



NORWICH UNIVERSITY
COLLEGE OF GRADUATE AND CONTINUING STUDIES
STUDENT HANDBOOK FOR ONLINE PROGRAMS

2012-2013

Effective for Online Semesters Beginning After May 1, 2012

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(Cover photo: Grant Graves, MMH Class of 2011)

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SECTION I: INTRODUCTION AND WELCOME

INTRODUCTION TO THE HANDBOOK

The Student Handbook for Online Programs is published for students enrolled in the following degrees and certificates offered through the College of Graduate and Continuing Studies:

- Master of Arts in Diplomacy (MDY)
- Master of Arts in History (MAH)
- Master of Arts in Military History (MMH)
- Master of Business Administration (MBA)
- Master of Civil Engineering (MCE)
- Master of Public Administration (MPA)
- Master of Science in Business Continuity Management (MSBC)
- Master of Science in Information Assurance (MSIA)
- Master of Science in Nursing (MSN)
- Master of Science in Organizational Leadership (MSOL)
- Bachelor of Science in Strategic Studies and Defense Analysis (BSSSDA)
- Certificate of Teaching and Learning (CTL)
- Certificate of Continuity of Government Operations (COOP)

The Handbook is designed to provide students enrolled in online programs with all applicable academic, administrative, financial, and information resources. The Handbook contains all rules, regulations, and policies in force at the published effective date for only those students enrolled at Norwich University through the College of Graduate and Continuing Studies. Information regarding specific [degree requirements](#) and [seminar and course descriptions](#) as linked here are available in the Norwich University Catalog posted on the University Registrar's website.

An extended Staff Directory is located near the end of the Handbook. A student's first point of contact for most questions, issues, or concerns will be the Student Services Advisor. The Student Services Advisor program assignments are:

PROGRAM	PRIMARY CONTACT	PHONE	EMAIL
MAH	Heather Law, B.A.	802-485-2776	lawh@norwich.edu
MBA	Bernice Fousek, M.A., M.S.	802-485-2748	bfousek@norwich.edu
MCE	Sandra Rotter, M.P.A.	802-485-2946	srotter@norwich.edu
MDY	Daniel Alcorn, M.P.A.	802-485-2760	dalcorn@norwich.edu
MMH	Heather Law, M.P.A.	802-485-2776	lawh@norwich.edu
MPA	Jennifer Gagnon, M.J.A.	802-485-2852	jgagnon@norwich.edu
MSBC	Andrew Liptak, M.A.	802-485-2626	liptakaa@norwich.edu
MSIA	Sandra Rotter, M.P.A.	802-485-2946	srotter@norwich.edu
MSN	Bernice Fousek, M.A., M.S.	802-485-2748	bfousek@norwich.edu
MSOL	Jennifer Gagnon, M.J.A.	802-485-2852	jgagnon@norwich.edu
BSSSDA	Karie Thomson	802-485-2458	ktthomson@norwich.edu
COOP	Sandra Rotter, M.P.A.	802-485-2946	srotter@norwich.edu
CTL	Carol Spaulding, M.B.A.	802-485-2723	carols@norwich.edu

College of Graduate and Continuing Studies
 Phone: 866-NU-GRADS Fax: 802-485-2533
 Regular Office Hours: Monday – Friday, 8:00 – 4:30 Eastern Time

WELCOME FROM THE PRESIDENT OF NORWICH UNIVERSITY

Welcome to Norwich University!

I am pleased that you have chosen to become part of Norwich's College of Graduate and Continuing Studies. Norwich is a very distinctive place in the landscape of higher education, and our programs are rooted in substance and history. Few schools will challenge you as much as Norwich; fewer yet will give you the high level of academic and leadership experiences you need in order to achieve distinction in the marketplaces of our great nation.

As we look ahead to our bicentennial in 2019, we do so grounded in our legacy of educational innovation, proud of achievements of our graduates, and committed to preparing the leaders that will serve our nation and the global community. As a new member of the Norwich community, know that you have become part of something very old, very deep, and very proud.



Cordially,

A handwritten signature in black ink that reads "Richard W. Schneider".

Richard W. Schneider, Ph.D.
RADM, USCGR (Ret.)
President

WELCOME FROM THE VICE PRESIDENT AND DEAN

Greetings, Students! It is my great privilege to welcome you to the College of Graduate and Continuing Studies and Norwich University!



Whether you are a returning student or recently accepted to the College of Graduate and Continuing Studies, we are excited to offer you a rich heritage, a dynamic academic program, and the support of a caring community. You have made an excellent choice and we are happy that you will be joining the Norwich family!

If you are new to distance education, returning to school after a long break, or are concerned about your ability to succeed, rest assured we have built programs that facilitate the full range of academic participation, mentoring, and community. We have selected you to join our community and have every confidence that you will succeed.

You are taking an important step in your education, career, and life whether you are entering graduate school or completing your undergraduate degree through our degree completion program. We have worked hard to develop the structure and resources necessary for you to succeed. We look forward to working together to achieve great things, now as a student, and later as your career and life unfold.

Remember – *Expect Challenge...Achieve Distinction.*

And most important, keep in mind the Norwich motto, “I Will Try.” These words are not merely a slogan, but words we live by at Norwich University. Keep these close to your heart and what you do over the coming months will be but a stepping-stone to the great things that await you. You are becoming part of something very old, very deep, and very proud.

Welcome aboard!

Sincerely,

A handwritten signature in black ink that reads "William Clements". The signature is written in a cursive, flowing style.

William Clements, Ph.D.
Vice President for Academic Affairs and Dean
College of Graduate and Continuing Studies

SECTION II: THE NORWICH UNIVERSITY DIFFERENCE

OUR PROMISE TO YOU

The College of Graduate and Continuing Studies was built with you in mind. Our goal is for you to have a great educational experience. During your enrollment, we promise to:

- Be your partner in your education
- Help you stay the course and keep on track
- Encourage and support you
- Respond to your needs in a timely manner
- Communicate frequently with you
- Use your candid feedback to improve our programs

KEYS TO YOUR ACADEMIC SUCCESS

Our years of experience have shown that your success as a student depends on your careful attention to the following expectations, and to your diligence in following through with them.

We find this area so significant to student success that later in your online classroom orientation we will ask you to confirm your understanding of what you read here. Therefore, in preparation for a successful program, you need to keep the following things in mind.

MENTALLY PREPARE

The most critical time in the life of a student is the first seminar. For most, the required amount of reading, discussion, and writing presents a steep learning curve. The few students that experience trouble have not recognized or internalized the amount of energy that it takes, have not reserved enough study time, have not fully prepared their families for the change, or have not mentally geared up themselves for academic life.

Our programs have very high student [graduation rates](#) and we were confident that you would finish this program when we accepted you. There are hundreds of students ahead of you who are succeeding. You can do this. This is the moment – right now – to mentally prepare for the challenge.

PACE YOURSELF AND MAKE ROOM FOR THE WORKLOAD

You are a busy adult. That is why you chose this type of program. Our busy adult students worry about their grades and set high standards for themselves. The average master's student will spend approximately 20 hours per week in each six-credit, eleven-week graduate seminar. The average degree-completion student will spend approximately 14 hours per week in each three-credit, eight-week undergraduate course. You will need to pace yourself and manage your time well. Many people before you have done so. Many of you, however, will consciously choose to work more hours

than the average student. Weigh the commitments you have to your job, your family, and your community, and then plan adequate time for your studies so that you can succeed.

MANAGE AND PROTECT YOUR TIME

The beauty of an online program is that you do not have to travel to class and spend time away from your other obligations. The lack of a physical classroom means that it is more flexible, less stressful, and kinder to your schedule. Unfortunately, the lack of a physical classroom is also one of the primary drawbacks of online education. You need to have more time management skill and self-starting characteristics in an online program than you do in a traditional program. Dropout rates are higher in many online courses and it is easy for students to become overwhelmed if they are not adequately prepared for the time demands. Our programs are structured with specific due dates making it easy to keep up with or ahead of the schedule.

Planning now to manage your time will help you keep up with the work. You will need to build a study routine that takes into account the time demands of work, family, community and, if appropriate, your religious practice. If you treat your study time like a scheduled appointment – put it on your calendar – this will help you remain focused and ahead of your due dates. Your program’s Student Service Coordinators keep close watch over the online classrooms so they can contact you to encourage, support, and help you get back on track.

ACTIVELY PARTICIPATE

Threaded asynchronous discussions are an important part of your online learning experience. They are required assignments and you are expected to participate in each discussion. These interactions with your classmates and instructor will build interest, an online classroom community, friendships, and most importantly, learning.

If your program requires group projects or case studies, your commitment to being a responsible team member will be critical. Ensuring equal participation and contribution from team members is an inherent weakness in any team-related exercise, so we expect you to be honorable and responsible by contributing your part.

UNDERSTAND THE LIMITATIONS OF ONLINE COMMUNICATION

Each online classroom is a public place. All the normal laws and etiquette associated with public places and brick-and-mortar educational institutions apply to our online classrooms. There are great benefits to asynchronous online communication. There are also a few pitfalls.

To avoid these pitfalls, be mindful of what and how you communicate online. A good rule of thumb is to communicate online the way you communicate in the face-to-face environment. Check your tone. Double-check your recipient list. Speak virtually as though your recipient is seated across the desk from you.

BE PATIENT, COURTEOUS, AND PROFESSIONAL

We hold instructors and ourselves to very high standards. We pride ourselves on our high faculty response-time rates, our attentive administrators, and our thorough student feedback mechanisms.

We have developed these tools and expectations as a result of constant feedback from students like you, and from constant supervision by Program Directors and Department Heads. However, from time to time we make a mistake or overlook an important detail. Please be patient with us and remember that we are here to help you succeed.

When you need to bring an issue or concern to our attention, please use the procedures noted below. At Norwich, this process is the way to get your problem addressed by the right people in the timeliest manner.

Problem-Resolution Procedures:

- If you have a problem with an instructor, first communicate with the instructor.
- If the problem is still unresolved, tell your Program Director.
- If it remains unresolved, contact the Dean.

Most other issues can be resolved by starting with your program's Student Service Coordinator.

THE NORWICH STUDENT'S ROLE IN THE PURSUIT OF ACADEMIC EXCELLENCE

We take our students' feedback very seriously. You are experiencing a curriculum and online classroom atmosphere that has been honed by the hundreds of students who came before you.

At the end of the third or fourth week of every seminar in which you are enrolled, we will survey you about your experience in the online classroom thus far, as well as with the administrative and student support services. We closely monitor our online classrooms to ensure timely instructor feedback to you. We track students' experiences with the online classroom platform and its functionality to be sure you are not being bogged down by the technology.

At the conclusion of every seminar we will survey you again to understand what we can improve in the curriculum, the instructor's teaching style, our library access, the online classroom platform, and a variety of other areas that are critical to your success.

You will help us continually improve our programs – for your benefit and that of the students who will come after you – when you participate thoughtfully and candidly in the seminar evaluations. In short, we take these surveys **very seriously** and appreciate your participation in them.

THE NORWICH UNIVERSITY MISSION

Norwich University's mission statement is one of the most unique statements found in higher education. We know exactly who we are, why we are here, and where we are going. We are able to be very specific and have been, since our mission was first published in 1843:

To give our youth an education that shall be American in character - to enable them to act as well as to think - to execute as well as to conceive - "to tolerate all opinions when reason is left free to combat them" - to make moral, patriotic, efficient, and useful citizens, and to qualify them for all those high responsibilities resting upon a citizen of this free republic.

The distinctive terms and phrases found in this definition provide important clues in understanding the essence of this organization, and ultimately the directions we will seek and the outcomes we will require of our students. The most distinguishing terms are:

American in character – Global in perspective
Mutual respect – Service
Thinking and acting – Conceiving and executing
Making moral and patriotic citizens – Making useful citizens
Qualifying graduates for responsibilities of a free republic

THE COLLEGE OF GRADUATE AND CONTINUING STUDIES MISSION

The mission of the College of Graduate and Continuing Studies is a reflection of the Norwich mission for adult students who desire to make a difference. Our College exists to:

Provide lifelong learners with a dynamic academic environment, experiential in nature and focused on real-world challenges;

Equip lifelong learners to engage in communities of inquiry; work collaboratively in the pursuit of professional excellence and sound decision-making; impart relevant and useful knowledge that is informed by moral and ethical judgment;

Prepare graduates, committed to the values of Norwich University, to assume positions of leadership and service within the global community.

THE NORWICH UNIVERSITY VISION STATEMENT AND GUIDING VALUES

Norwich University will be a learning community, American in character yet global in perspective, engaged in personal and intellectual transformation and dedicated to knowledge, mutual respect, creativity and service.

*We are men and women of honor and integrity. We shall not tolerate those who lie, cheat, or steal.
We are dedicated to learning, emphasizing teamwork, leadership, creativity, and critical thinking.
We respect the right to diverse points of view as a cornerstone of our democracy.
We encourage service to nation and others before self.
We stress being physically fit and drug free.
To live the Norwich motto – I will try! – Perseverance in the face of adversity.
We stress self-discipline, personal responsibility, and respect for law.
We hold in highest esteem our people and reputation.*

THE NORWICH UNIVERSITY HONOR CODE (STUDENT CODE OF CONDUCT)

Every Norwich University student commits to abide by the University's Guiding Values (above) and the University Honor Code: *a Norwich student will not lie, cheat, steal, or tolerate those who do*. This is particularly important in the online classroom. Make sure that all work is your own. Make sure you reference all sources used in all your assignments. To ensure that you understand how seriously we take academic integrity, three sections of this handbook are devoted to this topic. Review [Academic Integrity](#), [Academic Dishonesty](#), and [Academic Dishonesty Definitions](#) located in Appendices A, B, and C, respectively, before you read further in this Handbook.

SECTION III: RULES AND REGULATIONS GOVERNING MASTER’S DEGREE STUDENTS ENROLLED IN ONLINE PROGRAMS

ADMISSION REQUIREMENTS

These requirements govern master’s degrees offered online through the College of Graduate and Continuing Studies.

Norwich seeks goal-oriented individuals who have high standards of personal ethics and have demonstrated excellence in their professional lives and academic studies. Applicants should have a desire to make a positive contribution to their field. Selective admissions criteria are intended to ensure that those admitted will succeed in a rigorous academic environment.

To qualify for admittance to the master’s degree programs, applicants must have an undergraduate degree from a regionally accredited institution or an equivalent degree from a foreign institution, as evaluated by WES, AACRAO, IERF, or *SpanTran*. If English was not the language of degree study, proof of English language proficiency and a minimum score of 600 (paper-based test) or 94 (internet-based test (iBT)) on the TOEFL are required, unless otherwise noted in specific articulation agreements. Applicants to the Master of Science in Nursing (MSN) program must hold a bachelor’s degree from an undergraduate nursing program accredited by the National League for Nursing Accreditation Center (NLNAC) or Commission on Collegiate Nursing Education (CCNE). For specific admissions information by degree program, please see the [College's web pages](#). Applicants not meeting the specific criteria will be assessed on a case-by-case basis.

Applicants will be notified of their admission status by the College of Graduate and Continuing Studies’ Admissions Advisors and program staff.

ADMISSIONS CALENDAR

Application dates and deadlines for each of the graduate semesters covered by this Handbook are specified in the table below.

SEMESTER START DATE	APPLICATION DEADLINE	TUITION AND FEES DUE
June 4, 2012	May 1, 2012	May 18, 2012
September 3, 2012	August 1, 2012	August 17, 2012
December 3, 2012	November 1, 2012	November 16, 2012
March 4, 2013	February 1, 2013	February 15, 2013

ACADEMIC REGULATIONS

DEGREES

These regulations pertain to master’s degrees offered online through the College of Graduate and Continuing Studies. These regulations are subject to change. Norwich University students and faculty will be notified of changes made during the academic year.

DEGREE AWARDED

The degrees awarded are the Master of Arts in Diplomacy, Master of Arts in History, Master of Arts in Military History, Master of Business Administration, Master of Civil Engineering, Master of Public Administration, Master of Science in Business Continuity Management, Master of Science in Information Assurance, Master of Science in Nursing, and Master of Science in Organizational Leadership. All degrees earned in Norwich University’s College of Graduate and Continuing Studies will be awarded with the traditional University diploma. For example, the diploma reads:

Master of [Degree Awarded]
Norwich University

REQUIREMENTS

All candidates for Norwich University master’s degrees are required to:

Complete 30-48 credit hours of course work as prescribed by the program of admission.

Complete at least two-thirds of the required degree credit-hours at Norwich University.

Maintain an overall GPA of 3.0 or above.

Earn no more than six credits worth of C/C+ grades.

Attend the on-campus Residency.

DEGREE AWARDED	CREDIT HOUR REQUIREMENT
Master of Arts in Diplomacy	36
Master of Arts in Diplomacy (Thesis Track)	42
Master of Arts in History	36
Master of Arts in Military History	36
Master of Business Administration (Accelerated)	36
Master of Business Administration	48
Master of Civil Engineering	36
Master of Public Administration	36
Master of Science in Business Continuity Management (CBCP-holder Track)	30
Master of Science in Business Continuity Management	36
Master of Science in Information Assurance	36
Master of Science in Nursing	36
Master of Science in Organizational Leadership	36

TWO-DEGREE PROGRAMS

Well-qualified graduate students may elect to fulfill the requirements of two master’s degrees simultaneously subject to the approval of the Program Director(s) concerned.

RESIDENCY, CONFERRING OF DEGREES, AND GRADUATION

All Norwich University online master's degree candidates must attend and participate in the annual Residency Conference and Commencement hosted on the Norwich campus. Due to the timing of this required event, typically students who begin their graduate programs in June, September, and

December will attend the June Residency following the completion of their final seminar. Typically, students who begin their program in March are required to attend Residency prior to or during their final seminar. Students who have completed at least 42 credit-hours (inclusive of all applicable transfer credits) in a 48 credit-hour program, 30 credit-hours (inclusive of applicable transfer credits) in a 36 credit-hour program, or 24 credit-hours (inclusive of applicable transfer credits) in a 30 credit-hour program must attend Residency, but will have their degrees conferred in the December following completion of their final seminar. For specific dates, consult the [enrollment calendar](#) located in this Handbook. All students, regardless of start date and duration of program, will participate in a full graduation ceremony at the conclusion of Residency week.

The faculty, through the Committee on Academic Standing and Degrees (CASD), shall recommend to the President, students who have completed all degree requirements. No degree shall be conferred until the Registrar’s Office determines that all degree requirements are met. No degree shall be conferred until the recipient has paid all University bills or arranged for payment to the satisfaction of the Chief Financial Officer. Degrees shall be conferred in June and December.

CREDIT, SEMINARS, AND CURRICULA

AWARD OF CREDIT

Credit hours and grade points shall be awarded only for those University seminars for which a student is properly registered. Credit hours, not grade points, for approved seminars taken by a Norwich student at other accredited institutions may be transferred, subject to the residence requirements and provided grades earned are “B” or above, for credit toward a master’s degree.

CREDITS FOR GRADUATION

Graduation requirements are measured in seminars and credits. Seminars and credits required for graduation are specified in the University Catalog for each curriculum. Students should consult the [University Catalog](#) to be sure they are meeting the graduation requirements.

CREDIT OVERLOAD (EXTRA CREDITS)

Well-qualified master’s students may elect to enroll in more than twelve (12) graduate credit-hours per semester subject to approval by the Program Director.

SEMINAR AUDIT

Students taking seminars as “auditors” will receive the notation “AU” on their permanent academic record in lieu of a grade and credits if the obligations of the auditor have been satisfactorily met. If the auditing student’s performance is not deemed to have been satisfactory, no seminar entry will be indicated on the student’s academic record.

Audit students are expected to participate as outlined by the relevant Program Director. Audited seminars may not be applied against degree requirements.

PREREQUISITES

Students shall not be registered for a seminar having prerequisites without having successfully completed those prerequisites or be allowed to remain scheduled for the successive seminar if the

prerequisite seminar was not completed successfully. Exceptions to this policy are at the discretion of the Program Director.

MINIMUM GRADE STANDARDS

Students enrolled in master’s degrees programs must maintain a grade point average of 3.0 and may not earn more than six (6) credits worth of C/C+ grades to remain in good standing (refer to Academic Standing Criteria for Academic Progress - Graduate).

REPEAT SEMINARS GRADE POLICY

A student shall not receive credit twice for any seminar except those seminars whose University Catalog description permits repetition for credit. If a previously graded seminar is repeated and a grade other than “W” is earned, only the last grade earned in the seminar will be calculated in the grade point average (GPA). All grades previously earned in the seminar will be removed from the GPA calculations even in the event that a lower grade is earned upon repetition of the seminar. If a failing grade is earned upon repetition of a seminar, any previous credit earned will be lost. Credit by examination does not constitute a repetition under this provision.

DUAL DEGREES AND CONCENTRATIONS

Well-qualified students may earn more than one master’s degree or program concentration through the College of Graduate and Continuing Studies. Up to twelve (12) credit hours earned for a first master’s degree may be applied toward a second master’s degree in cases where those seminars will meet requirements of the second degree. Students seeking a dual degree must complete the first degree before pursuing the second degree. Enrollment beyond three semesters will be required for students seeking a dual degree. The College of Graduate and Continuing Studies shall maintain and publish a list of seminars approved for credit in programs other than the one in which they were originally earned. The University Catalog should be consulted for the specific requirements and concentrations offered in each masters’ degree program.

Some master’s degree programs include multiple concentrations or specializations that are recognized as such on the student’s transcript. In most cases a student will elect a single concentration as part of the degree program. However, a student may elect to obtain additional concentrations if the student is in good academic standing and obtains the permission of the Program Director.

Successful completion of additional coursework leading to a concentration beyond the initial concentration will be noted on the student’s academic record and calculated in the grade point average if completed prior to conferral of the degree. Seminars that comprise a concentration may be taken after conferral of a master’s degree and will be noted as a certificate in the concentration area on the student’s academic record and are not included in the grade point average associated with the earned degree.

TRANSFER CREDITS FOR STUDENTS FROM ACADEMIC INSTITUTIONS

The College of Graduate and Continuing Studies may award credits, not grade points, for academic work accomplished at other regionally accredited institutions. Substitute credits from any “Special Topics” seminars taken at Norwich University also can be used to satisfy degree credit. Norwich

University complies with Veterans Administration regulations and guidelines as they pertain to transfer credits.

TRANSFER CREDIT FOR ARMED FORCES STUDIES AND EXTRA-INSTITUTIONAL LEARNING

The College of Graduate and Continuing Studies may award credits, not grade points, in accordance with the Guide to the Evaluation of Educational Experiences in the **Armed Forces**, published by the American Council on Education, provided the courses are equivalent to Norwich University courses or seminars.

The College of Graduate and Continuing Studies programs may also award credits, not grade points, for other **extra-institutional learning** as recommended in nationally recognized guides if applicable or by having the materials reviewed by the CGCS’s Academic Credit Review Committee and upon the positive recommendation of the appropriate Program Director or Department Chair. The term “extra-institutional learning” applies to learning acquired from participation in formal courses sponsored by associations, business, government, industry, unions, and the military. The fact a course of study constitutes professional certification or credentialing is not dispositive. A decision to award credit is based on the course(s) of study leading to such certification or credentialing. Such credits shall be awarded in compliance with the guidelines contained in the American Council on Education policy statement “Awarding Credit for Extra- institutional Learning.”

GUIDELINES FOR GRADUATE TRANSFER CREDITS

Transfer of credits to Norwich University's College of Graduate and Continuing Studies is also governed by the following guidelines.

- The Program Director/Department Chair shall review any official transcripts or records of academic work in question, and determine the acceptance of specific courses in satisfaction of a Norwich degree requirement. An official transcript is one that corresponds with the credit granting institution's definition of "official" and is received directly from that institution by Norwich University's College of Graduate and Continuing Studies. The term “official transcript” includes any similar document issued by non-academic institutions maintained by an organization to record a person’s program of study whether such course work is recorded as an academic credit or not.
- In the case of other units of education that are not from an accredited institution or otherwise reviewed by a nationally recognized authority (such as the American Council on Education) but are deemed it be credit worthy, the Program Director/Department Chair may request that the unit(s) of education being considered for credit within a program or department can be forwarded to the CGCS’s Academic Credit Review Committee (ACRC). There the committee will review the materials of the unit(s) of education and make a determination of credit applicability to the program or department in question. The appropriate program director or departmental chair can then award up to those credits within the degree in question. The program director or departmental chair can allow less credit to be

incorporated within the degree program, but never more credit than that which has been approved by the ACRC.

- Courses in which a grade of less than B or its equivalent has been earned are not transferable (the grade must be equivalent to 3.0 or higher on a 4.0 scale).
- To be considered for transfer credit, such credit or course of study cannot be more than ten (10) years old at the time a Norwich University degree is conferred.
- Total credits for transfer cannot exceed one third of the total credits earned for the degree. At least two thirds of the required credits for a master’s degree must be earned at Norwich. There are exceptions to this policy as they pertain to established articulation agreements with specific institutions. Exceptions to this policy can also be obtained on an individual basis by appealing to the Norwich University’s Committee on Academic Standing and Degree as outlined in the University’s regulations.

RESIDENCE REQUIREMENT

At least two-thirds of the credits required for the master’s degree must be earned at Norwich. There are exceptions to this policy as they pertain to established articulation agreements with specific institutions.

STATUTE OF LIMITATIONS

Students must satisfy degree requirements within ten years of the date at which they begin the program.

TRANSCRIPT EVALUATION AND POSTING OF TRANSFER CREDIT

Academic work accomplished at other regionally accredited institutions and in accordance with regulations pertaining to other extra-institutional learning as described above will be reviewed for Norwich course equivalency. The posting of transfer credit for approved courses will be undertaken by the Registrar’s Office upon the receipt of an official transcript. An official transcript is one that corresponds with the credit granting institution’s definition of “official” and is received directly from that institution by the Admissions or Registrar’s Office.

GRADES, AVERAGES, AND MARKING PERIODS

GRADES AND GRADE POINTS

Official grade reports are issued by the University Registrar within 15 days of the end of each seminar. Students may also retrieve unofficial electronic copies of final seminar grades through the University’s Self-Service web pages.

Grades of F are failing, and will prompt a student’s immediate academic dismissal from the University. Students will not receive credit for these grades and will be required to petition for reenrollment to repeat any seminar in which a failing grade is received.

Grades and grade points shall be awarded as follows:

GRADE	PERCENTAGE	GRADE POINTS
A	93-100%	4.0
A-	90-92.9%	3.7
B+	87-89.9%	3.3
B	80-86.9%	3.0
C+	77-79.9%	2.3
C	70-76.9%	2.0
F	0-69.9%	0.0
I	Incomplete grade	0.0
W	Withdrawal from program	0.0
S/U	Satisfactory/Unsatisfactory	0.0
P/F	Pass/Fail a non-graded component	0.0
AU	Audit	0.0

GRADE POINT AVERAGE

The grade point average (GPA) is computed by dividing grade points earned by credit hours attempted after applying the repeat seminar policy and including failing grades. Only grade points earned and semester credit hours attempted in seminars completed at Norwich will be included in computing the student’s grade point average. (See the repeat seminar policy for the effect on the grade point average of seminar repetition.)

Grades for seminars taken after conferral of a degree will not be used to recalculate the grade. Grade point averages for these seminars will be calculated separately.

INCOMPLETE GRADES

Students who are unable to complete required work in any seminar may request the grade of incomplete (I). Incompletes will be approved on a case-by-case basis only and must be based upon unusual circumstances. The request for an incomplete, accompanied by a proposed study plan, must be submitted to the instructor and will be evaluated by the Program Director. If approved, the incomplete will be assigned for a period not to exceed one year. If the seminar in which the incomplete is assigned is a prerequisite to one or more subsequent seminars, the student may not be permitted to proceed to any subsequent seminar or course until the incomplete work has been finished. Students who cannot successfully complete the work necessary to remove the grade of “I” by the due date will receive a final grade for the seminar or course based on all unfinished assignments graded as zero.

Students who are granted a grade of “I” and subsequently withdraw from the program will be handled according to the Refund Policy and Schedule.

A course carrying the grade of “I” will be excluded from the computation of total semester credit hours and grade point averages.

GRADES FOR SEMINAR WITHDRAWAL

A student who withdraws from the University, for any reason, prior to the end of the semester will receive a grade of “W” in each seminar not completed prior to the withdrawal.

GRADING PRACTICES NOTIFICATION FOR STUDENTS

At the beginning of a seminar, on the syllabus within the online classroom, a student must be made aware of the method of grading in the seminar and of the weight that is attached to all seminar requirements.

GRADE REPORTING BY THE FACULTY

Faculty will record assignment and final grades in the online classroom grade book. Students may view assignment, in-progress, and final grades for current seminars inside the online classroom.

Students may view their final grades for all completed seminars by accessing the University’s Self-Service web pages via the online classroom.

The College of Graduate and Continuing Studies maintains assignment grade records for a minimum of one year.

GRADE APPEALS

Final-grade appeals must begin with a written request from the student to the instructor. If resolution is not achieved with the instructor, the written grade appeal may be filed with the Program Director. Failing resolution at the Program Director level, the student may appeal in writing to the Vice President of Academic Affairs and Dean of the College of Graduate and Continuing Studies. If the issue is still unresolved, the final avenue of appeal must be directed in writing to the Senior Vice President for Academic Affairs (SVPAA), who has final authority over matters involving grade appeals.

GRADE CHANGES

An instructor assigns final grades after careful and thorough evaluation of a student’s academic performance in the seminar. A final grade will be changed only for cause and only at the request of the instructor and with the approval of the Program Director and Dean. Requests for change of grade must be made within 120 days after the grade was awarded.

If a seminar is repeated, only the last earned grade will be calculated in the grade point average. The grade previously earned in the seminar will be removed from the grade point average calculations even if a lower grade is earned when the seminar is repeated. Students may repeat a seminar one time only. Tuition and fee rates in effect at the time of the repeat enrollment apply to all repeat seminars.

ACADEMIC STANDING CRITERIA FOR ACADEMIC PROGRESS – GRADUATE

GOOD STANDING

A student in good standing is allowed to register without qualification. To maintain good standing and remain enrolled in and graduate from a master’s program, a graduate student must maintain a minimum cumulative grade point average (GPA) of 3.0. If a student’s GPA falls below 3.0, the student will have ***one full semester*** to restore his or her GPA to a 3.0 or greater. In cases where the GPA falls below 3.0 in the final semester a student may need to take additional seminars or repeat seminars to attain a 3.0 GPA required for graduation.

Additionally, students may receive no more than six credits worth of C grades (C or C+) during enrollment in the program. If, at the conclusion of any seminar, the student has accumulated more than six (6) credits worth of C grades, the student will be dismissed from the program. Students in Prerequisite Seminars must achieve a grade of B or better in each prerequisite seminar to advance to Seminar 1 of the masters’ program.

ACADEMIC WARNING

Students enrolled in master’s degrees in the College of Graduate and Continuing Studies must maintain an overall grade-point average (GPA) of 3.0 and may not earn more than six credits worth of C grades (C or C+). Students earning a grade of C or C+ in any seminar, regardless of the credit value of that seminar, and whose overall GPA is 3.0 or better will be placed on Academic Warning as a warning that an additional grade of C or C+ will necessitate dismissal. Once placed on Academic Warning, students will maintain this status, if no other C or C+ grades are earned, until graduation and will receive an Academic Warning letter at the end of each grading period.

PLACEMENT ON ACADEMIC PROBATION

Students who fail to earn the cumulative grade point average for good standing at the end of a semester are enrolled for the following semester on academic probation. The student will have one full semester to restore his or her GPA to a 3.0 or greater. In cases where the GPA falls below 3.0 in the final semester a student may need to take additional seminars or repeat seminars to attain a 3.0 GPA required for graduation.

DISMISSAL FOR ACADEMIC DEFICIENCY

Students who fail to achieve the cumulative grade point average for good standing within one full semester of being placed on probation, or who have accumulated more than six credits worth of C/C+ grades shall be dismissed from the university.

APPLICATION FOR READMISSION BY A DISMISSED STUDENT

Students whose enrollment in a graduate program is interrupted due to an academic dismissal may apply for readmission to the program following a one-semester separation. A written request for readmission should be addressed to the Program Director and filed with the Student Services Advisor and must include an explanation of the change in the student’s circumstances, which now permit successful completion of the program, as well as the measures taken to ensure satisfactory academic progress upon reenrollment.

Individuals who are dismissed for academic deficiency may be conditionally readmitted to the University. Failure to adhere to the mandatory conditions of readmission may result in dismissal from the University prior to the conclusion of the semester.

APPLICATION FOR READMISSION BY A WITHDRAWN STUDENT

Students whose enrollment in a graduate program is interrupted due to a student-initiated withdrawal may apply for readmission to the program by contacting a Student Services Advisor.

ACADEMIC HONORS

All masters’ degree candidates with a final Grade Point Average (GPA) of 3.80 or higher will graduate with the "Honors" distinction noted on the official transcript.

ONLINE CLASSROOM STANDARDS

DISCIPLINE

A student’s online behavior is expected to be professional, ethical, and in compliance with university rules and regulations and the Norwich University Honor Code.

ATTENDANCE

Online students are required to be active in the online classroom on a weekly basis. Students who fail to access the online classroom and participate for more than fourteen (14) calendar days without prior instructor approval ***will be administratively withdrawn*** from the university.

WRITING GUIDELINES

Graduate programs require an elevated and relatively formal level of written expression. Writing must be grammatically correct, well informed, and must provide sufficient information and analysis as required. Writing standards at Norwich University are similar to those used by many universities for judging the quality of student work.

The standards, which determine an actual grade, are program-specific. Program grading standards are provided in detail in the seminar syllabus and other learning resources located in the online classroom.

TRANSCRIPTS OF ACADEMIC RECORDS, OFFICIAL TRANSCRIPTS

The Registrar’s Office provides official transcripts of student academic records. Official transcripts will be withheld until all financial accounts are settled. Unofficial transcripts are available to students on the University’s Self-Service web pages via the online classroom. Any seminar taken after conferral of a degree will be shown as a separate record.

APPEALS AND GRIEVANCE PROCEDURE

RIGHT OF PETITION AND APPEAL

Students may present to the Committee on Academic Standings and Degrees (CASD) petitions requesting exceptions to these regulations. Submission of a petition does not guarantee approval. Students should obtain confirmation of the result of the petition from the Registrar’s office.

Decisions of the CASD may be appealed within ten business days of receipt of the CASD action to the Vice President of Academic Affairs of the University, whose decision shall be final.

All petitions and appeals are to be presented in writing together with the necessary supporting documentation. Refer to the [Guide to Academic Petitioning](#) for further information, including the names of those University officials whose recommendation must appear on the Academic Petition.

Decisions rendered by University officials in response to the submission of any of the various academic forms mentioned elsewhere in these regulations shall be subject to appeal to the SVPA. Appeals made under this provision shall conform to the timelines, criteria, and limitations above.

GRIEVANCE PROCEDURE

Students who are dissatisfied with some aspect of the conduct of a seminar are encouraged to seek resolution of the problem.

- Dissatisfaction with the academics or instruction of a seminar should be expressed in writing to the instructor. The student, in the written request, must address the specific seminar component or assignment he/she wishes to challenge.
- If no mutually agreeable solution is reached, the student may appeal, in writing, to the Program Director.
- If no resolution is reached with the Program Director, the student may appeal, in writing, to the Dean of the College of Graduate and Continuing Studies, specifying the problem and a request for remedial action.
- If the issue is not resolved to the student’s satisfaction, the student may request that the VPAA-Dean forward the student’s written request and the VPAA-Dean’s written determination to the for a final review. The SVPA has final authority over appeals.

Dissatisfaction with the administrative services provided should be directed, in writing, to the Student Services Advisor who will escalate the matter as necessary.

GRADUATE STUDENT ENROLLMENT CALENDAR

The enrollment calendars provided below are for planning purposes. Students should check the Residency Dates for their Program Start Group and make plans now to attend. Residency is required for all master’s degree students.

Students required to enroll in prerequisite seminars prior to beginning a master’s program should consult with a Student Services Advisor to confirm the actual start date of the master’s degree program.

GRADUATE STUDENT ENROLLMENT CALENDAR FOR 48-CREDIT DEGREE PROGRAMS

48-Credit Master’s Degree Program Start Group: December 2010

Semester 1	Seminar 1: Dec 6, 2010 - Feb 27, 2011	Seminar 2: Mar 7, 2011 - May 22, 2011
Semester 2	Seminar 3: Jun 6, 2011 - Aug 21, 2011	Seminar 4: Sep 5, 2011 - Nov 20, 2011
Semester 3	Seminar 5: Dec 5, 2011 - Feb 26, 2012	Seminar 6: Mar 5, 2012 - May 20, 2012
Semester 4	Seminar 7: Jun 4, 2012 - Aug 19, 2012	Seminar 8: Sep 3, 2012 - Nov 18, 2012

Residency: June 2013

Degree Conferral: June 2013

48-Credit Master’s Degree Program Start Group: March 2011

Semester 1	Seminar 1: Mar 7, 2011 - May 22, 2011	Seminar 2: Jun 6, 2011 - Aug 21, 2011
Semester 2	Seminar 3: Sep 5, 2011 - Nov 20, 2011	Seminar 4: Dec 5, 2011 - Feb 26, 2012
Semester 3	Seminar 5: Mar 5, 2012 - May 20, 2012	Seminar 6: Jun 4, 2012 - Aug 19, 2012

Semester 4	Seminar 7: Sep 3, 2012 - Nov 18, 2012	Seminar 8: Dec 3, 2012 - Feb 24, 2013
Residency: June 2013		Degree Conferral: June 2013

48-Credit Master’s Degree Program Start Group: June 2011

Semester 1	Seminar 1: Jun 6, 2011 - Aug 21, 2011	Seminar 2: Sep 5, 2011 - Nov 20, 2011
Semester 2	Seminar 3: Dec 5, 2011 - Feb 26, 2012	Seminar 4: Mar 5, 2012 - May 20, 2012
Semester 3	Seminar 5: Jun 4, 2012 - Aug 19, 2012	Seminar 6: Sep 3, 2012 - Nov 18, 2012
Semester 4	Seminar 7: Dec 3, 2012 - Feb 24, 2013	Seminar 8: Mar 4, 2013 - May 19, 2013
Residency: June 2013		Degree Conferral: June 2013

48-Credit Master’s Degree Program Start Group: September 2011

Semester 1	Seminar 1: Sep 5, 2011 - Nov 20, 2011	Seminar 2: Dec 5, 2011 - Feb 26, 2012
Semester 2	Seminar 3: Mar 5, 2012 - May 20, 2012	Seminar 4: Jun 4, 2012 - Aug 19, 2012
Semester 3	Seminar 5: Sep 3, 2012 - Nov 18, 2012	Seminar 6: Dec 3, 2012 - Feb 24, 2013
Semester 4	Seminar 7: Mar 4, 2013 - May 19, 2013	Seminar 8: Jun 3, 2013 - Aug 18, 2013
Residency: June 2013		Degree Conferral: December 2013

48-Credit Master’s Degree Program Start Group: December 2011

Semester 1	Seminar 1: Dec 5, 2011 - Feb 26, 2012	Seminar 2: Mar 5, 2012 - May 20, 2012
Semester 2	Seminar 3: Jun 4, 2012 - Aug 19, 2012	Seminar 4: Sep 3, 2012 - Nov 18, 2012
Semester 3	Seminar 5: Dec 3, 2012 - Feb 24, 2013	Seminar 6: Mar 4, 2013 - May 19, 2013
Semester 4	Seminar 7: Jun 3, 2013 - Aug 18, 2013	Seminar 8: Sep 2, 2013 - Nov 17, 2013
Residency: June 2014		Degree Conferral: June 2014

48-Credit Master’s Degree Program Start Group: March 2012

Semester 1	Seminar 1: Mar 5, 2012 - May 20, 2012	Seminar 2: Jun 4, 2012 - Aug 19, 2012
Semester 2	Seminar 3: Sep 3, 2012 - Nov 18, 2012	Seminar 4: Dec 3, 2012 - Feb 24, 2013
Semester 3	Seminar 5: Mar 4, 2013 - May 19, 2013	Seminar 6: Jun 3, 2013 - Aug 18, 2013
Semester 4	Seminar 7: Sep 2, 2013 - Nov 17, 2013	Seminar 8: Dec 2, 2013 - Feb 23, 2014
Residency: June 2014		Degree Conferral: June 2014

48-Credit Master’s Degree Program Start Group: June 2012

Semester 1	Seminar 1: Jun 4, 2012 - Aug 19, 2012	Seminar 2: Sep 3, 2012 - Nov 18, 2012
Semester 2	Seminar 3: Dec 3, 2012 - Feb 24, 2013	Seminar 4: Mar 4, 2013 - May 19, 2013
Semester 3	Seminar 5: Jun 3, 2013 - Aug 18, 2013	Seminar 6: Sep 2, 2013 - Nov 17, 2013
Semester 4	Seminar 7: Dec 2, 2013 - Feb 23, 2014	Seminar 8: Mar 3, 2014 - May 18, 2014
Residency: June 2014		Degree Conferral: June 2014

48-Credit Master’s Degree Program Start Group: September 2012

Semester 1	Seminar 1: Sep 3, 2012 - Nov 18, 2012	Seminar 2: Dec 3, 2012 - Feb 24, 2013
Semester 2	Seminar 3: Mar 4, 2013 - May 19, 2013	Seminar 4: Jun 3, 2013 - Aug 18, 2013
Semester 3	Seminar 5: Sep 2, 2013 - Nov 17, 2013	Seminar 6: Dec 2, 2013 - Feb 23, 2014
Semester 4	Seminar 7: Mar 3, 2014 - May 18, 2014	Seminar 8: Jun 2, 2014 - Aug 17, 2014

Residency: June 2014

Degree Conferral: December 2014

48-Credit Master’s Degree Program Start Group: December 2012

Semester 1	Seminar 1: Dec 3, 2012 - Feb 24, 2013	Seminar 2: Mar 4, 2013 - May 19, 2013
Semester 2	Seminar 3: Jun 3, 2013 - Aug 18, 2013	Seminar 4: Sep 2, 2013 - Nov 17, 2013
Semester 3	Seminar 5: Dec 2, 2013 - Feb 23, 2014	Seminar 6: Mar 3, 2014 - May 18, 2014
Semester 4	Seminar 7: Jun 2, 2014 - Aug 17, 2014	Seminar 8: Sep 1, 2014 - Nov 16, 2014

Residency: June 2015

Degree Conferral: June 2015

48-Credit Master’s Degree Program Start Group: March 2013

Semester 1	Seminar 1: Mar 4, 2013 - May 19, 2013	Seminar 2: Jun 3, 2013 - Aug 18, 2013
Semester 2	Seminar 3: Sep 2, 2013 - Nov 17, 2013	Seminar 4: Dec 2, 2013 - Feb 23, 2014
Semester 3	Seminar 5: Mar 3, 2014 - May 18, 2014	Seminar 6: Jun 2, 2014 - Aug 17, 2014
Semester 4	Seminar 7: Sep 1, 2014 - Nov 16, 2014	Seminar 8: Dec 1, 2014 - Feb 22, 2015

Residency: June 2015

Degree Conferral: June 2015

GRADUATE STUDENT ENROLLMENT CALENDAR FOR 36-CREDIT DEGREE PROGRAMS

36-Credit Master’s Degree Program Start Group: June 2010

Semester 1	Seminar 1: Jun 7, 2010 - Aug 22, 2010	Seminar 2: Sep 6, 2010 - Nov 21, 2010
Semester 2	Seminar 3: Dec 6, 2010 - Feb 27, 2011	Seminar 4: Mar 7, 2011 - May 22, 2011
Semester 3	Seminar 5: Jun 6, 2011 - Aug 21, 2011	Seminar 6: Sep 5, 2011 - Nov 20, 2011

Residency: June 2012

Degree Conferral: June 2012

36-Credit Master’s Degree Program Start Group: September 2010

Semester 1	Seminar 1: Sep 6, 2010 - Nov 21, 2010	Seminar 2: Dec 6, 2010 - Feb 27, 2011
Semester 2	Seminar 3: Mar 7, 2011 - May 22, 2011	Seminar 4: Jun 6, 2011 - Aug 21, 2011
Semester 3	Seminar 5: Sep 5, 2011 - Nov 20, 2011	Seminar 6: Dec 5, 2011 - Feb 26, 2012

Residency: June 2012

Degree Conferral: June 2012

36-Credit Master’s Degree Program Start Group: December 2010

Semester 1	Seminar 1: Dec 6, 2010 - Feb 27, 2011	Seminar 2: Mar 7, 2011 - May 22, 2011
Semester 2	Seminar 3: Jun 6, 2011 - Aug 21, 2011	Seminar 4: Sep 5, 2011 - Nov 20, 2011
Semester 3	Seminar 5: Dec 5, 2011 - Feb 26, 2012	Seminar 6: Mar 5, 2012 - May 20, 2012

Residency: June 2012

Degree Conferral: June 2012

36-Credit Master’s Degree Program Start Group: March 2011

Semester 1	Seminar 1: Mar 7, 2011 - May 22, 2011	Seminar 2: Jun 6, 2011 - Aug 21, 2011
Semester 2	Seminar 3: Sep 5, 2011 - Nov 20, 2011	Seminar 4: Dec 5, 2011 - Feb 26, 2012
Semester 3	Seminar 5: Mar 5, 2012 - May 20, 2012	Seminar 6: Jun 4, 2012 - Aug 19, 2012

Residency: June 2012

Degree Conferral: December 2012

36-Credit Master’s Degree Program Start Group: June 2011

Semester 1	Seminar 1: Jun 6, 2011 - Aug 21, 2011	Seminar 2: Sep 5, 2011 - Nov 20, 2011
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Semester 2	Seminar 3: Dec 5, 2011 - Feb 26, 2012	Seminar 4: Mar 5, 2012 - May 20, 2012
Semester 3	Seminar 5: Jun 4, 2012 - Aug 19, 2012	Seminar 6: Sep 3, 2012 - Nov 18, 2012
Residency: June 2013		Degree Conferral: June 2013

36-Credit Master’s Degree Program Start Group: September 2011

Semester 1	Seminar 1: Sep 5, 2011 - Nov 20, 2011	Seminar 2: Dec 5, 2011 - Feb 26, 2012
Semester 2	Seminar 3: Mar 5, 2012 - May 20, 2012	Seminar 4: Jun 4, 2012 - Aug 19, 2012
Semester 3	Seminar 5: Sep 3, 2012 - Nov 18, 2012	Seminar 6: Dec 3, 2012 - Feb 24, 2013
Residency: June 2013		Degree Conferral: June 2013

36-Credit Master’s Degree Program Start Group: December 2011

Semester 1	Seminar 1: Dec 5, 2011 - Feb 26, 2012	Seminar 2: Mar 5, 2012 - May 20, 2012
Semester 2	Seminar 3: Jun 4, 2012 - Aug 19, 2012	Seminar 4: Sep 3, 2012 - Nov 18, 2012
Semester 3	Seminar 5: Dec 3, 2012 - Feb 24, 2013	Seminar 6: Mar 4, 2013 - May 19, 2013
Residency: June 2013		Degree Conferral: June 2013

36-Credit Master’s Degree Program Start Group: March 2012

Semester 1	Seminar 1: Mar 5, 2012 - May 20, 2012	Seminar 2: Jun 4, 2012 - Aug 19, 2012
Semester 2	Seminar 3: Sep 3, 2012 - Nov 18, 2012	Seminar 4: Dec 3, 2012 - Feb 24, 2013
Semester 3	Seminar 5: Mar 4, 2013 - May 19, 2013	Seminar 6: Jun 3, 2013 - Aug 18, 2013
Residency: June 2013		Degree Conferral: December 2013

36-Credit Master’s Degree Program Start Group: June 2012

Semester 1	Seminar 1: Jun 4, 2012 - Aug 19, 2012	Seminar 2: Sep 3, 2012 - Nov 18, 2012
Semester 2	Seminar 3: Dec 3, 2012 - Feb 24, 2013	Seminar 4: Mar 4, 2013 - May 19, 2013
Semester 3	Seminar 5: Jun 3, 2013 - Aug 18, 2013	Seminar 6: Sep 2, 2013 - Nov 17, 2013
Residency: June 2014		Degree Conferral: June 2014

36-Credit Master’s Degree Program Start Group: September 2012

Semester 1	Seminar 1: Sep 3, 2012 - Nov 18, 2012	Seminar 2: Dec 3, 2012 - Feb 24, 2013
Semester 2	Seminar 3: Mar 4, 2013 - May 19, 2013	Seminar 4: Jun 3, 2013 - Aug 18, 2013
Semester 3	Seminar 5: Sep 2, 2013 - Nov 17, 2013	Seminar 6: Dec 2, 2013 - Feb 23, 2014
Residency: June 2014		Degree Conferral: June 2014

36-Credit Master’s Degree Program Start Group: December 2012

Semester 1	Seminar 1: Dec 3, 2012 - Feb 24, 2013	Seminar 2: Mar 4, 2013 - May 19, 2013
Semester 2	Seminar 3: Jun 3, 2013 - Aug 18, 2013	Seminar 4: Sep 2, 2013 - Nov 17, 2013
Semester 3	Seminar 5: Dec 2, 2013 - Feb 23, 2014	Seminar 6: Mar 3, 2014 - May 18, 2014
Residency: June 2014		Degree Conferral: June 2014

36-Credit Master’s Degree Program Start Group: March 2013

Semester 1	Seminar 1: Mar 4, 2013 - May 19, 2013	Seminar 2: Jun 3, 2013 - Aug 18, 2013
Semester 2	Seminar 3: Sep 2, 2013 - Nov 17, 2013	Seminar 4: Dec 2, 2013 - Feb 23, 2014

Semester 3	Seminar 5: Mar 3, 2014 - May 18, 2014	Seminar 6: Jun 2, 2014 - Aug 17, 2014
Residency: June 2014		Degree Conferral: December 2014

GRADUATE STUDENT ENROLLMENT CALENDAR FOR 30-CREDIT DEGREE PROGRAMS

30-Credit Master’s Degree Program Start Group: June 2010

Semester 1	Seminar 1: Jun 7, 2010 - Aug 22, 2010	Seminar 2: Sep 6, 2010 - Nov 21, 2010
Semester 2	Seminar 3: Dec 6, 2010 - Feb 27, 2011	Seminar 4: Mar 7, 2011 - May 22, 2011
Semester 3	Seminar 5: Jun 6, 2011 - Aug 21, 2011	
Residency: June 2011		Degree Conferral: December 2011

30-Credit Master’s Degree Program Start Group: September 2010

Semester 1	Seminar 1: Sep 6, 2010 - Nov 21, 2010	Seminar 2: Dec 6, 2010 - Feb 27, 2011
Semester 2	Seminar 3: Mar 7, 2011 - May 22, 2011	Seminar 4: Jun 6, 2011 - Aug 21, 2011
Semester 3	Seminar 5: Sep 5, 2011 - Nov 20, 2011	
Residency: June 2012		Degree Conferral: June 2012

30-Credit Master’s Degree Program Start Group: December 2010

Semester 1	Seminar 1: Dec 6, 2010 - Feb 27, 2011	Seminar 2: Mar 7, 2011 - May 22, 2011
Semester 2	Seminar 3: Jun 6, 2011 - Aug 21, 2011	Seminar 4: Sep 5, 2011 - Nov 20, 2011
Semester 3	Seminar 5: Dec 5, 2011 - Feb 26, 2012	
Residency: June 2012		Degree Conferral: June 2012

30-Credit Master’s Degree Program Start Group: March 2011

Semester 1	Seminar 1: Mar 7, 2011 - May 22, 2011	Seminar 2: Jun 6, 2011 - Aug 21, 2011
Semester 2	Seminar 3: Sep 5, 2011 - Nov 20, 2011	Seminar 4: Dec 5, 2011 - Feb 26, 2012
Semester 3	Seminar 5: Mar 5, 2012 - May 20, 2012	
Residency: June 2012		Degree Conferral: June 2012

30-Credit Master’s Degree Program Start Group: June 2011

Semester 1	Seminar 1: Jun 6, 2011 - Aug 21, 2011	Seminar 2: Sep 5, 2011 - Nov 20, 2011
Semester 2	Seminar 3: Dec 5, 2011 - Feb 26, 2012	Seminar 4: Mar 5, 2012 - May 20, 2012
Semester 3	Seminar 5: Jun 4, 2012 - Aug 19, 2012	
Residency: June 2012		Degree Conferral: December 2012

RESIDENCY CONFERENCE WEEK

The Residency Conference takes place in the month of June. It serves as the culmination of the educational experience and the showcase of student academic achievement. In addition to the intellectual engagement offered throughout the week, students also connect socially with classmates, instructors, administrators, and the physical university campus creating a great, lasting bond with classmates and the school.

Residency Conference academic activities may include student paper presentations, faculty speakers, debates, roundtables, poster sessions, industry and current events panels, capstone presentations and thesis defense, case-study presentations, and simulations. General activities may include a noted keynote speaker, career services workshops, program receptions and networking, alumni social events, and recreational activities. Finally, to cap off the week, students are recognized and degrees awarded in Academic Recognition Ceremonies and Graduation.

SECTION IV: RULES AND REGULATIONS GOVERNING BACHELOR’S DEGREE COMPLETION STUDENTS ENROLLED IN ONLINE PROGRAMS

ADMISSION REQUIREMENTS

These requirements govern undergraduate degree completion programs offered through the College of Graduate and Continuing Studies.

The Bachelor of Science in Strategic Studies and Defense Analysis (BSSSDA) program is open exclusively to students who are Active Duty, Reserve and National Guard Soldiers, Sailors, Airmen, and Marines assigned to or retired from the U.S. Special Operations Command (USSOCOM) and its subordinate commands and sub-unified commands.

Applicants must demonstrate proficiency in basic math and writing skills through prior college or training credit in these areas, or CLEP tests.

Residential undergraduate students will be permitted to enroll in courses for this program only with written permission of the Chair of the Department of Continuing Studies, undergraduate advisor, and major undergraduate department chair and/or dean.

Students entering the BSSSDA program may receive up to 60 semester credits for college courses, military training courses, preparation in leadership and language study as reviewed for credit by the American Council of Education or a similarly recognized organization. Students may also transfer up to an additional 24 semester-credit hour equivalent from other accredited institutions of higher education for courses that meet specific course requirements in the BSSSDA program.

Students complete the remaining credits through Norwich University in a structured program that will typically require two to four years to complete, depending upon a student’s full-time or part-time enrollment status and military deployment schedule.

Applicants will be notified of their admission status by the College of Graduate and Continuing Studies’ Admissions Advisors and program staff.

ADMISSIONS CALENDAR

Application dates and deadlines for each of the bachelor’s degree completion semesters are specified in the table below.

SEMESTER START DATE	APPLICATION DEADLINE	TUITION AND FEES DUE
May 7, 2012	April 13, 2012	April 20, 2012
September 3, 2012	August 10, 2012	August 17, 2012
January 7, 2013	December 7, 2012	December 14, 2012
May 6, 2013	April 12, 2013	April 19, 2013
September 2, 2013	August 9, 2013	August 16, 2013
January 6, 2014	December 6, 2013	December 13, 2013
May 5, 2014	April 11, 2014	April 18, 2014

ACADEMIC REGULATIONS

DEGREES

These regulations pertain to the Bachelor of Science degree completion offering in Strategic Studies and Defense Analysis. These regulations are subject to change. Norwich University students and faculty will be notified if changes are made during the academic year.

DEGREE AWARDED

The degree awarded is the Bachelor of Science in Strategic Studies and Defense Analysis. All degrees earned in Norwich University’s College of Graduate and Continuing Studies will be awarded with the traditional University diploma. The diploma reads:

[Degree Awarded]
Norwich University

REQUIREMENTS

The requirements for this degree can be found in the University Catalog. Degree candidates are subject to the degree requirements of the class year to which they are assigned at the time of their admission, or readmission, to the degree program.

CONFERRING OF DEGREES (GRADUATION)

The faculty, through the Committee on Academic Standing and Degrees (CASD), shall recommend to the President, students who have completed all degree requirements.

No degree shall be conferred until the Registrar’s Office determines that all degree requirements are met.

No degree shall be conferred until the degree candidate has paid all University bills or arranged for payment to the satisfaction of the Chief Financial Officer.

Degrees shall be conferred in June and December.

BSSSDA students are not required, but may choose, to participate in the June graduation. Students may participate if coursework is completed or if they are enrolled in the final nine (9) or fewer semester hours required for completing their program.

CREDIT, COURSES, AND CURRICULA

AWARD OF CREDIT

Credit hours and grade points shall be awarded only for those University courses for which a student is properly registered. Credit hours, not grade points, for approved courses taken by a Norwich student at other accredited institutions may be transferred, subject to the residence requirements and provided grades earned are “C” or above, for credit toward a bachelor’s degree.

Credit hours for extra-institutional learning may be awarded in accordance with the provisions identified in this section.

CREDITS FOR GRADUATION

Graduation requirements are measured in courses and credits. Courses and credits required for graduation are specified in the University Catalog for each curriculum. Students should consult the University Catalog to be sure they are meeting the graduation requirements.

REQUESTS FOR COURSE EQUIVALENCY OR EXEMPTION

To waive a prerequisite course requirement a student must obtain approval through the Chair of the Department of Continuing Studies. The basis for such a waiver will be the student’s demonstrated knowledge in the area concerned.

To waive a degree requirement on the basis of an exemption examination or other documented extra-institutional learning, a student must present appropriate documentation to and gain approval through the Chair of the Department of Continuing Studies. The number of credits of the waived course must be replaced by elective credits.

To obtain credits and grade points for a course on the basis of an equivalency examination administered under the provision below, a student must present appropriate documentation to and gain approval through the Chair of the Department of Continuing Studies.

Examinations for course equivalency or exemption will be given at Norwich University only if a nationally validated examination covering the same subject matter is not available. Examinations in EN101 and 102 are an exception and may be administered at the beginning of each semester to newly admitted students.

Before administering an exemption or an equivalency examination, the appropriate chair and/or dean should determine whether the student wishes to waive the course requirement under paragraphs one and two, above, or wishes to obtain the credits and grade points for the course as outlined in paragraph three, above. An examination for waiver should be designed to test the student’s general knowledge and competency in the tested area. An examination for credits and grade points should be typical of a final examination that covers the entire course content. Where appropriate, term papers, projects, etc. may also be required. An exemption or equivalency examination for laboratory courses may require demonstrated laboratory proficiency.

If the examination is for credits and grade points, above, a grade will be assigned and appropriate grade points awarded unless the Pass/Fail option is selected prior to administering the examination.

An extra tuition charge may be assessed by the Bursar’s Office for examinations.

Credits, not grade points, are to be awarded when evidence demonstrates that the minimum required grade has been achieved on a nationally validated examination, such as Advanced Placement program, DANTES, or CLEP.

CREDIT OVERLOAD (EXTRA CREDITS)

Well-qualified degree completion students may elect to enroll in more than twelve (12) undergraduate credit-hours per semester subject to approval by the Chair of the Department of Continuing Studies.

COURSE AUDIT

Students taking courses as “auditors” will receive the notation “AU” on their permanent academic record in lieu of a grade and credits if the obligations of the auditor have been satisfactorily met. If the auditing student’s performance is not deemed to have been satisfactory, no course entry will be indicated on the student’s academic record.

Audit students are expected to participate as outlined by the Chair of the Department of Continuing Studies. Audited courses may not be applied against degree requirements.

PREREQUISITES

Students shall not register for a course having prerequisites without having successfully completed those prerequisites. Students will not be allowed to remain scheduled for the successive course if the prerequisite course was not completed successfully. Exceptions to this policy are at the discretion of the appropriate department chair and/or College dean.

CO-REQUISITES

Students shall not register for courses having co-requisites without registering for the co-requisite course. Co-requisites are identified in the University Catalog course descriptions.

MINIMUM GRADE STANDARDS

Minimum grade standards are established for various curricula. These minimum standards are shown in the University Catalog. Students in the BSSSDA program must maintain an appropriate grade point average to remain in good standing (refer to Academic Standing Criteria for Academic Progress – Degree Completion).

REPEAT COURSES/REPEAT GRADE POLICY

A student shall not receive credit twice for any course except those courses whose University Catalog description permits repetition for credit.

If a previously graded course is repeated and a grade other than “W” is earned, only the last grade earned in the course will be calculated in the grade point average (GPA). All grades previously earned in the course will be removed from the GPA calculations even in the event that a lower grade is earned upon repetition of the course. If a failing grade is earned upon repetition of a course, any previous credit earned will be lost. Credit by examination does not constitute a repetition under this provision.

TRANSFER CREDIT FOR STUDIES FROM ACADEMIC INSTITUTIONS

The College of Graduate and Continuing Studies may award credits, not grade points, for academic work accomplished at other regionally accredited undergraduate institutions. Substitute credits from any “Special Topics” seminars taken at Norwich University also can be used to satisfy degree

credit. Norwich University complies with Veterans Administration regulations and guidelines as they pertain to transfer credits.

TRANSFER CREDIT FOR ARMED FORCES STUDIES AND EXTRA-INSTITUTIONAL LEARNING

The College of Graduate and Continuing Studies may award credits, not grade points, in accordance with the Guide to the Evaluation of Educational Experiences in the **Armed Forces**, published by the American Council on Education, provided the courses are equivalent to Norwich University seminars. Students entering the BS in Strategic Studies and Defense Analysis program may receive the equivalent of up to 60 semester credits for military training courses and requisite preparation in leadership and languages, as reviewed and recommended by the Army/ACE Registry Transcript System.

The College of Graduate and Continuing Studies programs may also award credits, not grade points, for other **extra-institutional learning** as recommended in nationally recognized guides and publications if applicable or by having the materials reviewed by the CGCS’s Academic Credit Review Committee and upon the positive recommendation of the appropriate Program Director or Department Chair. The term applies to learning acquired from work and life experiences, independent reading and study, and participation in formal courses sponsored by associations, business, government, industry, unions, and the military.

The fact a course of study constitutes professional certification or credentialing is not dispositive. A decision to award credit is based on the course(s) of study leading to such certification or credentialing. Such credits shall be awarded in compliance with the guidelines contained in the American Council on Education policy statement “Awarding Credit for Extra- institutional Learning.”

GUIDELINES FOR UNDERGRADUATE TRANSFER CREDITS

Transfer of credits to Norwich University's College of Graduate and Continuing Studies is also governed by the following guidelines.

- The relevant Program Director or Department Chair shall review any official transcripts or records of academic work in question, and determine the acceptance of specific courses in satisfaction of a Norwich degree requirement. An official transcript is one that corresponds with the credit granting institution's definition of "official" and is received directly from that institution by Norwich University's College of Graduate and Continuing Studies. The term “official transcript” includes any similar document issued by non-academic institutions maintained by an organization to record a person’s program of study whether such course work is recorded as an academic credit or not.
- In the case of other units of education that are not from an accredited institution or otherwise reviewed by a nationally recognized authority (such as the American Council on Education) but are deemed it be credit worthy, the Program Director/Department Chair may request that the unit(s) of education being considered for credit within a program or department can be forwarded to the

CGCS’s Academic Credit Review Committee (ACRC). There the committee will review the materials of the unit(s) of education and make a determination of credit applicability to the program or department in question. The appropriate program director or departmental chair can then award up to those credits within the degree in question. The program director or departmental chair can allow less credit to be incorporated within the degree program, but never more credit than that which has been approved by the ACRC.

- Courses in which a grade of less than C or its equivalent has been earned are not transferable (the grade must be equivalent to 2.0 or higher on a 4.0 scale).
- Normally students may transfer up to as much as 75% of their degree of study (given a 120 semester credit hour degree) from other accredited institutions of higher education. In addition, students within certain identified programs may transfer into their program of study up to an additional 24 semester credits for courses that meet specific course requirements as defined by that program’s chair or director.

NORWICH UNIVERSITY STUDENTS SEEKING TRANSFER CREDIT

Norwich University students wishing to attend another regionally accredited collegiate institution for the purpose of obtaining semester credit hours acceptable to Norwich University should obtain prior approval of both the institution to be attended and the specific course(s) to be taken by filing a completed Application for Transfer Credit (RF8) with the Registrar’s office. No transfer of semester credit hours can be assured for courses for which prior approval had not been obtained. Determination of the acceptance of specific courses shall be handled through the Director or Chair of the relevant program or department.

Provided the grades earned are “C” or better (the grade must be equivalent to 2.0 or higher on a 4.0 scale), semester credit hours for approved courses taken at other institutions may be transferred for credit toward the bachelor’s degree. Grade points will not be transferred.

TRANSCRIPT EVALUATION AND POSTING OF TRANSFER CREDIT

Academic work accomplished at other regionally accredited institutions and in accordance with regulations pertaining to other extra-institutional learning as described above will be reviewed for Norwich course equivalency. The posting of transfer credit for approved courses will be undertaken by the Registrar’s Office upon the receipt of an official transcript. An official transcript is one that corresponds with the credit granting institution’s definition of “official” and is received directly from that institution by the Admissions or Registrar’s Office.

RESIDENCE REQUIREMENT

The residence requirement limits the amount of degree credits which may be transferred to Norwich University. At least 50% of the credits required for the BSSSDA degree must be earned at Norwich except as outlined by the requirements for member schools of the Servicemembers Opportunity Colleges (SOC).

- Military members currently serving on active duty, including those in the National Guard, Reserves and U.S. Coast Guard, who are enrolled in an online degree-completion program, may transfer into the degree program up to 70% of the required credits.
- Military members currently serving on active duty, including those in the National Guard, Reserves and U.S. Coast Guard, who are enrolled in a campus-based degree program, may transfer into the degree program up to 75% of the required credits.

Norwich University is a member of the Servicemembers Opportunity Colleges (SOC); thus, the standard University requirement may be waived.

STATUTE OF LIMITATIONS

Students must satisfy the catalog degree requirements of a catalog year that is within ten years of the graduation year.

GRADES, AVERAGES, AND MARKING PERIODS

GRADES AND GRADE POINTS

Official grade reports are issued by the University Registrar within 15 days of the end of each semester. Students may retrieve unofficial electronic copies of final grades through the University’s Self-Service web pages via the online classroom. Grade points shall be awarded as follows:

GRADE	GRADE POINTS per Semester Credit Hour
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0
P (Pass/Fail option exercised)	0.0
I (incomplete)	0.0
W (withdrawn)	0.0
S (Satisfactory)	0.0
U (Unsatisfactory)	0.0
AU (audit)	0.0

GRADE POINT AVERAGE

The grade point average (GPA) is computed by dividing grade points earned by credit hours attempted after applying the repeat grade policy. Only grade points earned and semester credit hours attempted in courses at Norwich will be included in computing the student’s grade point average. (See the repeat course policy for the effect on the grade point average of course repetition.) Grades for courses taken after conferral of a degree will not be used to recalculate the grade point average. Grade point averages for these courses will be calculated separately.

INCOMPLETE GRADES

Students who are unable to complete required work in any course may request the grade of incomplete (I). Incompletes will be approved on a case-by-case basis only and must be based upon unusual circumstances. The request for an incomplete, accompanied by a proposed study plan, must be submitted to the instructor and will be evaluated by the Chair of the Department of Continuing Studies. If approved, the incomplete will be assigned for a period not to exceed one year. If the course in which the incomplete is assigned is a prerequisite to one or more subsequent courses, students may not be permitted to proceed to any subsequent course until the incomplete work has been finished. Students who cannot successfully complete the work necessary to remove the grade of “I” by the due date will receive a final grade for the course based on all unfinished assignments graded as zero.

Students who are granted a grade of "I" and subsequently withdraw from the program will be handled according to the Refund Policy and Schedule.

A course carrying the grade of “I” will be excluded from the computation of total semester credit hours and grade point averages.

COURSE DROP AND COURSE WITHDRAWAL

Students enrolled in only the first eight-week block of the semester may drop courses in that block for a period of one week (seven calendar days) after the course(s) begins.

Students enrolled in only the second eight-week block of the semester may drop courses in that block for a period of one week (seven calendar days) after the course(s) begins.

Students enrolled in the full 16-week semester may drop courses offered in the first eight-week block for a period of one week after the semester begins and may drop a course offered in the second eight-week block for a period of six weeks after the semester begins. Students may not add courses once the semester has commenced. The permanent record will not reflect courses dropped during the drop period.

Following the drop period and continuing to the end of the semester, a grade of “W” will be entered on the permanent academic record for any course withdrawal initiated by the student or the administration.

A student who separates (withdraws) from the University, for any reason, prior to the end of the semester will receive a grade of “W” in each class not completed prior to the withdrawal.

GRADING PRACTICES NOTIFICATION FOR STUDENTS

At the beginning of a course, on the course syllabus within the online classroom, a student must be made aware of the method of grading in the course and of the weight that is attached to all course requirements.

GRADE REPORTING BY THE FACULTY

Faculty will record assignment and final grades in the online classroom grade book. Students may view assignment, in-progress grades, and final grades for current courses inside the online

classroom. Students may also view their final grades for completed courses by accessing the University’s Self-Service web pages via the online classroom.

The College of Graduate and Continuing Studies maintains assignment grade records for a minimum of one year.

GRADE APPEALS

Final-grade appeals must begin with a written request from the student to the instructor. If resolution is not achieved with the instructor, the written grade appeal may be filed with the Chair of the Department of Continuing Students. Failing resolution at the Department Chair level, the student may appeal in writing to the Vice President of Academic Affairs and Dean of the College of Graduate and Continuing Studies. If the issue is still unresolved, the final avenue of appeal must be directed in writing to the Senior Vice President for Academic Affairs (SVPAA), who has final authority over matters involving grade appeals.

GRADE CHANGES

Instructors assign final grades after careful and thorough evaluation of a student’s academic performance in the course. A final grade will be changed only for cause and only at the request of the instructor and with the approval of the Department Chair and Dean. Requests for change of grade must be made within 120 days after the grade was awarded.

If a course is repeated, only the last earned grade will be calculated in the grade point average. The grade previously earned in the course will be removed from the grade point average calculations even if a lower grade is earned when the course is repeated. Students may repeat a course one time only. Tuition and fee rates in effect at the time of the repeat enrollment apply to all repeat courses.

ACADEMIC STANDING CRITERIA FOR ACADEMIC PROGRESS – DEGREE COMPLETION

GOOD STANDING

A student in good standing is allowed to register without qualification. To maintain good standing, a degree candidate must have a minimum cumulative grade point average of 2.0. Courses numbered below 100 will only meet pre-requisite requirements, but they will be included in the GPA and academic standing calculations.

PLACEMENT ON ACADEMIC PROBATION

Students who fail to earn the cumulative grade point average for good standing at the end of the semester are enrolled for the following semester on academic probation. Being placed on probation warns the student that academic progress is in jeopardy and places restrictions and conditions on his/her enrollment. The conditions are as follows:

- The student may not enroll for more than 12 semester credits.
- Whenever possible, courses in which the student received a C- or below should be repeated to increase the GPA.

- Students must raise their GPA to the minimum required within 12 semester credits or they will be dismissed from the program. Subsequent to dismissal, students will be allowed to reapply for admission after one semester of separation.

DISMISSAL FOR ACADEMIC DEFICIENCY

A student who fails to achieve the cumulative grade point average for good standing within 12 semester credit-hours of being placed on probation will be dismissed. Students who attain good standing after being on probation will restart the procedure above if they return to probationary status.

APPLICATION FOR READMISSION BY A DISMISSED STUDENT

Students whose enrollment in a degree-completion program is interrupted due to an academic dismissal may apply for readmission to the program following a one-semester separation. A written request for readmission should be addressed to the Chair of the Department of Continuing Studies and filed with the Student Services Advisor and must include an explanation of the change in the student’s circumstances, which now permit successful completion of the program, as well as the measures taken to ensure satisfactory academic progress upon reenrollment.

Individuals who are dismissed for academic deficiency may be conditionally readmitted to the University. Failure to adhere to the mandatory conditions of readmission may result in dismissal from the University prior to the conclusion of the semester.

APPLICATION FOR READMISSION BY A WITHDRAWN STUDENT

Students whose enrollment in a degree-completion program is interrupted due to a student-initiated withdrawal may apply for readmission to the program by contacting a Student Services Advisor.

ACADEMIC HONORS

GRADUATION HONORS

All degree candidates whose final cumulative grade point average is 3.60 or higher at degree conferral are graduated “Summa Cum Laude;” those with an average of 3.30 to 3.59, “Magna Cum Laude;” and those with an average of 3.00 to 3.29, “Cum Laude.” The honors designations are noted on both the transcript and the undergraduate diploma.

ONLINE CLASSROOM STANDARDS

DISCIPLINE

A student’s online behavior is expected to be professional, ethical, and in compliance with university rules and regulations.

ATTENDANCE

Online students are required to be active in the online classroom on a weekly basis. Students who fail to access the online classroom and participate for more than fourteen (14) calendar days without prior approval will be **administratively withdrawn from the university**.

WRITING GUIDELINES

Degree completion programs are considered upper-level learning and require an elevated and relatively formal level of written expression. Writing must be grammatically correct, well informed, and provide sufficient information and analysis. Writing standards at Norwich are similar to those used by many universities for judging the quality of student work. The standards which determine an actual grade are program-specific. The program’s writing and grading standards are provided in detail in the course syllabus and other learning resources located in the online classroom.

TRANSCRIPTS OF ACADEMIC RECORDS, OFFICIAL TRANSCRIPTS

The Registrar’s Office provides official transcripts of student academic records. Official transcripts will be withheld until all financial accounts are settled. Unofficial transcripts are available to students on the University’s Self-Service web pages via the online classroom. Courses taken after degree conferral will be shown on a separate record.

APPEALS AND GRIEVANCE PROCEDURE

RIGHT OF PETITION AND APPEAL

Students may present to the Committee on Academic Standings and Degrees (CASD) petitions requesting exceptions to these regulations. Submission of a petition does not guarantee approval. Students should obtain confirmation of the result of the petition from the Registrar’s office.

Decisions of the CASD may be appealed within ten business days of receipt of the CASD action to the Vice President of Academic Affairs of the University, whose decision shall be final. All petitions and appeals are to be presented in writing together with the necessary supporting documentation. Refer to the [Guide to Academic Petitioning](#) for further information.

Decisions rendered by University officials in response to the submission of any of the various academic forms mentioned elsewhere in these regulations shall be subject to appeal to the Senior Vice President for Academic Affairs (SVPAA). Appeals made under this provision shall conform to the timelines, criteria, and limitations above.

GRIEVANCE PROCEDURE

Students who are dissatisfied with any aspect of the conduct of a course are encouraged to seek resolution to the problem. Dissatisfaction with the academics or instruction of a course should be expressed in writing to the course instructor. The student must address the specific course component or assignment he/she wishes to challenge. If no mutually agreeable solution is reached, the student may appeal, in writing, to the Chair of the Department of Continuing Studies.

If no resolution is reached with the Chair, the student may appeal to the Vice President and Dean of the College of Graduate and Continuing Studies (VPAA). If the issue is not resolved to the student’s satisfaction, the student may appeal through the VPAA to the Senior Vice President for Academic Affairs (SVPAA) for a final review. All appeals must be in writing.

Dissatisfaction with the administrative services provided should be directed, in writing, to the Student Services Advisor who will escalate the matter as necessary.

BACHELOR’S DEGREE COMPLETION STUDENT ENROLLMENT CALENDAR

Term (Trimester)	Starting Date*	Ending Date*
Spring: January 2012	January 9, 2012	April 28, 2012
Summer: May 2012	May 7, 2012	August 25, 2012
Fall: September 2012	September 3, 2012	December 22, 2012
Spring: January 2013	January 7, 2013	April 27, 2013
Summer: May 2013	May 6, 2013	August 24, 2013
Fall: September 2013	September 2, 2013	December 21, 2013
Spring: January 2014	January 6, 2014	April 26, 2014

*dates subject to change

SECTION V: RULES AND REGULATIONS GOVERNING STUDENTS ENROLLED IN ONLINE GRADUATE CERTIFICATES

ADMISSION REQUIREMENTS

To qualify for admittance to graduate certificate programs, applicants must have an undergraduate degree from a regionally accredited institution or an equivalent degree from a foreign institution, as evaluated by WES, AACRAO, IERF, or *SpanTran*. If English was not the language of degree study, a minimum score of 600 (paper-based test) or 94 (internet-based test (iBT)) on the TOEFL are required.

ADMISSIONS CALENDAR

SEMESTER START DATE	APPLICATION DEADLINE	TUITION AND FEES DUE
June 4, 2012	May 1, 2012	May 18, 2012
September 3, 2012	August 1, 2012	August 17, 2012
December 3, 2012	November 1, 2012	November 16, 2012
March 4, 2013	February 1, 2013	February 15, 2013

ACADEMIC REGULATIONS

GRADUATE CERTIFICATES

These regulations pertain to graduate certificates offered online through the College of Graduate and Continuing Studies. These regulations are subject to change. Norwich University students and faculty will be notified if changes are made during the academic year.

CERTIFICATES AWARDED

The certificates awarded are at the graduate level for the Certificate of Teaching and Learning and the Certificate of Continuity of Government Operations. All certificates earned in Norwich University's College of Graduate and Continuing Studies and taken for credit will be recorded on the student's permanent academic record. The student will receive a paper certificate indicating the certificate name and date earned. Certificates taken for no credit will not be recorded on the student's permanent academic record.

REQUIREMENTS

All candidates for Norwich University graduate certificates are required to:

Complete 12 credit hours of course work as prescribed by the program of admission.

Maintain an overall GPA of 3.0 or above.

CREDIT, COURSES, AND CURRICULA

CREDITS FOR AWARD OF CERTIFICATES

Certificate requirements are measured in seminars and credits. Certificate students may take the certificate for credit, for no credit, or as an auditor. The specific seminars required for each certificate are:

Certificate of Teaching and Learning

- Teaching and Learning I (6 credits)
- Teaching and Learning II (6 credits)

Certificate of Continuity of Government Operations

- Continuity of Government Operations (6 credits)
- Public Sector Incident Management and Emergency Response (6 credits)

CERTIFICATE SEMINAR AUDIT

Students taking certificate seminars as auditors will receive the notation “AU” on their permanent academic record in lieu of a grade and credits if the obligations of the auditor have been satisfactorily met. If the auditing student’s performance is not deemed to have been satisfactory, no seminar entry will be indicated on the student’s academic record. Audit students are expected to participate as outlined by the relevant Program Director or Department Chair. Audited seminars may not be applied against degree requirements.

MINIMUM GRADE STANDARDS

Students enrolled for credit in certificates must maintain a grade point average of 3.0 in order to satisfactorily complete the certificate.

GRADES, AVERAGES, AND MARKING PERIODS

GRADES AND GRADE POINTS

Official grade reports are issued by the University Registrar within 15 days of the end of each seminar. Students may also retrieve unofficial electronic copies of final seminar grades through the University’s Self-Service web pages.

Grades of F are failing, and will prompt a student’s immediate academic dismissal from the University. Students will not receive credit for these grades and will be required to petition for reenrollment to repeat any seminar in which a failing grade is received.

Grades and grade points shall be awarded as follows:

GRADE	PERCENTAGE	GRADE POINTS
A	93-100%	4.0
A-	90-92.9%	3.7
B+	87-89.9%	3.3
B	80-86.9%	3.0
C+	77-79.9%	2.3
C	70-76.9%	2.0
F	0-69.9%	0.0

W	Withdrawal from program	0.0
AU	Audit	0.0

GRADE POINT AVERAGE

The grade point average (GPA) is computed by dividing grade points earned by credit hours attempted after applying the repeat seminar policy and including failing grades. Only grade points earned and semester credit hours attempted in seminars completed at Norwich will be included in computing the student's grade point average.

GRADES FOR WITHDRAWAL

A student who withdraws from the University, for any reason, prior to the end of the certificate will receive a grade of "W" in each seminar not completed prior to the withdrawal.

GRADING PRACTICES NOTIFICATION FOR STUDENTS

At the beginning of a seminar, on the syllabus within the online classroom, a student must be made aware of the method of grading in the seminar and of the weight that is attached to all seminar requirements.

GRADE REPORTING BY THE FACULTY

Faculty will record assignment and final grades in the online classroom grade book. Students may view assignment, in-progress, and final grades for current seminars inside the online classroom. Students may view their final grades for all completed seminars by accessing the University's Self-Service web pages via the online classroom. The College of Graduate and Continuing Studies maintains assignment grade records for a minimum of one year.

GRADE APPEALS

Final-grade appeals must begin with a written request from the student to the instructor. If resolution is not achieved with the instructor, the written grade appeal may be filed with the Program Director or Department Chair. Failing resolution at the Program Director or Department Chair level, the student may appeal in writing to the Vice President and Dean of the College of Graduate and Continuing Studies (VPAA). If the issue is still unresolved, the final avenue of appeal must be directed in writing to the Senior Vice President for Academic Affairs (SVPAA), who has final authority over matters involving grade appeal.

GRADE CHANGES

Instructors assign final grades after careful and thorough evaluation of a student's academic performance in the seminar. A final grade will be changed only for cause and only at the request of the instructor and with the approval of the Program Director or Department Chair and Vice President of Academic Affairs and Dean of the College of Graduate and Continuing Studies. Requests for change of grade must be made within 120 days after the grade was awarded. If a seminar is repeated, only the last earned grade will be calculated in the grade point average. Tuition and fee rates in effect at the time of the repeat enrollment apply to all repeat seminars.

ONLINE CLASSROOM STANDARDS

DISCIPLINE

A student's online behavior is expected to be professional, ethical, and in compliance with university rules and regulations.

ATTENDANCE

Online students are required to be active in the online classroom on a weekly basis. Students who fail to access the online classroom and participate for more than fourteen (14) calendar days without prior approval will be administratively withdrawn from the university.

WRITING GUIDELINES

Certificate programs are considered graduate-level and require an elevated and relatively formal level of written expression. Writing must be grammatically correct, well informed, and must provide sufficient information and analysis as required. Writing standards at Norwich University are similar to those used by many universities for judging the quality of student work.

The standards, which determine an actual grade, are specific to the certificate. Grading standards are provided in detail in the seminar syllabus and located in the online classroom.

TRANSCRIPTS AND ACADEMIC RECORDS, OFFICIAL TRANSCRIPTS

The Registrar's Office provides official transcripts of student academic records. Official transcripts will be withheld until all financial accounts are settled. Unofficial transcripts are available to students on the University's Self-Service web pages via the online classroom.

APPEALS AND GRIEVANCE PROCEDURE

GRIEVANCE PROCEDURE

Continuing Education students who are dissatisfied with some aspect of the conduct of a seminar are encouraged to seek resolution of the problem first with the instructor and, if no resolution is found, with the Program Director or Chair of the Department of Continuing Studies. Failing resolution at the Program Director or Department Chair level, the student may appeal in writing to the Vice President and Dean of the College of Graduate and Continuing Studies. If the issue is still unresolved, the final avenue of appeal must be directed in writing to the Senior Vice President for Academic Affairs (SVPAA), who has final authority in matters of appeals.

Dissatisfaction with the administrative services provided should be directed, in writing, to the Student Services Advisor who will escalate the matter as necessary.

CONTINUING EDUCATION ENROLLMENT CALENDAR

Start Groups and Individual Seminar Dates

June 2012	1 st Seminar: Jun 4, 2012 - Aug 19, 2012	2 nd Seminar: Sep 3, 2012 - Nov 18, 2012
September 2012	1 st Seminar: Sep 3, 2012 - Nov 18, 2012	2 nd Seminar: Dec 3, 2012 - Feb 24, 2013
December 2011	1 st Seminar: Dec 5, 2011 - Feb 26, 2012	2 nd Seminar: Mar 4, 2013 - May 19, 2013
March 2012	1 st Seminar: Mar 4, 2013 - May 19, 2013	2 nd Seminar: Jun 3, 2013 - Aug 18, 2013

SECTION VI: INFORMATION FOR ALL STUDENTS ENROLLED IN ONLINE PROGRAMS THROUGH THE COLLEGE OF GRADUATE AND CONTINUING STUDIES

STUDENT AND PROGRESS RECORDS

All student academic records are available through the University Registrar. Unofficial records are available through the University's Self-Service web pages at the completion of each semester. In-progress grades are maintained in the online classroom grade book.

PROGRAM OUTLINES; SEMINAR AND COURSE DESCRIPTIONS

The College of Graduate and Continuing Studies' Guide to [Programs of Study](#) is listed on the University Catalog. Choose the College of Graduate and Continuing Studies in the Table of Contents.

[Seminar and Course Descriptions](#) offered in the College of Graduate and Continuing Studies are listed in the University Catalog. Locate each seminar or course within their respective disciplines.

- Master's degree seminars, within a discipline, begin with the 500 level numbering series.
- Bachelor's degree-completion courses are listed in the Table of Contents under Strategic Studies and Defense Analysis within the larger section for College of Graduate and Continuing Studies Continuing Education.

ATTENDANCE AND WITHDRAWALS

ATTENDANCE

Students are required to attend or check in to their online classroom each week, as described in the Online Classroom Standards. Students who are unable to maintain weekly attendance in the online classroom due to an expected absence are required to notify their instructor in advance of the absence. Attendance is closely monitored. Failure to attend in accordance with the Online Classroom Standards may result in an administrative withdrawal, which in turn may have important implications for students using federally-sourced student loans to support their studies.

WITHDRAWAL POLICY

A withdrawal is generally a permanent separation from the University. Either the student or the University may initiate the withdrawal process.

WITHDRAWALS INITIATED BY THE STUDENT

When a withdrawal is necessary, the student must direct the following requests in writing to the appropriate institutional officer.

- Requests for withdrawal must be submitted to the program's Student Service Coordinator.
- Requests for a refund must be submitted to the University Bursar.

Norwich University must make commitments to faculty and staff in advance of actual student enrollment, therefore only a partial refund of tuition paid will be made if the student leaves for any reason prior to the end of any semester. The only exception to this policy is for activation or deployment of military personnel to a combat zone or in direct support of or proximity to a combat zone during the period of enrollment (see Military Activations and Deployments to a Combat Zone).

Scholarships, grants, and federally funded loans will be refunded, in the appropriate ratio, using federal guidelines for financial aid, either to the University or to the agency from which the aid funds were received. In many cases, this will result in an additional amount due from the student to the University.

WITHDRAWALS INITIATED BY THE UNIVERSITY

The University, through the Dean of the College of Graduate and Continuing Studies, may also initiate an Administrative Withdrawal. Such instances might occur for student failure to participate, unexcused absence of 14 days or more, violation of the academic honesty policy, failure to pay tuition, or in cases where the student is a distraction to other students and instructors.

MILITARY ACTIVATIONS AND DEPLOYMENT

MILITARY ACTIVATIONS AND DEPLOYMENTS TO OR IN SUPPORT OF A COMBAT ZONE

Students serving in the military who are notified after the start of enrollment that they are being activated or deployed to a combat zone or in direct support of or proximity to a combat zone, will be held harmless of the charges from the enrollment if that activation or deployment begins within that semester. Funds will be returned to their original sources. Students will be required to provide a copy of orders confirming that the date of activation/deployment was during the currently enrolled academic semester.

Upon any future re-matriculation at Norwich University, the student will be charged tuition and fees at the rate in force at the time of re-matriculation.

Students who have successfully completed at least 60% of a seminar or course and whose cumulative grade represents sufficient knowledge of the seminar or course may request to have a grade assigned at the time of withdrawal. In lieu of requesting a grade, graduate students may submit to their Program Director, and degree-completion students to their Department Chair, a study plan outlining how the final weeks of academic work will be completed. Upon approval of the study plan, a grade of Incomplete will be assigned. Incomplete grades assigned as a result of approved study plans for activated or deployed students must be resolved within one year of the issuance of the original incomplete grade.

DISENROLLMENT FOR FINANCIAL REASONS

Students whose accounts are in arrears must meet the payment provisions made at enrollment or face immediate disenrollment. Upon written appeal, the Chief Financial Officer and Treasurer may reconsider and, in cases where good and sufficient reasons exist, grant an exception to policy. Such exceptions will generally be made only if the University has failed to fulfill its obligation to the student.

Students may not reenroll for a succeeding semester if an outstanding balance remains from a previous semester.

TRANSCRIPT AND DIPLOMA HOLD POLICY

A hold is placed on student transcripts and diplomas if the student's account is not paid in full. Students with financial holds will not be permitted to participate in graduation or academic recognition ceremonies.

ENROLLMENT AGREEMENT

At the time of acceptance, Norwich University will provide to each accepted student an Enrollment Agreement specifying the degree program into which the student has been accepted, an enrollment calendar, the number of credit hours and current cost of the program, the refund schedule, information about the registration deposit, and disclosure of the three (3) business-day cancellation privilege.

Accepted students are bound by the terms of the Enrollment Agreement unless the student cancels the Enrollment Agreement within three (3) business days of acceptance. Students are required to return the signed Enrollment Agreement prior to beginning class. Students who fail to return a signed Enrollment Agreement will not be permitted access to the online classroom.

CANCELLATION PRIVILEGE

Students may cancel enrollment within three (3) business days of acceptance to the program without any financial penalty. In order to cancel the Enrollment Agreement within the three (3) business day period, students who have not yet paid the registration deposit must contact their Admissions Advisor. Students who have already paid the registration deposit must contact their Student Services Advisor. Refunds of registration deposits will occur within ten (10) business days of the cancellation notification.

REGISTRATION DEPOSIT

At the time of acceptance, students are required to pay a \$250 registration deposit to secure a seat in their first seminar or course(s). The registration deposit is 100% refundable if the student exercises the cancellation privilege within three (3) business days of acceptance. Once the three-day cancellation period has expired, if a student chooses to cancel his/her registration in the program, the registration deposit of \$250 will be returned to the student less the actual cost of non-returnable learning materials already provided to the student.

The registration deposit of \$250 is applied toward the first semester's tuition for all enrolled students.

All payments must be paid in U.S. dollars.

TUITION, FEES, AND REFUNDS

TUITION AND FEE PAYMENT POLICY

Tuition and fees must be paid in full or satisfactory arrangements secured with the Bursar's Office no less than two weeks prior to the beginning of each semester of enrollment. Tuition and fees are generally due two weeks after the registration deposit has been paid, and in all cases, no later than two weeks prior to the start of the semester. In order to ensure timely delivery of textbooks, learning resources, and access to the online classroom, early payments are strongly encouraged. Consult the schedules below for due dates.

PAYMENT SCHEDULE FOR NEW STUDENTS

New students pay a \$250 registration deposit prior to their first semester of enrollment. Upon the student's second semester of enrollment, the student is considered a returning student and no registration deposit is required. The following schedule shows the due dates for all semesters in which a new student may begin a program.

DEGREE COMPLETION STUDENT	FIRST SEMESTER START DATE	PAYMENT #1: DEPOSIT	PAYMENT #1 DUE DATE	PAYMENT #2: SEMESTER BALANCE	PAYMENT #2 DUE DATE
Degree Completion	May 7, 2012	\$250	3 Business Days Post-Acceptance	Tuition/Fees less \$250	April 20, 2012
Degree Completion	Sep 3, 2012	\$250	3 Business Days Post-Acceptance	Tuition/Fees less \$250	Aug 17, 2012
Degree Completion	Jan 7, 2013	\$250	3 Business Days Post-Acceptance	Tuition/Fees less \$250	Dec 7, 2012
Degree Completion	May 6, 2013	\$250	3 Business Days Post-Acceptance	Tuition/Fees less \$250	April 19, 2013

GRADUATE & CERTIFICATE STUDENT	FIRST SEMESTER START DATE	PAYMENT #1: DEPOSIT	PAYMENT #1 DUE DATE	PAYMENT #2: SEMESTER BALANCE	PAYMENT #2 DUE DATE
Graduate & Certificate	Jun 4, 2012	\$250	3 Business Days Post-Acceptance	Tuition/Fees less \$250	May 18, 2012
Graduate & Certificate	Sep 3, 2012	\$250	3 Business Days Post-Acceptance	Tuition/Fees less \$250	Aug 17, 2012
Graduate & Certificate	Dec 3, 2012	\$250	3 Business Days Post-Acceptance	Tuition/Fees less \$250	Nov 16, 2012
Graduate & Certificate	Mar 4, 2013	\$250	3 Business Days Post-Acceptance	Tuition/Fees less \$250	Feb 15, 2013

PAYMENT SCHEDULE FOR RETURNING STUDENTS

Returning students are not required to pay a registration deposit. All returning students must pay their tuition and fees in full approximately four weeks, and in all cases no less than two weeks, prior to the first day of the semester.

STUDENT TYPE	RETURNING SEMESTER START DATE	SEMESTER TUITION AND FEES	PAYMENT DUE DATE
Degree Completion	May 7, 2012	Balance in Full	April 9, 2012
Degree Completion	Sep 3, 2012	Balance in Full	Aug 6, 2012
Degree Completion	Jan 7, 2013	Balance in Full	Dec 3, 2012
Degree Completion	May 6, 2013	Balance in Full	April 8, 2013
Graduate	Jun 4, 2012	Balance in Full	May 7, 2012
Graduate	Sep 3, 2012	Balance in Full	Aug 6, 2012
Graduate	Dec 3, 2012	Balance in Full	Nov 5, 2012
Graduate	Mar 4, 2013	Balance in Full	Feb 4, 2013

2012-13 TUITION/FEE SCHEDULE

All tuition and fees are subject to change without prior notice. Norwich, like all other institutions of higher education, is under cost pressure and increases its tuition and fees on a yearly basis. Generally, these changes are modest, ranging from 5-7%. When such changes are made, notification will be provided as far in advance of the effective date as possible.

Program	Price Per Credit	Resource Fee	Technology Fee per Semester	Total Cost per Semester	Total Cost per Program
Master of Arts in Diplomacy (MDY)	\$674	\$496/semester	\$500	\$9,084	\$27,252
Master of Arts in History (MAH)	\$674	\$663/semester	\$500	\$9,251	\$27,753
Master of Arts in Military History (MMH)	\$674	\$663/semester	\$500	\$9,251	\$27,753
Master of Business Administration 36-Credit Program (MBA)	\$719	\$625/semester	\$500	\$9,753	\$29,259
Master of Business Administration 48-Credit Program (MBA)	\$719	\$625/semester	\$500	\$9,753	\$39,012
Master of Civil Engineering (MCE)	\$736	\$1,260/semester	\$500	\$10,592	\$31,776
Prerequisite Courses for MCE	\$718	\$630/semester	\$500	\$9,962	--
Master of Public Administration (MPA)	\$645	\$600/semester	\$500	\$8,840	\$26,520
Master of Science in Business Continuity 36-Credit Program (MSBC)	\$645	\$450/semester	\$500	\$8,690	\$26,070
Master of Science in Business Continuity 30-Credit Program (MSBC)	\$645	\$450/semester	\$500	\$8,690	\$21,725
Master of Science in Information Assurance (MSIA)	\$779	\$425/semester	\$500	\$10,273	\$30,819
Master of Science in Nursing (MSN)	\$606	\$520/semester	\$500	\$8,292	\$24,876
Master of Science in Organizational Leadership (MSOL)	\$645	\$450/semester	\$500	\$8,690	\$26,070
Bachelor of Science in Strategic Studies and Defense Analysis (BSSDA)	\$250	\$75/course	\$50	3 credits = \$875 6 credits = \$1,700 9 credits = \$2,525 12 credits = \$3,350	\$16,550
Certificate of Teaching & Learning	--	--	--	--	\$3500

Certificate of Continuity of Government Operations (for credit)	\$645	\$450/semester	\$500	\$8,690	\$8,690
Certificate of Continuity of Government Operations (non-credit)	\$323	\$450/semester	\$500	\$4,826	\$4,826
Audit Fee = One Credit-hour Charge plus program fees					
Sustaining Fee (thesis and capstone students requiring additional time to complete) = \$500/semester					
International Shipping Surcharge = the greater of either \$100 or actual shipping costs per course					
Registration Deposit = \$250 applied toward tuition upon enrollment					

TUITION AND FEES

The student bill is comprised of three components:

- Tuition
- Resource Fee
- Technology Fee

TECHNOLOGY FEE

The semester Technology Fee covers the cost of the distance learning account, 24/7 technical support, and University Help Desk support. Norwich University must pay a license fee for every student granted access to our online classrooms. We also must maintain several servers, both internal and external hosted servers, graduate portal services, and other services, which enable us to provide a first-class educational experience. This fee is non-refundable once the semester has begun.

RESOURCE FEE

The semester Resource Fee covers the cost of books, supplemental resources, shipping¹ and handling, library support, online databases, library access fees, resource licenses and other forms of use agreements for those student materials which are not free or found on public sites. Books are shipped to students at the start of each seminar or course. This fee is non-refundable once the semester has begun.

PAYMENT METHODS

All student accounts must be settled by the due date stated on the bill. For new students this date is generally two weeks following the date of the registration deposit payment, and in all cases, no less than two weeks prior to the start of the semester. For returning students, this date is generally four weeks, and in all cases, no less than two weeks, prior to the upcoming semester. You may pay your tuition/fee bill with any of the following options: check, electronic checks, credit card (VISA, MasterCard, Discover, and American Express) and wire transfer.

All tuition and fees must be paid in U.S. dollars.

CHECKS

Checks must be drawn on U.S. banks. Paper checks must be received in the Bursar's Office by the payment date to avoid late payment fees.

¹ A minimum \$100 per shipment fee is assessed for international shipments.

ELECTRONIC CHECKS

Electronic checks (eChecks) are electronic debits processed directly against a designated checking or savings account. The checking or savings account must be with a US bank and payment must be made in US dollars. EChecks may be used to pay all charges on a student bill. The designated account will be debited within 48 hours after the payment transaction is completed online. For more information on electronic billing and online payments, visit www.norwich.edu/bursar.

NOTE: Not all brokerage accounts can be used with eCheck payments. Contact your brokerage account manager to confirm how your account can be used to pay your bill.

CREDIT CARDS

Credit card payments on student accounts must be made through the NUpay online payment service. The student, the student's authorized payers, and guests may use a credit card to make a payment for any charge that appears on the student account. Please allow 2-4 days for the payment to be credited to the account.

WIRE TRANSFERS

Wire transfers can be directed to the University bank. Please contact the University Bursar's office for wiring details.

TUITION PAYMENT DEFERMENTS

In accordance with University policy, tuition and fees must be paid in full prior to the beginning of the semester. The only permissible deductions or postponements of payment are financial aid awards in the form of student loans, scholarships, and employer tuition payments made directly to the University. All tuition payment deferments must have appropriate supporting documentation on file at the University Bursar's Office before the beginning of the semester.

FEDERAL STAFFORD LOANS /FEDERAL UNSUBSIDIZED LOANS

In order for Loans-in-Process to defer a student's payment of tuition and fees, the Student Financial Planning Office must be in receipt of the student's loan application. If the loan amount is less than the total tuition and fee bill, the student is required to pay the difference between the amount of the bill and the amount of the loan no less than two weeks prior to the start of the semester. The loan funds will not be disbursed until the Student Financial Planning Office receives all required documentation from the student.

VETERANS' BENEFITS, THIRD-PARTY REIMBURSEMENTS, AND IMPACT ON INSTITUTIONAL AID

VA benefits or other third-party plans paid directly to the student do not qualify for tuition payment deferment. Students using such plans must be prepared to pay tuition and fees in full prior to each semester.

Outside scholarships are considered a part of the student's financial aid award and must be factored into the student's overall eligibility for federal, state, or institutional aid. It may be necessary to reduce some or all of the existing aid as a result of outside scholarships, depending on

the amount of the scholarship. VA benefits can impact the amount of the student's institutional aid if both the VA benefit and the institutional aid are designated to cover tuition.

TUITION ASSISTANCE OR SCHOLARSHIPS BY FEDERAL AND STATE AGENCIES, ORGANIZATIONS, AND EMPLOYERS

Ensuring that the University has all applicable information about third-party assistance related to a student's tuition bill will facilitate timely and accurate settlement of the account. Students accepting tuition assistance or scholarships by any federal or state agency, outside organization, or employer must complete the following two steps.

- Provide forms (letters of credit, vouchers, military form 1560 or 2171 or appropriate billing documents) and supporting documentation prior to enrollment.
- Document the amount of tuition assistance or scholarships, and the source of the funds, by completing the Remittance Form found online via NUpay.

REFUND SCHEDULE FOR FULL-TIME GRADUATE STUDENTS AND CERTIFICATE STUDENTS

Norwich University's graduate programs and certificates are administered in 24-week semesters, each containing two sequential seminars. A semester consists of 24 weeks of continuous enrollment, including all mid-seminar and mid-semester breaks. The refund schedule below shows the percentage of Semester Tuition refunded for students enrolled full-time in a 24-week semester. Students completing 60% of the semester are obligated for 100% of the tuition. Tuition refunds will be disbursed within 40 days of the withdrawal date. Semester fees are non-refundable once the semester has begun.

Full-time Graduate/Certificate Semester Tuition Refund Schedule		
Week of Withdrawal	Tuition Refund	Tuition Charge
1-2	90%	10%
3-4	80%	20%
5-6	70%	30%
7-8	60%	40%
9-13	50%	50%
14-15	40%	60%
16-24	0%	100%

A partial refund of tuition paid will be made, according to the schedule above, if a student withdraws for any reason prior to the end of any semester. Withdrawal effective dates are based on a student's last log-in to the online classroom. Fees are non-refundable once the semester has begun.

REFUND SCHEDULE FOR PART-TIME GRADUATE STUDENTS

Graduate semesters are 24 weeks in duration and contain two eleven-week blocks. Students enrolling in only one eleven-week block and subsequently withdrawing before the completion of the seminar will be refunded according to the portion of that seminar they have completed. Students completing 60% of the seminar are obligated for 100% of the tuition. Seminar fees are non-refundable once the semester has begun.

Part-time Graduate Seminar Tuition Refund Schedule		
Week of Withdrawal	Tuition Refund	Tuition Charge
1	90%	10%
2	80%	20%
3	70%	30%
4	60%	40%
5	50%	50%
6	40%	60%
7-11	0%	100%

REFUND SCHEDULE FOR UNDERGRADUATE DEGREE COMPLETION STUDENTS

Degree-completion semesters are sixteen (16) weeks in duration and contain two eight-week blocks. The refund schedule below shows the percentage of Semester Tuition refunded for students continuously enrolled for a sixteen-week semester. Students completing 60% of the semester are obligated for 100% of the tuition. Fees are non-refundable once the semester has begun.

Degree-Completion 16-Week Semester Tuition Refund Schedule		
Week of Withdrawal	Tuition Refund	Tuition Charge
1	90%	10%
2-3	80%	20%
4	70%	30%
5-6	60%	40%
7-8	50%	50%
9	40%	60%
10-16	0%	100%

Students enrolling in *only* one eight-week block and subsequently withdrawing before the completion of the course will be refunded according to the portion of that course they have completed. Students completing 60% of the course are obligated for 100% of the tuition. Fees are non-refundable once the course has begun.

Degree Completion 8-Week Course Tuition Refund Schedule		
Week of Withdrawal	Tuition Refund	Tuition Charge
1	80%	20%
2	70%	30%
3	60%	40%
4	50%	50%
5	40%	60%
6-8	0%	100%

A partial refund of tuition paid will be made, according to the schedules above, if a student withdraws for any reason prior to the end of any semester/course. Withdrawal effective dates are based on a student's last log-in to the online classroom. Fees are non-refundable once the semester/course has begun.

WITHDRAWALS AND REFUNDS FOR STUDENTS USING FINANCIAL AID

Any scholarships, grants, and federally funded loans awarded to the student will be refunded to either the University or the agency from which the aid funds were received, according to the appropriate ratio and in compliance with federal guidelines for financial aid. Because of the complexity of government regulations regarding refunds, students may owe the University a substantial balance after all refunds to lenders are made.

WITHDRAWALS AND REFUNDS FOR STUDENTS USING TITLE IV FEDERAL AID

Students receiving Title IV aid are subject to federal regulations administered through the U.S. Department of Education. If a student receiving Title IV aid withdraws during the semester, the university will calculate the amount of aid the student did not earn, and the unearned portion will be returned to the Title IV programs. The percentage “earned” is one of the following:

- If the day the student withdrew occurs on or before the student completed 60 percent of the payment period or period of enrollment for which assistance was awarded, the percentage earned is equal to the percentage of the payment period or period of enrollment for which assistance was awarded was completed.
- If the day the student withdrew occurs after the student has completed 60 percent of the payment period or period of enrollment, the percentage earned is 100 percent.

The student is responsible for any charges which are unpaid as a result of the return of Title IV funds. For additional information on Title IV policy, please see the University’s [Student Financial Planning website](#).

THE STUDENT BILLING PROCESS***THE STUDENT BILL***

Students will receive email notification from the Office of the University Bursar when bills are generated. Student bills are available through NUpay, the electronic billing and online payment service available to Norwich University students and their designated family members or guests.

The NUpay electronic billing service notifies students and their authorized payers (if designated by the student) by email each time a new bill is posted online. Instructions in the email notification provide assistance with access to the electronic bill, so payments may be made online. For more information on electronic billing and online payments, visit the [Bursar Office website](#).

Students must respond to the bill by the due date. For new students, the due date is generally two weeks following payment of the registration deposit and in all cases no less than two weeks prior to the start of the semester. For returning students, the due date is generally four weeks prior to the upcoming semester. In all cases, semester tuition and fees must be paid in full or a satisfactory plan secured with the Bursar’s Office no less than two weeks prior to the start of the upcoming semester.

In order to “respond to the bill,” students must either (1) pay the bill in full or (2) use the online [Remittance Form](#) to explain how third parties (lenders, employers, military funding) will be

contributing to a full payment. Failure to pay the bill or complete the Remittance Form on time may result in denied access to the online classroom.

THE STUDENT STATEMENT

Student account statements are emailed monthly to each enrolled student at the student's email address of record. The Student Statement reflects the current status of a student's account. Students should monitor statements to confirm posting of credits from checks, loans, and outside tuition assistance.

BURSAR'S OFFICE ASSISTANCE

To contact the Bursar's office, email bursargrad@norwich.edu or call one of the Assistant Bursars listed in the [Staff Directory](#).

LATE PAYMENT FEES

Once the semester has begun, a \$50 late payment fee may be assessed for all late tuition payments. The \$50 fee may be assessed monthly for any missing financial aid documents, tuition assistance forms, and scholarship documentation from federal/state agencies, organizations, and employers.

SECTION VII: NORWICH UNIVERSITY ACCREDITATIONS

REGIONAL ACCREDITATION

Norwich University is accredited by the New England Association of Schools and Colleges, Inc., through its Commission on Institutions of Higher Education. Inquiries regarding the accreditation status by the New England Association should be directed to the administrative staff of the institution. Individuals may also contact the Commission:

Commission on Institutions of Higher Education
New England Association of Schools and Colleges
209 Burlington Road
Bedford, MA 01730-1433
(781) 271-0022
Email: cihe@neasc.org

PROFESSIONAL ACCREDITATIONS

The Master of Business Administration (MBA) degree is nationally accredited by the Accreditation Council of Business Schools and Programs (ACBSP), formerly known as the Association of Collegiate Business Schools and Programs.

The Master of Science in Nursing (MSN) degree is accredited by the Commission on Collegiate Nursing Education (CCNE).

SECTION VIII: INFORMATION REGARDING FACULTY AND STAFF OF THE COLLEGE OF GRADUATE AND CONTINUING STUDIES

COLLEGE OF GRADUATE AND CONTINUING STUDIES FACULTY

For a complete list of faculty teaching in a specific program, contact the appropriate Student Services Advisor or Associate Program Director through the toll-free Student Help Line 866-NU-GRADS. Faculty of the College of Graduate and Continuing Studies are listed in the following tables according to the degree-program in which they teach.

TEACHING IN THE MASTER OF ARTS IN DIPLOMACY (MDY)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
Lasha Tchantouridze, Ph.D. (Program Director)	Queens University
Charles Lerche, Ph.D. (Associate Program Director of Academics)	University of Ibadan (Nigeria)
Clifford Bates, Ph.D.	Northern Illinois University
Narain Batra, Ph.D.	Gujarat University
John Becker, Ph.D.	Denver University
Najiba Benabess, Ph.D.	University of Wisconsin
Bond Benton, Ph.D.	University of Vienna
Stefan Brooks, Ph.D.	University of Houston
Rowland Brucken, Ph.D.	Ohio State University
Eric Bush, Ph.D.	Widener University
Anthony Cain, Ph.D.	Ohio State University
Stanley Carpenter, Ph.D.	Florida State University
John Clarke, Ph.D.	University of Salzburg
Emily Copeland, Ph.D.	The Fletcher School of Law and Diplomacy
Paula Doherty, Ph.D.	Nova Southeastern University
Robert Farkasch, Ph.D.	York University
David Gray, Ph.D.	University of Southern California
Don Harrington, Ph.D.	University of Connecticut
Anne Marie Hayes	Case Western Reserve University
Michael Jackson, Ph.D.	Brandeis University
David Jones, Ph.D.	State University of New York at Albany
William Jong-Ebot, Ph.D.	University of Wisconsin
Seung-Ho Joo, Ph.D.	Pennsylvania State University
Angela Kachuyevski, Ph.D.	Fletcher School of Law and Diplomacy (Tufts)
James Kraska, Ph.D.	Indiana University
Brian Kupfer, Ph.D.	Claremont Graduate University
Jonathan Levy, Ph.D.	William Howard Taft Law School
Peter Liotta, Ph.D.	Salve Regina
James Miskel, Ph.D.	State University of New York
Darryl Mitry, Ph.D.	University of Southern California
Amit Mukherjee, Ph.D.	Syracuse University
Eric Nelson, Ph.D.	University of Illinois at Urbana-Champaign
Scott Nelson, Ph.D.	Arizona State University
Alex Norsworthy, Ph.D.	American University

Robert Pauly, Ph.D.	Old Dominion
James Pasley, Ph.D.	Louisiana State University
Russ Ramsey, Ph.D.	University of Florida
Tim Riesen, Ph.D.	Claremont Graduate University
Eileen Scully, Ph.D.	Georgetown University
Steven, Shirley, Ph.D.	Old Dominion
Vlad Suchan, Ph.D.	Carleton University
Eugene Tadie, Ph.D.	Northern Illinois University
Stephen Twing, Ph.D.	University of South Carolina
Shelton L. Williams, Ph.D.	Johns Hopkins
Paula Wylie, Ph.D.	National University of Ireland

TEACHING IN THE MASTER OF ARTS IN HISTORY (MAH)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
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John Grenier, Ph.D. (Capstone Director)	University of Colorado
Mark Danley, Ph.D.	Kansas State University
Joseph Fischer, Ph.D.	Pennsylvania State University
Ricardo Herrera, Ph.D.	Marquette University
Beth Hillman, Ph.D.	Yale University
Dave Hogan, Ph.D.	Duke University
Sean Kalic, Ph.D.	Kansas State University
Peter Kindsvatter, Ph.D.	Temple University
Deborah Kidwell, Ph.D.	Kansas State University
John Kuehn, Ph.D.	Kansas State University
Robert Mackey, Ph.D.	Texas A & M
John Maass, Ph.D.	The Ohio State University
Lisa Munday, Ph.D.	Kansas State University
Michael Pearlman, Ph.D.	University of Illinois
Chris Rein, Ph.D.	University of Kansas
Charles Sanders, Ph.D.	Kansas State University
Mark Snell, Ph.D.	University of Missouri
Patrick Speelman, Ph.D.	Temple University
James Tucci, Ph.D.	University of Wisconsin
David Ulbrich, Ph.D.	Temple University
Kenneth Underwood, Ph.D.	University of Las Vegas
John Votaw, Ph.D.	Temple University
James Westheider, Ph.D.	University of Cincinnati
Bradford Wineman, Ph.D.	Texas A & M
Bobby Wintermute, Ph.D.	Temple University
Greg Witkowski, Ph.D.	State University of New York
Mitch Yockelson, Ph.D.	Cranford University

TEACHING IN THE MASTER OF ARTS IN MILITARY HISTORY (MMH)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
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John Grenier, Ph.D. (Capstone Director)	University of Colorado

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Kelly DeVries, Ph.D.	University of Toronto
Sviatoslav Dmitriev, Ph.D.	Harvard University
Antulio Echevarria, Ph.D.	Princeton University
Mark Fissel, Ph.D.	University of California, Berkley
David Hogan, Ph.D.	Duke University
Jonathan House, Ph.D.	University of Michigan
John Jennings, Ph.D.	University of Hawaii
Sean Kalic, Ph.D.	Kansas State University
Bill Kautt, Ph.D.	University of Ulster
John Kuehn, Ph.D.	Kansas State University
Xiao Bing Li, Ph.D.	Carnegie Mellon University
Stephen Morillo, Ph.D.	Jesus College, Oxford University
Lisa Munday, Ph.D.	Kansas State University
Mike Neiberg, Ph.D.	Carnegie Mellon University
Chuck Oliviero, Ph.D.	Royal Military College of Canada
Joyce Sampson, Ph.D.	Florida State University
Dennis Showalter, Ph.D.	University of Minnesota
Ken Swope, Ph.D.	University of Michigan
David Ulbrich, Ph.D.	Temple University
John Votaw, Ph.D.	Temple University
Robert Wintermute, Ph.D.	Temple University
Miles Yu, Ph.D.	University of California, Berkley
Xiaoming Zhang, Ph.D.	University of Iowa
Pingchao Zhu, Ph.D.	Miami University

TEACHING IN THE MASTER OF BUSINESS ADMINISTRATION (MBA)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
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Matthew Ademola, D.B.A.	Argosy University
Nida Backaitis, Ph.D.	Columbia University
Magdalena Barreiro, Ph.D.	Illinois Institute of Technology
Miguel Blanco, Ph.D.	Universidad Rey Juan Carlos
Laurette Brady, M.B.A.	St. Joseph's University
Daniel Burkart, M.A.	Webster University
Glenn Daniels, M.B.A.	The University of Texas at Dallas
Robert Deemer, M.B.A.	Pepperdine University
Carmen DePablos, Ph.D.	Universidad Complutense de Madrid
Bashar Elkhatab, D.B.A.	California Southern University - Irvine
William Jolley, Ph.D.	The University of Western Australia
Thomas Lockett, Ph.D.	Walden University
Thomas Matula, Ph.D.	New Mexico State University
Charlie Mcquillen, Ph.D.	University of Florida
Sanford Miller, M.B.A.	Fairfield University
Mehdi Mohaghegh, Ph.D.	Clark University
Stacie Morgan, Ph.D.	Union Institute and University
Larry Neale, Ph.D.	The University of Western Australia, Perth
George Nixon, D.P.A.	The University of Alabama
Mike Puddicombe, D.B.A.	Boston University
Casey Reason, Ph.D.	Bowling Green State University
Morris Samit, M.B.A.	University of Pennsylvania

William Saunders, M.B.A.	University of Maryland
James Schaap, Ph.D.	Pepperdine University
Judy Schieve-Veal, M.B.A.	Northwestern University
Robert Scully, D.B.A.	Nova Southeastern University
Juan Stegmann, Ph.D.	University of Warsaw
Mike Thirtle, Ph.D.	Wright State University
John VanVliet, M.B.A.	Georgia State University
Keith Wade, Ph.D.	North Central University
Ellalou Zirblis, M.B.A.	Norwich University

TEACHING IN THE MASTER OF CIVIL ENGINEERING (MCE)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
Thomas Descoteaux, Ph.D., P.E. (Program Director)	University of Connecticut
William Barry, Ph.D.	Carnegie Mellon University
Catherine Bazan-Arias, Ph.D., E.I.T.	University of Pittsburgh
Michael S. Blount, M.S., P.E.	Georgia Institute of Technology
Matthew Bovee, Ph.D.	University of Kansas
Robert Brungraber, Ph.D., P.E.	Stanford University
Arif Cekic, Ph.D., P.E.	Wayne State University
Andrew Ernest, Ph.D., P.E.	Texas A&M
Thaddeaus Gabryszewski, M.C.E., P.E.	Norwich University
Tara Kulkarni, Ph.D., P.E.	Florida State University
Kenneth Lamb, Ph.D., P.E.	University of Nevada – Las Vegas
Roger Lautzenheiser, Ph.D.	Indiana University
W. Nicholas Marianos, Ph.D., P.E.	Tulane University
Joseph Miller, Ph.D., P.E.	Michigan Technological University
David Muckerman, M.S., P.E., DEE	University of Missouri at Rolla
Bryan Pascarella, M.B.A.	University of Pittsburgh
Thomas Price, Ph.D., P.E.	University of Washington
Michael Puddicombe, D.B.A.	Boston University
Brian Rahm, Ph.D.	Cornell University
Linda Ratsep, M.C.E., M.B.A., P.E.	Villanova University; Drexel University
Jared Reigstad, M.C.E., P.E.	Norwich University
Scott Sabol, M.S., P.E.	Pennsylvania State University
Adam Sevi, Ph.D.	University of Missouri - Rolla
Timothy Tyler, Ph.D., P.E.	Virginia Polytechnic University
Loren Wehmeyer, Ph.D.	The University of Iowa City
Ruth Wertz, M.S.C.E., P.E.	Purdue University
Brent White, M.C.E., P.E.	Norwich University
Anthony Young, M.C.E., P.E.	Norwich University

TEACHING IN THE MASTER OF PUBLIC ADMINISTRATION (MPA)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
Donal Hartman, J.D., L.L.M. (Program Director)	Gonzaga University School of Law
Robert Appleton, M.P.A.	Marist College
Tom Bazley, Ph.D.	University of South Florida
Paula Beiser, M.B.A.	College of William and Mary
Frank Colaprete, Ed.D.	Nova Southeastern University
Susan Craig, Ph.D.	Pennsylvania State University
George Crombie, M.P.A.	Northeastern University
Lori Demeter, Ph.D.	University of Maryland

George Haines, M.P.A., M.C.E.	Notre Dame de Namur University; Georgia Institute of Technology
Christopher Hansen, Ed.D.	Nova Southeastern University
Jason F. Jagemann, Ph.D.	Western Michigan University
Paul Katsampes, D.P.A.	University of Colorado at Denver
Lynn Ryan MacKenzie, Ph.D.	Cornell University
Harol Nees, D.P.A.	University of Colorado at Denver
George Nixon, D.P.A.	University of Alabama
Daniel O'Shea, J.D.	New England School of Law
Deborah Rhyne, Ed.D.	University of Central Florida
Tanya Settles, Ph.D.	University of Colorado at Denver

TEACHING IN THE MASTER OF SCIENCE IN BUSINESS CONTINUITY (MSBC)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
Thomas Descoteaux, Ph.D., P.E. (Program Director)	University of Connecticut
Harvey Betan, M.S., CBCP, CBCV, MBCI	Pace University
Michael Charter, Ph.D. MPS, MBA, CEM	Valdosta State University
Gerald Lewis, Ph.D.	The George Washington University
Joseph Mannetta, MS, MSBC, CBCP	Norwich University
Michael Miora, M.A., CISSP-ISSMP, FBCI	University of California, Berkeley
James I. Nelson, M.S., M.B.C.P., CDCP, CORP	National Louis University
Suzanne Warner Hart, M.S., CBCP, CISSP	University of Washington

TEACHING IN THE MASTER OF SCIENCE IN INFORMATION ASSURANCE (MSIA)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
Gary C. Kessler, Ph.D., CCE, CISSP (Interim Program Director)	Nova Southeastern University
Clarke Cummings, M.S.I.A., CISSP	Norwich University
Jenelle Davis, M.S.C.S., CISSP	The George Washington University
Martin J. Devine, M.A., CISSP, CISM, CBCP	Naval War College
Cris Ewell, Ph.D., CISSP, CISM	Nova Southeastern University
Robert Guess, M.S.I.A., CISSP, NSA-IAM, -IEM	Norwich University
Dawn Hendricks, MS Systems Eng, CISSP	Johns Hopkins University
Thomas Hendricks, MES Computer Science, CISSP	Loyola College (MD)
Rebecca Herold, M.A., CISSP, CISM, CISA, FLMI	University of Northern Iowa, Cedar Falls
Donald Holden, M.B.A., CISSP-ISSMP	University of Pennsylvania
John Mason, M.B.A., CISA, CISM, CFE, CFSSP, CFS	University of Phoenix
Michael Miora, M.A., CISSP-ISSMP, FBCI	University of California, Berkley
Dennis Opacki, M.S.I.A., CISSP	Norwich University
Sanford Sherizen, Ph.D., CISSP	Northwestern University
Ric Steinberger, M.S.M.E., CISSP	Catholic University
George Silowash, M.S.I.A., CISSP	Norwich University
Nicholas Takacs, M.S.I.A., CISSP	Norwich University
Peter R. Stephenson, Ph.D., CISSP, CISM, FICAF	Oxford Brookes University

TEACHING IN THE MASTER OF SCIENCE IN NURSING (MSN)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
Vicki George, Ph.D.	Marquette University
Roger Green, Ph.D.	Rush University
Jo Anne Grunow, Ph.D.	Rush University

Nancy Kupka, D.N.S.	Rush University
Linda Susan McCord, D.H.A	University of Phoenix
Mario Ortiz, Ph.D.	Loyola University
Linda Tjong, D.B.A.	University of Sarasota
Richard Watters, Ph.D.	University of Western Australia

TEACHING IN THE MASTER OF SCIENCE IN ORGANIZATIONAL LEADERSHIP (MSOL)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
Donal Hartman, J.D., L.L.M. (Program Director)	Gonzaga University School of Law
Matthew Boyne, M.S.	Pepperdine University
Cam Caldwell, Ph.D.	Washington State University
George Crombie, M.P.A.	Northeastern University
Paul Katsampes, D.P.A.	University of Colorado at Denver
Bianca LeGrand, M.A.	Norwich University
Tom Lockett, Ph.D.	Walden University
Katherine McQuade, M.B.A.	Rivier College
Stacie Morgan, Ph.D.	Union Institute and University
Maureen Nixon, Ph.D.	North Carolina State University
Erich Randall, Ph.D.	Capella University
William Shirey, Ph. D.	Regent University

TEACHING IN THE BACHELOR OF SCIENCE IN STRATEGIC STUDIES AND DEFENSE ANALYSIS (BSSDA)	INSTITUTION AT WHICH HIGHEST DEGREE WAS EARNED
Linda Lucas, Ph.D. (Chair, Department of Continuing Studies)	University of Wisconsin
Edwin (Leigh) Armistead, Ph.D.	Edith Cowan University, Perth, Australia
Laurette Brady, M.B.A.	St. Joseph's University
Jack Covarrubias, M.A.	University of Mississippi
Victoria Greene, M.S.	University of Vermont
R. Alan King, M. A.	Webster University
Cynthia Levy, Ph.D.	Academy of Sciences/Zriayi Miklos National Defense University (Hungary)
Charles Lynch, M.S.	Naval Post Graduate School
Martin McMahon, M.Litt.	Middlebury College
Greg Makuch, M.S.	Troy University
Randall Miller, M. A.	Norwich University
James Miskel, Ph. D.	State University of New York
Darlene Olsen, Ph. D.	SUNY, Albany
Robert Pauly, Ph.D.	Old Dominion University
Russell Ramsey, Ph.D.	University of Florida
Robert Greene Sands, Ph.D.	University of Illinois
Shawn White, Ph.D.	University of Georgia
Lea Williams, Ph. D.	University of Oregon

COLLEGE OF GRADUATE AND CONTINUING STUDIES STAFF DIRECTORY

TOLL-FREE STUDENT HELP LINE

To reach the College of Graduate and Continuing Studies or speak directly to one of the program staff, please contact us toll-free at **866-NU-GRADS** (866-684-7237) and listen for the program-specific prompts. College of Graduate and Continuing Studies program staff is available at the following extensions. Regular office hours are Monday through Friday, 8:00AM to 4:30 PM, Eastern Time.

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	<i>Students with Last Names O – Z:</i> Elizabeth Worthen, Assistant Bursar	802-485-2900		
Student Financial Planning Office (student loans)	Sara Kreis, Financial Aid Counselor	802-485-2019	802-485-2024	finaidgrad@norwich.edu
Registrar's Office (grades & transcripts)	Sharon Crossett, Assistant Registrar	802-485-2519	802-485-2042	registrargrad@norwich.edu

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MASTER OF CIVIL ENGINEERING	PRIMARY CONTACT	PHONE	FAX	EMAIL

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MS IN ORGANIZAT'L LEADERSHIP	PRIMARY CONTACT	PHONE	FAX	EMAIL
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UNIVERSITY ADMINISTRATIVE HIERARCHY

Norwich University is governed by its [Board of Trustees](#), the President of the University, and the President's Cabinet.

The Board of Trustees at Norwich is an active group that serves not only as an overseer of the University, but also as a participant in the decision-making and policy-making processes, steering and guiding Norwich into the future.

The Board of Trustees consists of 35 men and women, each of whom brings a unique life experience to the Board's responsibilities. Trustees are alumni and non-alumni, military, business, and educational leaders. Their experiences help them to develop the best processes by which to form the military and civilian leaders of tomorrow. The Board divides itself into a number of sub-committees that study and focus on select areas of the University.

The President is a member of the Board of Trustees and is responsible for the day-to-day operations of the University. As the University's CEO, he takes an active role in its educational and business processes.

The President's Cabinet is the senior administrative structure. This group of key administrators manages all areas of the University, including academics, student life, facilities and business initiatives. The cabinet members are the key staffers on campus who carry out the direction set for the University by the President.

CHIEF UNIVERSITY ADMINISTRATION	NAME
President	Richard W. Schneider, Ph.D.
Senior VP, Academic Affairs and Dean of the Faculty	Guiyou Huang, Ph.D.
VP, Academic Affairs and Dean of the College of Graduate and Continuing Studies	William Clements, Ph.D.
VP, Alumni and Development	David J. Whaley
VP, Enrollment and Communications (Campus-based)	Karen McGrath
VP, Strategic Partnerships	Phil Susmann
VP, Student Affairs and Commandant of the Corps of Cadets (Campus-based)	Michael B. Kelly, Ph.D.
Chief Administrative Officer (Campus-based)	David Magida
VP, Technology	Frank T. Vanecek, Ph.D.
Chief Financial Officer and Treasurer	Lauren D. Wobby, C.P.A.

APPENDIX A: ACADEMIC INTEGRITY

Students who are suspected of academic dishonesty, most often in the form of plagiarism, will be subject to a formal University process to determine fault and, if at fault, to determine the sanction.

- Graduate students who suspect another student of academic dishonesty shall report their suspicions to their instructor. Graduate faculty or staff shall report their own suspicions, or those reported to them, to the Program Director.
- Degree completion students who suspect another student of academic dishonesty shall report their suspicions to their instructor. Degree completion faculty or staff shall report their own suspicions, or those reported to them, to the Chair of the Department of Continuing Studies.

All charges of academic dishonesty will be filed in accordance with this policy. Acts of academic dishonesty are offenses against established standards of the academic community and the University's honor code. All suspected acts of academic dishonesty are subject to review and action by the Academic Integrity Committee.

ACADEMIC INTEGRITY PROCESS

The Academic Integrity Committee will use the following procedures in cases where SGCS students are charged with academic dishonesty.

- I. The Office of the Associate Dean of Academic Programs (ADAP) in the School of Graduate and Continuing Studies provides staff-support for the committee and shall notify electronically or in writing any student charged with academic dishonesty or plagiarism within fifteen (15) business days of the date of the ADAP's notification of a possible violation. Such notice shall be by electronic means or by certified mail, return receipt requested. The notice provision of this paragraph shall be satisfied when the electronic notification is acknowledged by the student charged or when written certified notice is deposited in the U. S. Mail within the fifteen (15) business day time period. Additionally, electronic or written notice shall also be sent to the person bringing the charge.
- II. The notice shall contain the following information:
 - A. Notification that the student has been charged with academic dishonesty;
 - B. The name of the person bringing the charge and the nature of the charge;
 - C. The date, place, and time of the hearing;
 - D. Notification that the student has the right to be present (electronically or in person) during the hearing, and to ask questions of any person offering information at the hearing;
 - E. Notification that the student has the right to offer information and witnesses on his/her behalf;
 - F. Notification that the student has the right to be accompanied (physically or electronically) by such a member of the NU student body, faculty, or staff as the student deems to be in his/her best interest;
 - G. A copy of the procedures of the AIC (this document).
- III. The hearing before the AIC shall occur within thirty (30) business days of notice received by the ADAP concerning the alleged violation of academic dishonesty. The hearing may be

- postponed for an additional thirty (30) business days upon electronic or written request by the person charged with academic dishonesty. The Chair will grant such requests only for good cause. This decision is not subject to appeal.
- IV. Membership of the Committee shall consist of Norwich University faculty. The SVPAA will designate the Chair for the hearing.
- V. A quorum of the Committee shall consist of a minimum of four faculty members and the hearing Chair. Committee decisions require a majority of those voting committee members present.
- VI. The following provisions apply:
- A. In the event that a person charged with academic dishonesty fails to attend, in person or via electronic means a scheduled hearing for which she/he had notice, the person charged shall be presumed to accept the truthfulness of the allegation, and may be found guilty as charged, unless the absence has been authorized by the Chair of the committee. The person bringing the charge must attend, in person or electronically the scheduled hearing.
 - B. If the person charged with academic dishonesty attends the hearing, the person bringing the charge shall present witnesses and/or information relevant to the charge. Any member of the Committee may question the person bringing the charge, any witness or information. After the Committee has inquired of the person bringing the charges, any witness or information, the person charged may inquire of the person bringing the charges, any witness or information.
 - C. The person charged has the right to be physically or electronically present during the questioning of any and all witnesses, including the person bringing the charge.
 - D. After the person bringing the charge concludes his/her presentation including witnesses and any other information, the person charged may offer testimony, any witness or information on his/her behalf. If this is done, any member of the Committee may question the person charged and any witness or information offered by the person charged. After the Committee has inquired of the person charged, any witness or information, the person bringing the charge may inquire of the person charged and any witness or information.
 - E. The person charged may decline to speak in his/her behalf. In the event the person charged declines to speak in his/her behalf, the person charged shall not be questioned further without his/her agreement.
 - F. The Committee may call such witnesses and consider such information as it considers relevant.
- VII. After all relevant information has been heard by the Committee, the Committee shall make its deliberations. Only Committee members shall be present during the Committee's deliberations.
- VIII. Committee decisions require a majority of those committee members present. The Committee shall find the person charged guilty of committing an act of academic dishonesty only if the Committee concludes that a preponderance of the evidence proves that the person charged has committed an act of academic dishonesty.

- A. If the Committee does not find the student guilty, the case is concluded. All parties to the charges will be notified of this outcome by electronic means or through the U.S. Mail.
 - B. If the Committee finds the student guilty of academic dishonesty, the Committee will decide on the maximum academic penalty (including no penalty) that may be imposed by the instructor in whose class the academic dishonesty took place.
 - C. If the student is found guilty of academic dishonesty the Committee will further determine the disciplinary action to be imposed. Disciplinary action may range from no penalty up to separation for a specific period or dismissal from Norwich University.
- IX. The Office of the ADAP shall notify the person charged electronically *and* in writing of the decision of the Committee within two (2) business days of the decision. Such notification shall be electronic and by certified mail. The notification provision of this paragraph shall be satisfied if the notification is sent electronically by or deposited in the U.S. mail (return receipt requested) within the specified period.
- X. If the person charged is found by the Committee to have committed an act of academic dishonesty, the Committee will:
- A. Inform the student of the conviction and of the maximum academic penalty that has been authorized. The student will also be informed of the decision concerning any disciplinary action.
 - B. Inform the student that he or she may appeal the decision of the Committee to the Senior Vice President of Academic Affairs (SVPAA) of the University by submitting to the VPAA Office an electronic or written request for review within five business days of the date student was notified of the decision(s). The written appeal may be hand delivered, faxed, emailed, or mailed. If the appeal is in the form of a mailed letter, the postmark must be within five business days of the date on which the student was notified of the decision(s).
 - C. Inform the person who brought the charges of the committee's decision in relation to those charges. This notification to the person who brought the charge will be of the maximum authorized academic penalty if that person is also the instructor of the course in which the student has committed the academic dishonesty. The person bringing the charge will not be informed of the disciplinary decision that the committee has reached.

(Revised October 2011)

APPENDIX B: ACADEMIC DISHONESTY

AVOIDING ACADEMIC DISHONESTY

Aiding someone in committing an academically dishonest act is just as serious as receiving the aid.

At the start of each seminar or course, the student should review the syllabus and, if they are provided in the online classroom, the instructor's directions and expectations.

The student should clarify with the instructor how much collaboration, if any, is permitted or expected when working on projects or assignments with other students.

The student must realize the risk inherent in providing a copy of his/her work electronically to other students. If others alter that file and submit it as their own work, the student may be implicated in a dishonesty incident.

The student should protect computer login identifications and passwords, to prevent access to his or her work by others.

Proper citation practices must be followed to acknowledge other people's words or ideas that have been included in a paper. Students with doubts about how to cite a source or provide a reference must consult the instructor.

A student must not include sources in a bibliography or reference list if the source was not used in the preparation of the assignment. Listing unused sources is called padding the bibliography.

A student should not share current or former assignments, projects, papers, etc. with other students to use as guides for their work. Such a practice could lead to claims of collaboration if another student lifts part or all of that work. Sometimes friendly assistance may escalate into claims of dishonesty.

A student must not collaborate with anyone when completing exams, unless explicit written permission is obtained from the instructor.

APPENDIX C: DISHONESTY DEFINITIONS

Academic dishonesty is the failure to maintain academic integrity. Academic dishonesty includes (but is not limited to) such things as cheating, fabrication, bribery, obtaining or giving aid on an examination, having unauthorized prior knowledge of an examination, doing work for another student, presenting another person's work as one's own, and plagiarism. Examples of academic dishonesty include:

CHEATING ON EXAMS AND OTHER ASSIGNMENTS

Cheating is the use or attempted use of unauthorized materials, information, and study aids. Unauthorized collaboration on examinations or other academic exercises is also cheating. Students must consult the instructor about permissible collaboration. Cheating or assisting another student to cheat in connection with an examination or assignment is academic fraud.

COMMITTING PLAGIARISM

Plagiarism in any of its forms violates standards of academic integrity. Plagiarism is the act of passing off as one's own the ideas or writings of another. All academic disciplines recognize and value the contributions of individuals to knowledge and expertise. Note that unintentional plagiarism is still plagiarism.

USING FALSE CITATIONS

False citation is academic fraud. False citation is the attribution of intellectual property to an incorrect or fabricated source with the intention to deceive. False attribution seriously undermines the integrity of the academic enterprise by severing a chain of ideas that should be traceable link by link.

SUBMITTING WORK FOR MULTIPLE PURPOSES

Students may not submit their own work (in identical or similar form) for multiple purposes without the prior and explicit approval of all faculty members to whom the work will be submitted. This includes work first produced in connection with classes at either Norwich University or any other institutions attended by the student.

SUBMITTING FALSE DATA

The submission of false data is academic fraud. False data are data that have been fabricated, altered, or contrived in such a way as to be deliberately misleading.

FALSIFYING ACADEMIC DOCUMENTATION

Any attempt to forge or alter academic documentation (including transcripts, certificates of enrollment or good standing, letters of recommendation, registration forms, and medical certification of absence) concerning oneself or others constitutes academic fraud.

ABUSE OF LIBRARY PRIVILEGES

Attempting to deprive others of equal access to library materials is a violation of academic integrity. This includes the sequestering of library materials for use by an individual or group; a willful or repeated failure to respond to recall notices; and the removal or attempt to remove library materials from any University library without authorization. Defacing, theft, or destruction of books and articles or other library materials that deprives others of equal access to these materials also is a violation of academic integrity.

ABUSE OF SHARED ELECTRONIC MEDIA

Malicious actions that deprive others of equal access to shared electronic media used for academic purposes are a violation of academic integrity. This includes efforts that result in the damage or sabotage of Norwich University computer systems or of any other computer systems.

APPENDIX D: GUIDE TO ACADEMIC PETITIONING

All academic petitions for graduate students are to be filed by the student through the Program Director with the Registrar's Office for action by the Committee on Academic Standing and Degrees (CASD).

All academic petitions for degree-completion students are to be filed by the student through the Chair of the Department of Continuing Studies with the Registrar's Office for action by the Committee on Academic Standing and Degrees (CASD).

At a minimum, the petition must carry a clear statement by the student of the request, the student's signature or electronic signature, and the recommendation of the Program Director or Department Chair, as applicable. In addition, if the petition is for an exception to the Academic Regulations, the students must specify the grounds to be considered by the CASD in determining whether an exception to regulations should be granted. Any petition for an exception that lacks justification will not be considered.

All recommendations require, if reference is made in the petition by the student to any Norwich University official (because of an alleged action or statement by that official which is germane to the petition), that official (faculty member or administrator) must provide a recommendation.

APPENDIX E: OWNERSHIP OF STUDENT WORK

In general, the student, not the University or any instructor, owns intellectual property created solely for the purpose of satisfying a seminar or course requirement. Exceptions to this policy occur when/if:

- A student is enrolled in a program that use the student's employer as a lab site for assignments; the employer may assert ownership rights of the student's work in the seminar or course that is directly or indirectly related to use of the employer's business.
- A student assigns ownership rights of the intellectual property to the University in writing
- Written assignment of intellectual property ownership rights to the University is a condition for participation in a seminar or course.
- A student prepares case study reports that involve the University's corporate learning partners; the University owns the intellectual property rights to these reports.
- A student's assigned research projects are funded by outside sponsors and the sponsor requires ownership of the intellectual property the student produces as a condition of sponsorship; the University will so advise the student before the project commences. Students will be required to sign a waiver prior to beginning the project.

The University owns the answers and questions on tests and examinations, unless otherwise indicated by the seminar or course instructor. Tests and examinations include but are not limited to print, electronic and audio or visual formats.

The University must maintain files of student work for accreditation purposes. Further, some accrediting agencies require that the University hold original copies of student work. In such cases, the University asserts its right to retain possession of a student's work. An exception may be made for a written and executed Non-Disclosure Agreement regarding student work which contains proprietary corporate information. Retention of a student's work for purposes of accreditation is not an assertion of ownership.

APPENDIX F: SAVING STUDENT WORK

One distinctive feature in many of the Norwich University programs is their relevancy. Depending on a student's program, the required research and written work may reflect the most current thinking in the student's field, or it may be based upon circumstances and situations found in the student's workplace. A student's program may require an exit portfolio containing all or some of the program's written work. Perhaps a student may find that the work completed in prior seminars or courses has value beyond what had been expected at the start of the program; perhaps, in a discussion topic three weeks ago, a classmate had the solution to a situation the student is dealing with today.

Each student must assume responsibility for retrieving each graded assignment from the assignment bin and storing it outside of the online classroom environment.

Being able to retrieve work from previous seminars or courses is important, and online classrooms may remain available until graduation for students with continuous enrollment. However, CGCS cannot provide copies of student work in any form other than that found in the online classroom. Students are therefore advised to create a personal repository for each seminar or course's work products, outside of the online classroom. Graded essays, exams, capstone projects and perhaps even discussion threads, should be stored in those personal files.

Students who do not save work as it is completed are advised to do so at the end of each seminar or course. Students should consider backing up all saved work onto a CD. Students who are not sure how best to save work should contact a Student Services Advisor.

APPENDIX G: GENERAL DEFINITIONS

The following terms and definitions are currently in use at Norwich University relative to student status for all students enrolled in an online master's or bachelor's degree completion offering.

Full-Time - A student who is registered for twelve or more semester credit hours.

Part-Time - A student who is registered for fewer than twelve but more than zero semester credit hours.

Matriculant - A student who is a formal candidate for a Norwich degree.

Non-Matriculant - A student who is not a candidate for a Norwich University degree.

Enrolled - Students who have received academic, financial, and disciplinary clearance to attend the University during a specified period and who are registered for a schedule of seminars or courses. At the beginning of each semester, students shall follow the instructions issued to them concerning enrollment.

Registered - Students who have a schedule of seminars or courses for one semester.

Semester: Graduate - A graduate semester is comprised of a total of twelve credit hours of study taken in sequential seminars, typically as two, six-credit seminars. A semester begins with enrollment in the first seminar in the sequence and ends with enrollment in the second seminar of the sequence. The semester is twenty-four (24) weeks in duration. Graduate programs of 30 and 36 credit hours are comprised of three semesters; 48 credit hour programs are comprised of four semesters.

Semester: Bachelor's Degree Completion - A degree completion semester is comprised of a total of twelve credit hours of study taken in two sequential eight-week blocks. A semester begins with enrollment in the courses offered during the first eight-week block and ends with enrollment in the courses offered in the second eight-week block. The degree completion semester is sixteen (16) weeks in duration.

Official Grades - Those grades entered in the student's permanent academic record at the University.

APPENDIX H: UNIVERSITY POLICY – FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)

PURPOSE

The purpose of the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, is to afford certain rights to students concerning their education records.

The primary rights afforded are:

The right to inspect and review the education records

The right to seek to have the records amended

The right to have some control over the disclosure of information from the records.

The act does not apply to students admitted to the University who have not officially enrolled. Norwich University affords all of the rights under the law to its students.

ANNUAL NOTIFICATION

Students will be notified annually of their rights as stipulated by FERPA by publication in the Academic Regulations or any method deemed appropriate by the Registrar.

RELEASE OF STUDENT RECORD INFORMATION

In general, Norwich University will not release student educational record information without the expressed, written consent of the student. There are, however, some exceptions. The following information is designated as “Directory (Public) Information” and may be released without the student’s consent:

Student’s name

Student’s local address and telephone number

Student’s permanent address and telephone number

Student’s e-mail address

Date and place of birth

Dates of enrollment

Date of disenrollment, but not the reason if prior to graduation

Status of enrollment (i.e. whether the student is, or is not, currently enrolled)

Full or part-time enrollment

Major field of study

Advisor

Anticipated date of graduation, if currently enrolled

Participation in officially recognized activities and sports

Residency - Corps of Cadets, Civilian, Commuter

Weight and height of members of athletic team

Degrees earned, if any, and date conferred

Awards and honors received (including promotions in the Cadet Corps)

Most recent educational institution attended

Students have the right to withhold the release of “Directory Information.” To do so, a student must make a written request for withholding of this information to the Registrar. All students making this request will be required to meet/speak with the Registrar. It should be noted that if a student asks for “Directory Information” to be withheld, it will be withheld from a variety of sources, including: friends, relatives, prospective employers, honor societies and the news media.

Student directories are published at the end of the Add/Drop period. If, by that time, the student has not made a request for a block on the information, his or her name will appear in those directories.

Students should be aware that directory blocks are permanent and will not be removed without a written request.

Examples of other exceptions

Emergency situation

Lawfully issued subpoena

School Officials with legitimate educational interests

State and Federal representatives as required by law.

RIGHT TO REVIEW RECORDS

Students have the right to review any of their educational records except parental financial records or letters of recommendation if the student has specifically waived the right of access to those letters, in writing. A fee of \$.25 per copy is charged for requested copies of eligible documents. Requests must be made in writing and addressed to the Registrar’s Office.

RIGHT TO SEEK AMENDMENT OF AN EDUCATIONAL RECORD

Students who believe that information contained in their educational records is in error or misleading may request that the record custodian amend the record. If the record is not amended to the student's satisfaction, a University hearing may be requested.

Student Right of Complaint

Students have the right to file complaints with the Department of Education concerning alleged failures by Norwich University to comply with the law.

Written complaints should be directed to:

Family Policy Compliance Office
U.S. Department of Education
600 Independence Avenue SW
Washington, DC 20202-4605
PHONE: (202) 260-3887
FAX: (202) 260-9001.

APPENDIX I: UNIVERSITY POLICY – SECTION 504 OF THE REHABILITATION ACT OF 1973/AMERICANS WITH DISABILITIES ACT (ADA)

Norwich University, under Federal requirements (Section 504/ADA) will make accommodation in the learning and instructional environment to meet the documented needs of students with disabilities. The general student regulation and graduation requirements of Norwich University will remain identical for students with or without disabilities.

It is your responsibility to:

Complete the ADA Form within the Student Orientation

Provide official documentation of a disability if you wish to receive accommodations. If professional diagnoses are too old to be relevant to your request for accommodation, they will need to be updated before Norwich University can provide an accommodation plan. Norwich University does not provide or arrange for diagnostic testing.

Please send all documentation to:

Norwich University
College of Graduate and Continuing Studies
PO Box 367
Northfield, VT 05663

802-485-2566
802-485-2533 (fax)

APPENDIX J: MASTER’S DEGREE AVERAGE GRADUATION RATES

The College of Graduate and Continuing Studies confers master’s degrees annually in June and December. Average annual graduation rates for master’s degree students are noted in the table below.

MASTER’S DEGREE GRADUATION YEAR	MASTER’S DEGREE GRADUATION RATE
2011	75%
2010	78%
2009	81%
2008	73%
2007	69%
2006	78%
2005	74%
2004	81%
2003	89%