickly to the nearest marked exit and alert others to do the same.
5. Assist the handicapped in exiting the building! Remember DO NOT use the elevators. Do not panic.
6. Once clear of the building, gather in the Atrium of the Sanctuary. If occupied, gather in the gym. If the Chapel or CLC is affected, gather in the Phillipps' commons area. Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.
7. Do not return to an evacuated building unless told to do so by a university official or a public official.

Tampering with fire notification or safety equipment is considered a compromise of campus safety and therefore may be grounds for dismissal from the University, as well as city, state, and/or federal penalties.

Tornado/Severe Storm Procedures

If a tornado or severe storm siren sounds, individuals should immediately seek shelter inside the lowest level of a campus building away from windows until local weather or University officials signal otherwise. Refer to the Emergency Handbook for further instructions on Severe Weather procedures.

- **Inclement Weather** - KARE 11 is the official website that North Central uses to convey weather-related delay or cancellation information. Students may sign-up for notifications at: <http://www.kare11.com/weather/emails/schoolalert>. Commuters are expected to make their best effort to attend scheduled classes. If a student is unable to attend classes due to weather, it is the responsibility of the student to contact his or her professor(s) regarding the absence.

Facilities and Reservations

Individuals or departments wishing to schedule an activity or program on campus should submit a room request through the University's campus calendar program, Asurespace, accessible through the NCU website. Housekeeping, media and technological requests associated with facility usage may also be submitted through this program. Only requests for University sponsored events will be approved. Inquiries regarding event scheduling, special room setups or additional planning resources should contact the Facility Events Coordinator through the Marketing and Communications office.

Plowing & Snow Removal

Campus parking lots are plowed on a rotating schedule after a campus snow emergency has been declared. If a vehicle is not removed from a parking lot by the time it is scheduled to be plowed, the vehicle may be towed. Campus snow emergency information is available online, via email notification, text message, voice call, or by calling 612.343.7882. Students who have a parking permit that allows them to park on the North Central campus are automatically enrolled in the emergency notification system which will send out emails, texts, and voice messages. It is the student's responsibility to be aware of snow conditions and check in with the Security department after a snow event if they have not received a message. Students who park on the street are responsible for staying aware of city snow emergency information through the City of Minneapolis. The city has many different options for notifications that students may sign up for on the City of Minneapolis website. Street plowing information can be obtained by contacting the Minneapolis Snow Emergency Hotline at 612.348.7669.

Commuter Life

The Commuter Community exists to connect off-campus students to each other and the greater NCU community. Commuter students are considered full members of NCU community and will be expected to abide by all community standards. Questions and concerns of commuter students should be directed to the Student Life Office.

Campus Amenities

- **Lounges:** Carlson Hall lobby and commons, Miller Hall vending area, and Phillipps Hall Clay Commons are commons spaces open to all students. Lounges designated specifically for commuter students are located on the first floor of Miller Hall and the bridge between the second floor of Carlson Hall and the TJ Jones Library.
- **Food:** Commuter students may purchase food while on campus on a cash basis from the cafeteria or deli located in Carlson Hall and operated by Pioneer College Caterers. Commuter students also have the option of enrolling in a meal plan through the Student Life office. Vending machines are available in the Miller Hall vending area and Clay Commons.
- **Lockers:** Lockers are available for student use in the corridor between Miller and Phillipps Halls.

Commuter Lounges

The commuter lounges are intended to be comfortable, versatile spaces for all commuting students. Students using laptops or any type of portable technology should mute all sounds or use headphones. Each student is responsible to clean up after him or herself. Personal belongings left in the lounges for more than 24 hours will be turned over to the Campus Safety & Security office to be placed in the lost and found. Food may be stored, prepared, and eaten in lounges. Students wishing to store food in the refrigerator must label each food item with both name and date. The refrigerator will be completely emptied out every Friday at 4:00 PM; any items not removed before that time will be discarded.

Commuting students who choose not to observe these guidelines or choose to participate in behavior that causes other commuter students to feel unwelcome in the lounge will forfeit their right to utilize the commuter lounges.

Emergency Notification System (ENS)

All colleges and universities are required to have an emergency notification system (ENS) implemented. During March of 2013, North Central University transitioned to a new Emergency Notification System called First Alert. In the event of any emergency, NCU employees and students will receive notice through voice, text and email messages.

All North Central employees and students are automatically enrolled in the ENS system with at least one phone number and your North Central University email address. If you would like to update your account information, please follow the instructions below:

1. Go to <https://alertregistration.com/ncu/>
 1. If this is your first time logging into the system, click on Forgot Password/First Time Logging In. Enter in your North Central University email address. An email will be sent to the email address with a temporary password.
2. Go back to <https://alertregistration.com/ncu/>
3. Log into the First Alert system using your North Central University email address and the temporary password provided in the email.
4. Once logged in, you may update your phone numbers, email address and password.
 1. Note regarding your email address: If you change the email address, that will also change the email address that you will use going forward as your login email address.
 2. Note regarding your phone numbers: Any phone number put into the “Primary Phone” or “Secondary Phone” field will receive voice calls only. Any number put into the “Cell Phone” field will receive a text message only.

If you have any questions about the Emergency Notification System, please direct your questions to the Associate Director of Security.

TITLE IX/SEXUAL MISCONDUCT POLICIES AND PROCEDURES

NCU is committed to providing a learning, working, and living environment that promotes personal integrity, civility and mutual respect in an environment free of discrimination based on sex, which includes all forms of sexual misconduct. Sex discrimination violates an individual’s fundamental rights and personal dignity. NCU considers sex discrimination in all its forms to be a serious offense.

This policy refers to all forms of sex discrimination, including but not limited to: sexual harassment, sexual assault and sexual violence by employees, students or third parties.

Title IX of the Education Amendments of 1972 prohibits discrimination based on sex in educational programs and activities that receive federal financial assistance. Title IX states, “No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance” (20 U.S.C. § 1681). To ensure compliance with Title IX, NCU has developed policies and procedures that prohibit sex discrimination in all of its forms.

If you have been sexually assaulted or sexually harassed, please refer to the full Sexual Misconduct Policy and Procedures @ <https://www.northcentral.edu/about/title-ix-policy/>. .

Guidance on Reporting: NCU encourages those who have experienced any form of sex discrimination to report the incident promptly, to seek all available assistance and to pursue University conduct charges and criminal prosecution of the offender. NCU takes complaints very seriously and will work with victims to ensure their safety as much as possible and to remedy the situation.

NCU encourages those who have experienced sex discrimination to report these offenses to the Title IX Coordinator, the Deputy Title IX Coordinators, the Campus Safety and Security Department, a Resident Director, or Student Development staff member. The Title IX Coordinator can assist with all aspects of the reporting procedure and will conduct an investigation into a complaint.

Grievance Procedure: All incidents of sex discrimination, including sexual misconduct or retaliation, should be reported. The Title IX Coordinator will provide for the adequate, reliable and impartial investigation of all complaints.

The Title IX Coordinator and Deputy Coordinator are the individuals designated by the President with responsibility for providing education and training about discrimination and harassment to the University community and for receiving and investigating reports and complaints of discrimination and harassment in accordance with this policy.

Sexual Behavior

Based on a conservative interpretation of Scripture (1 Corinthians 6; Ephesians 5), NCU expects all members of the community to refrain from any form of sexual immorality including, but not limited to, any form of extramarital sexual activity, adultery, promiscuity, touching of intimate parts above or below clothing, homosexual behavior, transgenderism, viewing pornography, or sharing sexual images of one’s self or others. Co-habitation is also considered unacceptable.

NOTICE OF STUDENT RIGHTS UNDER FERPA

Disclosure of Information

North Central University complies with the Family Educational Rights and Privacy Act of 1974 (FERPA). This Act was designed to protect the privacy of education records, to establish the right of students to inspect and review their education records, and to provide guidelines for the correction of inaccurate or misleading data through formal and informal hearings.

Family Educational Rights and Privacy Act Notice

The Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, provides certain rights to students regarding their educational records. All students are protected under this act from the time they begin attending classes at North Central University, regardless of age or minor status. Each year North Central University is required to give notice of the various rights accorded to students pursuant to FERPA. In accordance with FERPA, students are notified of the following:

Right to inspect and review educational records. You have the right to review and inspect substantially all of your education records maintained by or at North Central University within 45 days of the day the University receives a request for access. A student who wishes to inspect education records should submit a written request to the registrar identifying the record(s) the student wishes to inspect. The registrar or appropriate designee will make arrangements for access and notify the student of the time and place where the records may be inspected. If the requested records are not maintained by the Registrar's Office, the registrar shall advise the student of the correct university official to whom the request should be addressed.

Right to request amendment of education records. You have the right to seek to have corrected any parts of an education record that you believe to be inaccurate, misleading or otherwise in violation of your right to privacy. A student who wishes to ask the University to amend a record should submit a written request to the registrar which clearly identifies the part of the record the student wants changed, and specifies why it should be changed. If the University decides not to amend the record as requested, the University will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing. If, after a hearing, the University decides not to amend the record as requested, the student has the right to submit a personal statement in which they contest the accuracy of the record, which will become a part of the student's academic file alongside the disputed record.

Right to give permission for disclosure of personally identifiable information. You have the right to provide written consent before the University discloses personally identifiable information from your records, except to the extent that FERPA and the regulations regarding FERPA authorize disclosure without your permission.

Right to withhold disclosure of “directory information.” FERPA uses the term “directory information” to refer to those categories of personally identifiable information that may be released for any purpose at the discretion of North Central University without notification of the request or disclosure to the student. Under FERPA you have the right to withhold the disclosure of the directory information listed below. Please consider very carefully the consequences of any decision to withhold directory information. Should you decide to inform North Central University not to release directory information, any further request for such information from persons or organizations outside of North Central University will be refused. “Directory information” includes the following:

1. The student's name
2. The student's address
3. The student's telephone number
4. The student's institution-issued e-mail address
5. The student's date and place of birth

6. The student's class standing
7. The student's course of study
8. The student's participation in officially recognized activities and sports
9. The student's degrees, honors, and awards received
10. The weight and height of members of athletic teams
11. The student's dates of attendance
12. The most recent previous educational agency or institution attended by the student
13. The student's photograph.

North Central University will honor your request to withhold all Directory Information, but cannot assume responsibility to contact you for subsequent permission to release it. North Central University assumes no liability for honoring your instructions that such information be withheld. Forms for withholding disclosure of directory information are available from the Mail Center. If the completed form is not received by the Mail Center prior to Sept. 15, it will be assumed that all directory information may be disclosed for the remainder of the current academic year. A new form for withholding disclosure must be completed each academic year. North Central University discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. School officials at NCU include the following; any person employed by NCU in an administrative, supervisory, academic or research, or support staff position, or a volunteer serving in one of these positions, companies with whom NCU has contracted (e.g. attorney, auditor, collection agency), Board of Regents, or students serving on an official committee, such as a disciplinary or grievance committee or assisting another school official in performing his or her tasks. Information will only be disclosed to school officials if they have a legitimate educational interest to access the information. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the University. Upon request, the University also discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

Release of Educational Information

No additional educational information will be released, except to the extent that FERPA authorizes disclosure without consent, without the explicit written consent of the student. Requests for the University to release student educational information must be in writing and must explicitly indicate what information is to be released and to whom.

Right to Complain to FERPA Office

You have the right to file a complaint with the Family Educational Rights and Privacy Act Office, Department of Education, 600 Independence Ave S.W. Washington D.C., 20202, if you believe that North Central University has violated the Federal Educational Rights and Privacy Act. You have the right to obtain a copy of the written North Central University policy regarding FERPA. A copy may be obtained in person from the Registrar's Office.

Notice of Possible Federal and State Government Data Collection and Use

As of January 3, 2012, the U.S. Department of Education's FERPA regulations expand the circumstances under which your education records and personally identifiable information (PII) contained in such records — including your Social Security Number, grades, or other private

information — may be accessed without your consent. First, the U.S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or state and local education authorities ("Federal and State Authorities") may allow access to your records and PII without your consent to any third party designated by a Federal or State Authority to evaluate a federal- or state-supported education program. The evaluation may relate to any program that is "principally engaged in the provision of education," such as early childhood education and job training, as well as any program that is administered by an education agency or institution. Second, Federal and State Authorities may allow access to your education records and PII without your consent to researchers performing certain types of studies, in certain cases even when we object to or do not request such research. Federal and State Authorities must obtain certain use-restriction and data security promises from the entities that they authorize to receive your PII, but the Authorities need not maintain direct control over such entities. In addition, in connection with Statewide Longitudinal Data Systems, State Authorities may collect, compile, permanently retain, and share without your consent PII from your education records, and they may track your participation in education and other programs by linking such PII to other personal information about you that they obtain from other Federal or State data sources, including workforce development, unemployment insurance, child welfare, juvenile justice, military service, and migrant student records systems.