



Montreat College

School of Adult & Graduate Studies (AGS)

Academic Catalog

2018-2019

Montreat College

2018 – 2019 Academic Catalog

Published by Montreat College, Montreat, NC 28757

This catalog provides general information about Montreat College and summarizes important information about the College's policies, requirements for graduation, regulations, and procedures. It is not intended to establish, nor does it establish, a contractual relationship with students. Rather, the catalog is published to acquaint students with information that will be helpful to them during their college careers.

It is necessary in the general administration of the College to establish requirements and regulations governing the granting of degrees. Academic advisors, department chairs, and academic staff members are available to aid students in understanding these requirements and regulations. It is the student's responsibility, however, to meet them. Students are urged to keep this catalog as a reference.

Changes in curricular requirements may occur during catalog publications. Students will be informed of such changes. When this occurs, students may follow the requirements in effect at the time they entered Montreat College, or they may petition to follow the changed requirements. Students must choose to follow one catalog or the other; they may not pick and choose from the various requirements outlined in two or more catalogs. Reasonable substitutions will be made for discontinued and changed courses.

Information in the catalog is considered to be an accurate representation of Montreat College policy as of the date of publication. The College reserves the right to make such changes in educational and financial policy as the College's Faculty, Administration and/or Board of Trustees may deem consonant with sound academic and fiscal practice. The College has made a good faith effort to avoid typographical errors and other errors in the statements of policy and degree requirements as published. In any case, erroneous catalog statements do not take precedence over properly adopted policies. Please see the College website at www.montreat.edu for the most updated version of the catalog.

Montreat College is an independent Christian institution of higher learning, originally founded as a Presbyterian, church-related college, and remains grounded in the Reformed tradition.

As an institution in the Presbyterian and Reformed tradition, the College seeks to treat all persons equally and emphasizes the dignity and worth of the individual. In compliance with Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, Montreat College admits students of any race, color, religion, sex, age, national or ethnic origin to all rights, privileges, programs, and

activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, disability, military service, color, religion, sex, age, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school administrative programs.

In accordance with federal and state statutes, Montreat College is committed to maintaining a community that is free from sexual harassment and all forms of sexual intimidation, exploitation, coercion, and violence. Additional information about Montreat College's Title IX policies are available at: <https://www.montreat.edu/title-ix/>. Inquiries concerning the College's policies, compliance with applicable laws, statutes, and complaints may be directed to the Academic Affairs Office, Montreat College, P.O. Box 1267, Montreat, NC 28757, (828) 669-8012 (ext. 3621).

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Academic Calendar

AGS Undergraduate Fall 2018

Event	Day	Date
Faculty Workshop (full-time faculty)	Tuesday-Wednesday	August 14-15
Fall Online Session 1 Course Add Deadline	Friday	August 24
Current session payment deadline	Friday	August 24
Fall 5-Week & 8-Week Session 1 Undergraduate Classes Begin	Sunday	August 26
Fall 5-Week & 8-Week Session 1 Undergraduate Add/Drop Deadline	Sunday	September 2
Courses will be dropped for non-payment	Sunday	September 2
Offices closed for Labor Day	Monday	September 3
Fall 5-Week & 8-Week Session 1 Undergraduate Withdrawal period begins	Monday	September 3
Fall 5-Week Session 1 Undergraduate Withdrawal period ends	Saturday	September 22
Fall 5-Week Online Session 2 Course Add Deadline	Friday	September 28
Current session payment deadline	Friday	September 28
Fall 5-Week Session 1 Classes End	Saturday	September 29
Last day to apply for December graduation	Monday	October 1
Fall 5-Week Session 2 Undergraduate Classes Begin	Sunday	September 30
Homecoming and Family Weekend	Friday-Saturday	October 5-6
Grades for Fall 5-Week Session 1 due before midnight	Saturday	October 6
Fall 5-Week Session 2 Undergraduate Add/Drop Deadline	Sunday	October 7
Courses will be dropped for non-payment	Sunday	October 7
Fall 5-Week Session 2 Undergraduate Withdrawal period begins	Monday	October 8
Fall 8-Week Session 1 Undergraduate Withdrawal period ends	Saturday	October 13
Board of Trustees meeting	Thursday-Friday	October 11-12
Fall 8-Week Online Session 2 Course Deadline to Add	Friday	October 19
Current session payment deadline	Friday	October 19
Fall 8-Week Session 1 Undergraduate Classes End	Saturday	October 20
Fall 8-Week Session 2 Undergraduate Classes Begin	Sunday	October 21
Fall 5-week Session 2 Withdrawal period ends	Saturday	October 27

Grades for Fall 8-Week Session 1 due before midnight	Saturday	October 27
Fall 8-Week Session 2 Undergraduate Add/Drop Deadline	Sunday	October 28
Courses will be dropped for non-payment	Sunday	October 28
Fall 8-Week Session 2 Undergraduate Withdrawal period begins	Monday	October 29
Fall 5-Week Online Session 3 Course Add Deadline	Friday	November 2
Current session payment deadline	Friday	November 2
Fall 5-Week Session 2 Undergraduate Classes End	Saturday	November 3
Fall 5/6-Week Session 3 Undergraduate Classes Begin	Sunday	November 4
Grades for Fall 5-Week Session 2 due before midnight	Saturday	November 10
Fall 5/6-Week Session 3 Undergraduate Add/Drop Deadline	Sunday	November 11
Courses will be dropped for non-payment	Sunday	November 11
Fall 5/6-Week Session 3 Undergraduate Withdrawal period begins	Monday	November 12
Thanksgiving break - NO UNDERGRAD CLASSES	Sunday-Saturday	November 18-24
College closed for Thanksgiving break	Wednesday-Friday	November 21-23
Fall 5/6-week Session 3 and 8-week Session 2 Withdrawal period ends	Saturday	December 8
Fall 5-Week Session 3 Undergraduate Classes End	Saturday	December 15
December Commencement at 2:00 p.m.	Saturday	December 15
College closed for Christmas break	Thursday-Tuesday	December 20-January 1
Fall 6-Week Sessions 3 & 8-Week Session 2 Undergraduate Classes End	Saturday	December 22
Grades for Fall 5-Week Session 3 due before midnight	Saturday	December 22
Christmas break - NO UNDERGRAD CLASSES	Sunday-Saturday	December 23-January 5
Grades for Fall 6-Week Session 3 & 8-Week Session 2 due before midnight	Saturday	December 29
Deadline for last December graduation requirement; December degree conferral	Monday	December 31

AGS Graduate Fall 2018

Event	Day	Date
Faculty Workshop (full-time faculty)	Tuesday-Wednesday	August 14-15
Fall 8-Week Session-1 Online Graduate Course Deadline to Add	Friday	August 24
Current session payment deadline	Friday	August 24
Fall 8-Week Session-1 & 16 Week Graduate Classes Begin	Sunday	August 26
Fall 8-Week Session-1 & 16 Week Graduate Deadline to Add/Drop	Sunday	September 2
Courses will be dropped for non-payment	Sunday	September 2
Fall 8-Week Session-1 & 16 Week Graduate Withdrawal period begins	Monday	September 3
Offices closed for Labor Day	Monday	September 3
Last day to apply for December graduation	Monday	October 1
Homecoming and Family Weekend	Friday-Saturday	October 5-6
Fall 8-week Session 1 Graduate Withdrawal period ends	Saturday	October 6
Board of Trustees meeting	Thursday-Friday	October 11-12
Fall 8-Week Session-2 Online Graduate Course Deadline to Add	Friday	October 19
Current session payment deadline	Friday	October 19
Fall 8-Week Session-1 Graduate Classes End	Saturday	October 20
Fall 8-Week Session-2 Graduate Classes Begin	Sunday	October 21
Grades for Fall 8-Week Session-1 due before midnight	Saturday	October 27
Fall 8-Week Session-2 Graduate Deadline to Add/Drop Class	Sunday	October 28
Courses will be dropped for non-payment	Sunday	October 28
Fall 8-Week Session-2 Graduate Withdrawal period begins	Monday	October 29
Thanksgiving break - NO GRADUATE CLASSES	Sunday-Saturday	November 18-24
College closed for Thanksgiving break	Wednesday-Friday	November 21-23
Fall 8-week Session 2 & 16-week Graduate Withdrawal period ends	Saturday	December 8
December Commencement at 2:00 p.m.	Saturday	December 15
College closed for Christmas Break	Thursday-Tuesday	December 20-January 1
Fall 8-Week Session-2 & 16 Week Graduate Classes End	Saturday	December 22
Christmas break - NO GRADUATE CLASSES	Sunday-Saturday	December 23-January 5

Grades for Fall 8-Week Session-2 & 16 Week Classes due before midnight	Saturday	December 29
Deadline for last December graduation requirement	Monday	December 31
December degree conferral	Monday	December 31

AGS Undergraduate Spring 2019

Event	Day	Date
Spring Online Session 1 Add Deadline	Friday	January 4
Current session payment deadline	Friday	January 4
Spring 5-Week & 8-Week Session 1 Undergraduate Classes Begin	Sunday	January 6
Faculty Workshop (full-time faculty)	Monday-Tuesday	January 7-8
Spring 5-Week & 8-Week Session 1 Undergraduate Add/Drop Deadline	Sunday	January 13
Courses will be dropped for non-payment	Sunday	January 13
Spring 5-Week & 8-Week Session 1 Undergraduate Withdrawal period begins	Monday	January 14
Offices closed for Martin Luther King Day (Monday classes will meet)	Monday	January 21
Board of Trustees meeting	Thursday-Friday	January 24-25
Spring 5-Week Session 1 Undergraduate Withdrawal period ends	Saturday	February 2
Spring 5-Week Online Session 2 Add Deadline	Friday	February 8
Current session payment deadline	Friday	February 8
Spring 5-Week Session 1 Undergraduate Classes End	Saturday	February 9
Spring 5-Week Session 2 Undergraduate Classes Begin	Sunday	February 10
Grades for Spring 5-Week Session 1 due before midnight	Saturday	February 16
Spring 8-week Session 1 Withdrawal period ends	Saturday	February 16
Spring 5-Week Session 2 Undergraduate Add/Drop Deadline	Sunday	February 17
Courses will be dropped for non-payment	Sunday	February 17
Spring 5-Week Session 2 Undergraduate Withdrawal period begins	Monday	February 18
Last day to apply for May graduation	Friday	March 1
Spring 8-Week Online Session 2 Add Deadline	Friday	March 1
Spring 8-Week Session 1 Undergraduate classes end	Saturday	March 2
Spring 8-Week Session 2 Undergraduate classes begin	Sunday	March 3
Grades for Spring 8-Week Session 1 due before midnight	Saturday	March 9
Spring 5-week Session 2 Undergraduate Withdrawal ends	Saturday	March 9
Spring 8-Week Session 2 Undergraduate Add/Drop Deadline	Sunday	March 10

Spring 8-Week Session 2 Undergraduate Withdrawal period begins	Monday	March 11
Spring Online Session 3 Add Deadline	Friday	March 15
Current session payment deadline	Friday	March 15
Spring Session 2 Undergraduate Classes End	Saturday	March 16
Spring 5/6-Week Session 3 Undergraduate Classes Begin	Sunday	March 17
Grades for Spring 5-Week Session 2 due before midnight	Saturday	March 23
Spring Session 3 Undergraduate Add/Drop Deadline	Sunday	March 24
Courses will be dropped for non-payment	Sunday	March 24
Spring 5/6-Week Session 3 Undergraduate Withdrawal period begins	Monday	March 25
Spring 5/6-Week Session 3 and 8-week Session 2 Withdrawal period ends	Saturday	April 13
College closed for Easter break	Friday	April 19
Spring 5-Week Session 3 Undergraduate Classes End	Saturday	April 20
Easter break – NO UNDERGRAD CLASSES	Sunday – Saturday	April 21-27
Grades for Spring 5-Week Session 3 due before midnight	Saturday	April 27
Board of Trustees meeting	Thursday-Friday	May 2-3
Spring 6-Week Session 3 and 8-Week Session 2 Undergraduate Classes End	Saturday	May 4
Grades for Spring 6-Week Session 3 & 8-Week Session 2 due before midnight	Saturday	May 11
Spring Commencement at 2:00 p.m.	Saturday	May 11
Deadline for last May graduation requirement	Friday	May 31
May degree conferral	Friday	May 31

AGS Graduate Spring 2019

Event	Day	Date
Spring 8-Week Graduate Session 1 Online Course Deadline to Add	Friday	January 4
Current session payment deadline	Friday	January 4
Spring 8-Week Graduate Session 1 and 16-Week Graduate Classes Begin	Sunday	January 6
Faculty Workshop (full-time faculty)	Monday-Tuesday	January 7-8
Spring 8-Week Graduate Session 1 and 16-Week Deadline to Add/Drop	Sunday	January 13
Courses will be dropped for non-payment	Sunday	January 13
Spring 8-Week Session 1 and 16-Week Graduate Withdrawal period begins	Monday	January 14
Offices closed for Martin Luther King Day	Monday	January 21
Board of Trustees meeting	Thursday-Friday	January 24-25
Spring 8-Week Graduate Session 1 Withdrawal period ends	Monday	February 16
Last day to apply for May graduation	Friday	March 1
Spring 8-Week Graduate Session 2 Online Course Deadline to Add	Friday	March 1
Current session payment deadline	Friday	March 1
Spring 8-Week Graduate Session 1 Classes End	Saturday	March 2
Spring 8-Week Graduate Session 2 Classes Begin	Sunday	March 3
Grades for Spring 8-Week Graduate Session 1 due before midnight	Saturday	March 9
Spring 8-Week Graduate Session 2 Deadline to Add/Drop	Sunday	March 10
Courses will be dropped for non-payment	Sunday	March 10
Spring 8-Week Graduate Session 2 Withdrawal period begins	Monday	March 11
College closed for Easter break	Friday	April 19
Spring 8-week Graduate Session 2 Withdrawal period ends	Saturday	April 20
Easter break – NO GRADUATE CLASSES	Sunday – Saturday	April 21-27
Board of Trustees meeting	Wednesday-Friday	May 1-3
Spring 8-Week Graduate Session 2 and 16-Week Graduate Classes End	Saturday	May 4
Grades for 8-Week Graduate Session 2 and 16-Week Graduate due before midnight	Saturday	May 11
Spring Commencement at 2:00 p.m.	Saturday	May 11
Deadline for last May graduation requirement	Friday	May 31

May degree conferral	Friday	May 31
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AGS Undergraduate Summer 2019

Event	Day	Date
Summer Online Session 1 Add Deadline	Friday	May 3
Current session payment deadline	Friday	May 3
Summer 5-Week and 8-Week Session 1 Undergraduate Classes Begin	Sunday	May 5
Summer 5-Week and 8-Week Session 1 Undergraduate Add/Drop Deadline	Sunday	May 12
Courses will be dropped for non-payment	Sunday	May 12
Summer 5-Week and 8-Week Session 1 Undergraduate Withdrawal period begins	Monday	May 13
Offices closed for Memorial Day	Monday	May 27
Last Day to apply for August graduation	Saturday	June 1
Summer 8-Week Session 1 Undergraduate Withdrawal period ends	Monday	June 2
Summer Online 5-Week Session 2 Add Deadline	Friday	June 7
Current session payment deadline	Friday	June 7
Summer 5-Week Session 1 Undergraduate Classes End	Saturday	June 8
Summer 5-Week Session 2 Undergraduate Classes Begin	Sunday	June 9
Grades for Summer 5-Week Session 1 due before midnight	Saturday	June 15
Summer 8-week Session 1 Withdrawal period ends	Saturday	June 15
Summer 5-Week Session 2 Undergraduate Add/Drop Deadline	Sunday	June 16
Courses will be dropped for non-payment	Sunday	June 16
Summer 5-Week Session 2 Undergraduate Withdrawal period begins	Monday	June 17
Summer Online 8-Week Session 2 Add Deadline	Friday	June 28
Summer 8-Week Session 1 Undergraduate Classes End	Saturday	June 29
Summer 8-Week Session 2 Undergraduate Classes Begin	Sunday	June 30
Offices closed for Independence Day	Thursday	July 4
Grades for Summer 8-Week Session 1 due before midnight	Saturday	July 6
Summer 5-Week Session 2 Undergraduate Withdrawal period ends	Saturday	July 6
Summer 8-Week Session 2 Undergraduate Add/Drop Deadline	Sunday	July 7

Summer 8-Week Session 2 Undergraduate Withdrawal period begins	Monday	July 8
Summer Online 5-Week Session 3 Add Deadline	Friday	July 12
Current session payment deadline	Friday	July 12
Summer 5-Week Session 2 Undergraduate Classes End	Saturday	July 13
Summer 5-Week and 6-Week Session 3 Undergraduate Classes Begin	Sunday	July 14
Grades for 5-Week Summer Session 2 due before midnight	Saturday	July 20
Summer 5-Week and 6-Week Session 3 Undergraduate Add/Drop Deadline	Sunday	July 21
Courses will be dropped for non-payment	Sunday	July 21
Summer 5-Week and 6-Week Session 3 Undergraduate Withdrawal period begins	Monday	July 22
Summer 5-Week and 6-Week Session 3 and 8-week Session 2 Undergraduate Withdrawal period ends	Saturday	August 10
Summer 5-Week Session 3 Undergraduate Classes End	Saturday	August 17
Fall Online Session 1 Add Deadline	Friday	August 23
Summer 6-Week Session 3 and 8-Week Session 2 Undergraduate Classes End	Saturday	August 24
Grades for Summer 5-Week Session 3 due before midnight	Saturday	August 24
Fall Session 1 Undergraduate Classes Begin	Sunday	August 25
Deadline for last August graduation requirement	Saturday	August 31
August degree conferral	Saturday	August 31
Grades for Summer 6-Week Session 3 and 8-Week Session 2 due before midnight	Saturday	August 31

AGS Graduate Summer 2019

Event	Day	Date
Summer 8-Week Graduate Session 1 Online Course Deadline to Add	Friday	May 3
Current session payment deadline	Friday	May 3
Summer 8-Week Graduate Session 1 and 16-Week Graduate Classes begin	Sunday	May 5
Summer 8-Week Graduate Session 1 and 16-Week Graduate Course Deadline to Add/Drop	Sunday	May 12
Courses will be dropped for non-payment	Sunday	May 12
Summer 8-Week Graduate Session 1 and 16-Week Graduate Withdrawal period begins	Monday	May 13
Offices closed for Memorial Day	Monday	May 27
Last Day to apply for August graduation	Saturday	June 1
Summer 8-week Graduate Session 1 Graduate Withdrawal period ends	Saturday	June 15
Summer 8-Week Graduate Session 2 Online Course Deadline to Add	Friday	June 28
Current session payment deadline	Friday	June 28
Summer 8-Week Graduate Session 1 Classes End	Saturday	June 29
Summer 8-Week Graduate Session 2 Classes Begin	Sunday	June 30
Offices closed for Independence Day	Thursday	July 4
Grades for Summer 8-Week Graduate Session1 due before midnight	Saturday	July 6
Summer 8-Week Graduate Session 2 Deadline to Add/Drop	Sunday	July 7
Courses will be dropped for non-payment	Sunday	July 7
Summer 8-Week Graduate Session 2 Withdrawal period begins	Monday	July 8
Summer 8-Week Graduate Session 2 and 16-Week Graduate Withdrawal period ends	Saturday	August 10
Summer 8-Week Graduate Session 2 and 16-Week Graduate Classes End	Saturday	August 24
Deadline for last August graduation requirement	Saturday	August 31
August degree conferral	Saturday	August 31
Grades for 8-Week Graduate Session 2 and 16-Week Graduate Classes due before midnight	Saturday	August 31

General College Information

Locations

Montreat College Main Campus

P.O. Box 1267	828-669-8012
310 Gaither Circle	800-622-6968
Montreat, NC 28757	828-669-9554 fax

Black Mountain

Montreat College	828-669-8012
191 Vance Avenue	800-690-7727
Black Mountain, NC 28711	828-669-0500 fax

Charlotte

Montreat College	
School of Adult and Graduate Studies	704-357-3390
212 South Tryon Street, Ste. 1700	800-436-2777
Charlotte, NC 28281	704-676-4618 fax

Asheville

Montreat College	
School of Adult and Graduate Studies	828-667-5044
29 Turtle Creek Drive	800-806-2777
Asheville, NC 28803	888-883-1348 fax

Morganton

Montreat College	
School of Adult and Graduate Studies	828-448-3139
PO Box 1389	
Morganton, NC 28680-1389	

* Online instruction is administered at the Montreat, NC location.

Visit us online: www.montreat.edu

Montreat College

At Montreat College, a student's experience is enhanced by an education of value, grounded in a strong liberal arts core, taught by outstanding Christian faculty, and prized by employers and graduate schools. Students benefit from Montreat College's small classes where their opinions matter and they grow through one-on-one interaction with professors and classmates. Students are challenged to integrate faith and learning while considering subjects in new ways. Hands-on experiences in the majors (internships, field studies, mission programs, community service, and independent research) enable students to gain practical career and life preparation.

Montreat College welcomes students of many denominations and cultural backgrounds, including students from all corners of the world. In a diverse, multicultural environment, students learn how to investigate the unfamiliar, think critically, and communicate and clarify their ideas. In the process, they develop the skills, personal values, and faith to confidently take their place in the world. In the residence halls or over dinner at a professor's house, students find themselves sharing perspectives and exchanging ideas. The distinct spirit of community goes beyond the faculty, staff, and students and extends to visiting Christian conference members, residents of the town of Montreat and neighboring Black Mountain, as well as to the "cottagers" who vacation here throughout the seasons.

Montreat College is a place where students can set themselves apart through an extraordinary range of leadership opportunities on the Montreat Campus. A nationally recognized Discovery Wilderness Program takes advantage of the mountain location and offers a unique twenty-one-day adventure for academic credit. Outdoor recreation opportunities available to students range from hiking to whitewater adventures to snow skiing. Students can also choose from a variety of off-campus volunteer opportunities such as serving at nursing homes, churches, children's homes, and shelters.

Montreat College is a member of the Appalachian Athletic Conference (AAC) of the National Association of Intercollegiate Athletics (NAIA). At Montreat College, men compete in baseball, basketball, cross-country, golf, track and field, lacrosse, tennis, and soccer. Women compete in basketball, cross-country, golf, track and field, soccer, softball, lacrosse, tennis, and volleyball. Students also enjoy an active intramural program where exciting competition takes place throughout the year.

Montreat College includes the main campus in Montreat and sites in Black Mountain, Asheville, Morganton, and Charlotte. The School of Adult and Graduate Studies seeks to provide adult students a Christ-centered education through evening classes and online.

The School of Adult and Graduate Studies is designed especially for the adult learner who has completed some college work and desires to finish a degree in an accelerated program by attending class one night per week. Through this School, the College offers Associate in Science (AS), Associate in Applied Science (AAS), Bachelor of Business Administration (BBA), Bachelor of Science (BS), Master of Arts in Clinical Mental Health Counseling (MA), Master of Business Administration (MBA), and Master of Science in Management and Leadership (MS) degrees.

Vision

Montreat College seeks to be a leader in Christ-centered higher education regionally, nationally, and globally.

Mission

Montreat College is an independent, Christ-centered, liberal arts institution that educates students through intellectual inquiry, spiritual formation, and preparation for calling and career, all to impact the world for Jesus Christ.

Statement of Faith

Preamble

The trustees and employees of Montreat College constitute an academic community of caring believers committed to the Lordship of Jesus Christ. Students are welcomed to this Christian community regardless of belief.

Statement of Faith

The trustees and employees commit themselves to the following faith statement drawn from the college's Reformed tradition:

1. We believe in one sovereign God, eternally existing in three persons: God the Father; His only begotten Son, Jesus Christ, our Lord and Savior; and the Holy Spirit, the giver of life. (Daniel 4:25, 35; Mark 12:29; John 1:1, 14, 18; 14:28; 15:26; 16:28; Romans 9:15-23; Revelation 4:11)
2. We believe the Bible, the sixty-six books of the Old and New Testaments, is the infallible Word of God, completely inspired and authoritative, and is to govern Christians in every aspect of life and conduct. (I Thessalonians 2:13; II Timothy 3:16; II Peter 1:21)
3. We believe Jesus is the Christ, the Son of the living God, whom the Father sent into the world to atone for the sin of humanity. Jesus was conceived by the Holy Spirit, born of the Virgin Mary, and lived a life without sin. He was crucified and rose victoriously from the dead. Through His gift of grace, we as believers are redeemed for all eternity and are reconciled to the Heavenly Father. (Luke 1:26-37; 2:6, 7; John 3:16; Romans 3:10, 23; Romans 5:12-15; I John 3:8)

4. We believe the Holy Spirit is a free gift to believers from the Father and the Son to live within us and to empower us to love and obey the Lord and His Word. (John 14:15-17; John 16:5-15; Ephesians 1:13-14)
5. We believe the Triune God is the sole Creator and Sustainer of the universe. God created all things and declared all He created to be good. After creating Adam and Eve in His own image, in a state of original righteousness, and distinct from all other living creatures, the Lord gave to all humanity the responsibility of caring for His world. (Genesis 1-2; John 1:1-18)
6. We believe God's good and perfect creation became tainted in every aspect by sin from humanity's rebellion against God. We acknowledge the existence, evil power, and influence of Satan. (Genesis 3; Ephesians 6:12)
7. We believe the Church is all who believe in and confess Jesus Christ as Savior and Lord and receive God's grace. We are called by God to be His one body of believers, gathered in communities. Empowered by the Holy Spirit, the Church's call is to declare His Good News of salvation to the fallen and lost world, to make disciples, and to serve all who are wounded, broken, and neglected. (Matthew 28:16-20; Mark 16:15-18; Romans 10:9-10; II Corinthians 5:17-21; Ephesians 2:8-9; 4)
8. We believe all those who profess Jesus as Savior and Lord are to follow in His Way and are to live as those who magnify and glorify Him, the Head of His Church. As forgiven followers, we are called to live holy and blameless lives through the power of the Holy Spirit until that time when Jesus Christ shall return in all His glory. (I Corinthians 1:2; Ephesians 4:22-24; Hebrews 10:14; I John 3:4-9; 4:4; 5:1-5)

**Adopted by Board of Trustees May 5,
2016**

Foundations

We believe humanity is God's creation in His own image, and therefore persons are thinking, relational, moral, and spiritual beings of dignity and worth. We seek to serve students in all these dimensions. Our aim is to challenge students to become the complete person a loving God intends them to be, and to live in vital relationship with Him. Therefore, we seek to be a faith community as well as an academic community. We see our educational mission as an extension of the great ends of the church. We seek to graduate students who are committed to Christian servant-leadership in the world, promoting personal and social righteousness by God's grace and to His glory.

As a Christian College in the Presbyterian tradition, we are guided in our pursuit of academic excellence by the framework of Reformed beliefs. We confess the living God as the ultimate foundation of our faith and the source of all truth. We believe God is revealed perfectly in Jesus Christ. We affirm our Lord and Savior Jesus Christ as the center of history, restoring purpose, order, and value to the whole of life. We believe Jesus Christ to be the focus and

culmination of scripture and that God's written Word is inspired, authoritative, and rightly interpreted by the Holy Spirit, our infallible rule for faith, conduct, and worship. We study and address a world and humanity that were created good, corrupted by the fall, redeemed through faith in Christ, and are moving toward the final consummation of God's purposes through the work of the Holy Spirit.

Educational Objectives

Approaching the integration of faith and learning from an informed, biblical perspective, faculty, staff, and students form a Christian community of learners that seeks to pursue the premise that all truth is God's truth and explore the significance of this in the various academic disciplines. We are committed to a thorough exploration of the complementary relationship between biblical truth and academic inquiry. We openly embrace students of all cultures, races, and faiths in an atmosphere of academic excellence, intellectual inquiry, and Christian love.

The College seeks to provide a broad, rigorous liberal arts curriculum with an emphasis on traditional and selected professional degree programs, including degree programs for adult learners. The educational goals of the College (aligned with the 3 Pillars of the Montreat College Mission) are that students will develop the following:

1. Intellectual inquiry

- 1.1. Effective written and oral communication skills.
- 1.2. Critical thinking and problem-solving skills.
- 1.3. Essential computer information systems skills.
- 1.4. Competency in their academic majors.

2. Spiritual formation

- 2.1. An informed, biblical worldview that includes the following:
 - 2.1.1. The sovereignty of God over all creation and knowledge.
 - 2.1.2. A lifestyle of Christian service to others and the community.
 - 2.1.3. The recognition of the intrinsic worth of self and all persons.
 - 2.1.4. A genuine critical openness to the ideas and beliefs of others.
 - 2.1.5. The formation of values and ethical reasoning.
 - 2.1.6. An appreciation for what is beautiful, true, and good in the arts and literature.
 - 2.1.7. A respect for and attitude of stewardship toward the whole of creation.
 - 2.1.8. An understanding of the past and its interconnectedness with the present and future.

3. Preparation for Calling and Career

- 3.1. Interpersonal and team skills and an understanding and appreciation of their personal strengths and weaknesses.
- 3.2. Dispositions toward reflective and responsible citizenship needed to fulfill callings as effective leaders and committed laity.

Accreditation

Montreat College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award the associate, bachelor, and master degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Montreat College. The College is approved to prepare students for elementary education teacher licensure by the North Carolina Department of Public Instruction (NC-DPI). Outdoor Education programs are accredited by the Wilderness Education Association and the Commission on Outdoor Education and Leadership. The Master of Arts in Clinical Mental Health Counseling is accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

Affiliation

Montreat College is a member of the Council for Christian Colleges and Universities, Appalachian College Association, Council of Independent Colleges, National Association of Independent Colleges and Universities, North Carolina Independent Colleges and Universities, Association of Christian Schools International, National Council for State Authorization Reciprocity Agreements, and National Association of Intercollegiate Athletics.

History

The beauty and tranquility of the Blue Ridge Mountains led Congregationalist minister John C. Collins to form the Mountain Retreat Association in 1897 “for the encouragement of Christian work and living through Christian convention, public worship, missionary work, schools, and libraries.” By 1907, J. R. Howerton of Charlotte, NC, conceived and carried out the idea of purchasing Montreat for the Presbyterian Church in the United States. Then, in 1913, Dr. Robert C. Anderson, president of the Mountain Retreat Association, proposed that the grounds and facilities of the Association be used for a school during the academic year. In 1915, the General Assembly decreed “that the property of the Mountain Retreat Association be used for a Normal School and that the establishment of the school be referred to the Synods”.

The Synods of Appalachia, Georgia, Alabama, North Carolina, Tennessee, and Virginia elected trustees who met in Montreat on May 2, 1916, and elected Dr. Robert F. Campbell of Asheville, NC, chairman, Mr. W. T. Thompson Jr. of Knoxville, TN, secretary, and Ruling Elder T. S. Morrison of Asheville, NC, treasurer. The Montreat Normal School, a four-year preparatory and two-year college combination, opened its first session in October 1916 with eight students. Montreat Normal School continued to grow over the years. Throughout times of war, economic fluctuations, and rapid social change, the school sought to provide a Christian setting in which to prepare young women to become teachers.

In 1934, during Dr. Robert C. Anderson's tenure as president, Montreat Normal School (College Department) was renamed Montreat College. The College grew as its academic program expanded. It began a four-year degree program in 1945. After 14 years as a four-year women's college, the College was restructured in 1959 as a coeducational junior college and was given a new name, Montreat-Anderson College.

In 1986, the College Board of Trustees, realizing the demands and changing circumstances in higher education, made the decision to become again a baccalaureate institution. The dream of its first president, Dr. Anderson, was for the College to serve as an accredited baccalaureate institution. The College has realized that dream. It returned to the original name of Montreat College in August of 1995, sharing the original vision and identity. The change reflects the Montreat College of today, a four-year college with several growing campuses and a graduate program.

Montreat College's School of Adult and Graduate Studies began as the School of Professional and Adult Studies offering classes on September 19, 1994. The College's Charlotte campus was officially opened on September 11, 1995, and the Asheville campus held its grand opening on October 8, 1996. Montreat College purchased 72 acres of land with 21 buildings in Black Mountain in the summer of 2001, resulting in a total of four Montreat College campuses.

In June 1998, Montreat College was accredited by the Commission on Colleges of the Southern Association of Colleges and Schools as a level three institution to offer the master degree in business administration. Since then Montreat College added three more master's degrees to its program offerings: the Master of Science in Management and Leadership, the Master of Science in Environmental Education, and the Master of Arts in Clinical Mental Health Counseling. In January 2013, the College launched its first three fully online degree programs offering its Christ-centered education in the virtual world.

The Presidents of the College have been Dr. Robert Campbell Anderson, 1916–1947; Dr. J. Rupert McGregor, 1947–1957; Dr. Calvin Grier Davis, 1959–1972; Dr. Silas M. Vaughn, 1972–1991; Mr. William W. Hurt, 1991–2002; Dr. John S. Lindberg, 2002–2003; Dr. Dan Struble, 2004–2013; and Dr. Paul J. Maurer, 2014 to the present.

About the School of Adult and Graduate Studies

The School of Adult and Graduate Studies seeks to provide education that is consistently informed by a Christian worldview to adult professionals with previous work experience. Program offerings permit working professionals to complete educational goals while fully involved in current careers. A special feature of this program is that working professionals can integrate their practical knowledge of the workplace with interactive classroom instruction and Christian principles.

The mission of the School of Adult and Graduate Studies is to provide compressed, experiential-based learning to adults with previous work experience. With an emphasis on group dynamics and interactive learning, the School of Adult and Graduate Studies integrates theory and practice and permits adults to complete their educational goals while continuing to be involved in their current career. Informed by a Christian worldview, the program is committed to promoting life-long learning with curricula that continually meet the needs of a changing work environment. Programs in the School of Adult and Graduate Studies are designed to meet the educational needs of working adults. The adult degree programs began in 1994 in Montreat, North Carolina. Currently, degree programs are offered throughout North Carolina with hundreds of students enrolled.

The School of Adult and Graduate Studies programs allow adults who want to advance their career opportunities a way to further their education through the Associate of Science (AS); Associate of Applied Science (AAS), Bachelor of Business Administration (BBA); Bachelor of Science in Human Resource Management (BSHRM); Bachelor of Science in Management (BSM); Bachelor of Science in Marketing (BSMKT); Bachelor of Science in Bible and Religion (BSBR); Bachelor of Science in Psychology and Human Services (BSPHS); Bachelor of Science in Cybersecurity (BCS); Master of Arts in Clinical Mental Health Counseling (MACMHC); Master of Business Administration (MBA); and Master of Science in Management and Leadership (MSML). Programs are delivered in a non-traditional, accelerated format specifically designed for working adults who have work experience associated with their degree choice. Credentialed faculty members are carefully selected in order to provide appropriate instruction integrating theory with practical experience and Christian principles. Classes meet once a week for four-hour sessions of interactive instruction or online. Students may be required to meet once a week to complete such assigned group activities as presentations, research, and papers at the faculty's discretion.

Rights Reserved by the College

The College reserves the right to add or delete courses, to change academic policies, practices, and requirements, or to alter the academic catalog at any time. Courses with fewer than five students enrolled may be cancelled due to low enrollment.

By accepting admission into the College, a student is agreeing to abide by all official regulations of the College, including those published in this academic catalog. While this publication presents policies and programs as accurately as possible as of the date of publication, the College reserves the right to make such changes as future circumstances may require.

Admission Information

Undergraduate Admission Requirements

To qualify for admission into any Montreat College School of Adult and Graduate Studies undergraduate degree program, the following conditions must be satisfied:

- Applicants must be open to the College's mission of the integration of Christian faith and learning.
- Applicants must submit the following credentials:
 - Montreat College Application for Admission
 - Official, final transcripts of all college courses taken*
 - Official, final high school transcript or its equivalent (if transferring less than 12** semester credits of college credit)*
 - All final transcripts must include graduation information
 - Verification by the American Council on Education (ACE) of any eligible CLEP and DSST examinations, and non-collegiate military training.
- Applicants must have an overall grade point average (GPA) of 2.0 on a 4.0 scale or higher in all previous college work attempted. Only grades of C or above (2.0 on a 4.0 scale) are eligible for transfer consideration.

Applicants whose first language is not English must demonstrate the ability to read, write, and understand English and submit evidence of proficiency in English. See International Admission section for further explanation of requirements.

Individual consideration may be given to applicants who do not meet all the specific requirements. Students desiring this consideration must submit a letter to support their ability to succeed in the program. The College reserves the right to admit only students who hold promise of academic success. Withdrawal may be required should an applicant intentionally withhold or falsify pertinent information.

Once an applicant becomes a student, satisfactory academic progress must be maintained and will be reviewed two (2) times a year while enrolled at Montreat College.

Students wishing to complete an associate degree while pursuing a bachelor degree must have the two-year degree conferred at least one academic year prior to earning the four-year degree.

*Admissions decisions may be made based on unofficial transcript(s). However, all required final, official transcripts must be received by the end of the first course taken at Montreat College. If these are not received, the student will be withdrawn immediately. Any Montreat College charges incurred by the withdrawal date are the responsibility of the student.

**Students using Veteran's Affairs Educational Benefits are required to have an official high school transcript sent prior to full admission for students transferring less than 24 semester credits. Enrollment certifications cannot proceed for VA students' courses and fees if the admission file is incomplete.

AGS Undergraduate Degrees

The Associate of Science (AS) provides a solid foundation in the arts and sciences in addition to introductory courses in a chosen concentration of business or general studies. Upon completion of the program, students are able to explain the basic principles of their concentration, demonstrate critical thinking skills, and use effective oral and written communication techniques.

The Bachelor of Science in Bible and Religion (BSBR) prepares students for graduate studies and/or church ministry. Students will receive instruction in biblical studies and theology as well as practical training in preaching, spiritual formation, and church administration.

The Bachelor of Science in Bible and Religion is offered with the following concentration:

Preaching and Evangelism (P&E) concentration is focused on preaching and teaching the message of the Gospel. This course of study gives students a basic understanding of Christian scripture and theology and will be supplemented by the use of online courses in preparing and preaching the gospel of Jesus Christ produced by the Billy Graham Evangelistic Association. The required coursework attempts to blend both an academic and practical approach to church ministry.

The Bachelor of Science in Cybersecurity (BCS) combines the theoretical with the practical, as faculty bring extensive real-world technology experience to the classroom. Classroom instruction is often augmented with outside technology speakers and information technology facility visits. In many courses, student projects involve solving technology problems and providing information technology services to actual real-world organizations. Additionally, all students complete a series of cybersecurity internships prior to graduation. These internships can lead to permanent employment opportunities.

The Bachelor of Science in Psychology and Human Services (BSPHS) equips students with the knowledge, skills, and experience they need for working in social agencies, churches, and other settings, as well as preparing students to enter graduate programs in psychology, counseling, and social

work. This curriculum will engage a course of study that focuses on psychological theories and research about human behavior and psychological processes with an emphasis on developing and implementing skills for helping individuals and families face the challenges of our present society.

Business Programs

The mission of the Adult and Graduate Business Program is to equip students with the knowledge and skills necessary to serve in today's competitive business environment and to cultivate in all students, at all levels, (undergraduate and graduate) an entrepreneurial and ethical approach to business decision-making. This is accomplished through growing students' abilities in four focused areas: Character Development, Communication Skills, Critical Thinking, and Competency in Business Practices.

Why Study Business at Montreat College?

The business program builds upon Montreat College's strong liberal arts core with professional training in business administration designed to prepare students for professional positions in a variety of business organizations. Our unique approach to teaching combines the theoretical with the practical, as all faculty bring extensive experience into the classroom. Advanced classes are typically small, providing significant personal attention and one-on-one time with professors. In many courses, student projects involve students in real-world problem solving in collaboration with local business organizations.

The **Bachelor of Business Administration (BBA)** prepares students to work effectively in today's complex business environment. The program promotes immediate implementation of classroom theory to the work environment with courses on finance and accounting, decision-making, data analysis, management, and entrepreneurship.

The **Bachelor of Science in Management (BSM)** provides solid instruction in managerial and leadership principles and theory with a focus on developing the leadership competencies required in today's work environment, both private and public. The BSM degree is comprehensive and does not require students to choose a concentration. However, students have the option of adding a concentration to their degree by completing the coursework required for one of the following BS concentrations: Human Resource Management or Marketing.

The **Bachelor of Science in Human Resource Management (HRM)** helps students develop an understanding of the fundamentals of human resource management and its relevance in business. The HRM degree addresses the legal and ethical components of the decision making process involved in the human resources environment. In addition, strategic elements of HRM, such as knowledge management, organizational behavior, and team development help students broaden their understanding of the field of Human Resources.

*Montreat College's Human Resource Management Degree is formally aligned

with the Society for Human Resource Management's (SHRM) curriculum guidelines. The **Bachelor of Science in Marketing (MKT)** prepares students for a career in all aspects of marketing; how to identify customer needs, how to communicate information about products and services to customers and potential customers, where to market, and the pricing of products and services. Marketing students will learn to apply theory in real-world situations, preparing them for leadership in a variety of marketing-related fields.

More information about the graduate-level business degrees can be found in the next section.

Graduate Degree Admission Requirements

To qualify for admission into any Montreat College School of Adult and Graduate Studies graduate degree program, the following conditions must be satisfied:

- Applicants must have openness to the College's mission of the integration of Christian faith and learning.
- An applicant must meet the following conditions:
 - Submit a Montreat College Application for Admission
 - Have a baccalaureate degree from a regionally accredited college or university.
 - Provide official final transcripts showing completion of a baccalaureate degree, showing the last 60 hours of undergraduate study, and any undergraduate pre-requisite courses needed for the graduate degree program.*
 - Provide official final transcripts for any graduate level coursework completed.*
- In addition to the above requirements, students applying for graduate admission must also meet the requirements specific to their intended program of study.

Applicants whose first language is not English must demonstrate the ability to read, write, and understand English and submit evidence of proficiency in English. See International Admission section for further explanation of requirements.

Individual consideration may be given to applicants who do not meet all the specific requirements. Students desiring this consideration must submit additional credentials to support their ability to succeed in the program. The College reserves the right to admit only students who hold promise of academic success. Withdrawal may be required should an applicant intentionally withhold or falsify pertinent information.

*Admissions decisions may be made based on unofficial transcript(s). However, all required final, official transcripts must be received by the end of the first course taken at Montreat College. If these are not received, the student will be withdrawn immediately. Enrollment certifications cannot

proceed for VA students' courses and fees if the admission file is incomplete. Any Montreat College charges incurred by the withdrawal date are the responsibility of the student.

AGS Graduate Degrees

The Master of Arts in Clinical Mental Health Counseling (MACMHC)

educates students in the history and development of the counseling profession, the theories of counseling, the ethical practice of counseling, the competencies required for working with multicultural and diverse groups, and the strategies for working with individuals across the lifespan in everyday developmental, behavioral, psychological, social, emotional, and career challenges and crisis. Further, the program prepares candidates to become competent counselor practitioners who are life-long learners, critical thinkers, agents of social justice in their communities, and spokespersons for transformation, renewal, and reconciliation in their spheres of influence, within the conceptual framework of Counselor as Advocate, Leader, and Collaborator.

The Master of Science in Environmental Education (MSEE) deepens students' understanding of environmental issues from a variety of perspectives while working in a cohort with other professionals in the field. Students become well-rounded researchers and educators, learning effective strategies for environmental education and strengthening their science knowledge. This program complements the College's Environmental Studies and Outdoor Education undergraduate programs while meeting environmental education needs in the State. The curriculum has been developed in connection with the North Carolina State Environmental Education Certification program.

The Master of Business Administration (MBA) provides graduate-level training in the theory and practice of contemporary business management, with practical application from domestic and global perspectives. MBA students will develop the foundational analytical, financial, and operational skills and competencies required for today's competitive business environment. Additionally, the Montreat MBA provides growth in management and leadership by applying ethical reasoning, communication skills, creative problem solving to case studies, in-class exercises, and real-life projects.

The Innovation and Entrepreneurship MBA Concentration offers a 3-course concentration in Innovation and Entrepreneurship intended to develop and prepare creative thinkers to turn business ideas into reality. The Innovation and Entrepreneurship concentration is action-oriented and human-centric, with a focus on Lean startups, design thinking and product innovation, and financing new business ventures.

The Cybersecurity Management MBA Concentration offers a 3-course concentration in Cybersecurity Management intended to equip cybersecurity professionals to effectively lead and manage cyber and IT teams. The Cybersecurity Management concentration addresses organizational and

technical issues, including ethical and legal issues, leading cybersecurity efforts through organizational change, and cybersecurity auditing and compliance.

The Master of Science in Management and Leadership (MSML) provides students with tools and skills needed to excel as managers and leaders. Coursework has a qualitative focus that develops the individual's leadership abilities, prepares students to lead and manage teams, advances their ethical reasoning, and refines their capacity for dealing with today's complex business environment. MSML students do not need to have a business background; rather the MSML helps students of all backgrounds develop into confident managers and leaders.

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Master of Arts in Clinical Mental Health Counseling (MACMHC)

To qualify for admission into the Master of Arts in Clinical Mental Health Counseling degree program, the following conditions must be *satisfied in addition to the standard graduate admissions requirements*:

- Have a minimum cumulative GPA of 3.0 from the last 60 credit hours of undergraduate study*
- Submit a Professional Goals Essay
- Submit a current resume that includes both academic and employment history
- Submit official transcripts for *all* colleges attended (this may include additional transcripts beyond the standard graduate admissions requirements)
- Submit GRE scores**
- Meet GRE/GPA Formula Scores:

Minimum combined score of 290, with 2.5 writing score, on the GRE.
Minimum undergraduate GPA of 3.0 (on a 4.0 scale) on last 60 hours.
Minimum formula score of 1,490: $(400 \times \text{GPA}) + \text{GRE} \geq 1,490$

- Complete and pay for a national background check
- Successfully complete a personal interview with the Program Director and other panel members

*If applicant has a cumulative GPA below 3.0, a “Low GPA” essay is required. The essay should cover challenges that contributed to the low GPA, as well as specifically what the applicant will do to maintain a 3.0 overall GPA in the CMHC program.

**GRE Scores are only valid for 5 years. GRE requirement is waived under two circumstances:

1. The applicant has completed a master’s degree in full and is verified by receipt of official transcripts
2. The applicant is applying as a transfer student with graduate level counseling coursework or from a counseling degree program that did not require the GRE for admissions and provides proof.

Master of Business Administration (MBA)

To qualify for admission into the Master of Business Administration (MBA) degree program, the following conditions must be *satisfied in addition to the standard graduate admissions requirements*:

- Have a minimum cumulative GPA of 2.75 *
- Submit two letters of professional reference
- Submit a current resume that includes both academic and employment history
- Submit official transcripts for *all* colleges attended.
- Submit GMAT scores **
- Completion of one undergraduate or graduate course in each of the following areas: finance, accounting, economics, and statistics, or completion of the *HBX CORE* program. ***

The Credential of Readiness (CRe) is Harvard Business Extension's (HBX's) online primer course on the fundamentals of business thinking—a three-course online program designed to prepare students for the business world. Completion of HBX CRe fulfills the accounting, economics, and statistics admission requirements for the Montreat College MBA. For more information on HBX CRe, go online to <https://hbx.hbs.edu/courses/core/>.

Minimum undergraduate GPA of 2.75

Minimum formula score of 1,000: $(\text{GPA} \times 200) + \text{GMAT} \geq 1,000$
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* If the applicant has a cumulative GPA below 2.75, a “Low GPA” essay can be submitted, for non-F-1 students. The essay should cover challenges that contributed to the low GPA, as well as specifically what the applicant will do to maintain a 3.0 overall GPA in the MBA program.

** GMAT scores are only valid for 5 years. The GMAT requirement is waived under two circumstances:

1. The applicant has completed a graduate program in full and is verified by receipt of official transcripts.
2. The applicant has completed a degree at Montreat College within the past 3 years.

*** For the Cybersecurity Management concentration, an undergraduate degree in MIS, CIS, cybersecurity, or equivalent degree or experience is strongly recommended.

Master of Science in Management and Leadership (MSML)

To qualify for admission into the Master of Science in Management and Leadership degree program, the following conditions must be *satisfied in addition to the graduate admissions requirements*:

- Have a minimum cumulative GPA of 2.75 from the last 60 credit hours of undergraduate study
- Submit an Applicant Essay

ADDITIONAL INFORMATION

The AGS business department approves all student acceptances in the MBA and MSML programs and makes the final, official offer of admission. Meeting minimum requirements for admission does not guarantee acceptance.

Readmission of Former Students

Students formerly enrolled at Montreat College who have attended classes within one calendar year may contact their advisors to register for future courses. Students formerly enrolled at Montreat College who, for any reason, have not attended classes within one calendar year must submit the following to admissions:

- A readmission application.
- Students who have been enrolled at another institution and are applying for readmission to Montreat College must submit an official transcript from each institution attended since leaving Montreat College.
- Students applying for readmission to Montreat College who have been withdrawn from Montreat College for one full year or more are held to all requirements of the current Academic Catalog at the time of readmission.
- Any undergraduate student readmitting to Montreat College must have minimum combined GPA of 2.0 on a 4.0 scale for all academic work completed while at Montreat College and at any other institution during the time since attending Montreat College.
- Any graduate student readmitting to Montreat College must have a minimum combined graduate GPA of 3.0 on a 4.0 scale for all academic work completed while at Montreat College and at any other institutions during the time since attending Montreat College.
- Students who have left Montreat College either on Academic Probation or Academic Suspension must submit a letter of appeal addressed to the Admissions Committee explaining the circumstance that led to the probation or suspension and why the student will now be academically successful. The Admissions Committee may request an interview or other requirements prior to making an admission

determination. If granted readmission, these students will enter Montreat College on Academic Probation and be subject to the academic policies as stated in the catalog.

- Students who have been dismissed due to academic dishonesty will not be eligible to reapply to Montreat College for at least two (2) years after dismissal. Students who have been dismissed for dishonesty and wish to be readmitted must write a letter of appeal for readmission after meeting all other readmission requirements. This letter should be addressed to the Vice President for Academic Affairs or Designee.
- All students being readmitted should contact the Financial Aid and Student Accounts offices as soon as possible to ensure their student account is cleared and their financial aid application is complete.
- Students with outstanding balances with Montreat College must clear their account with the Business Office before being allowed to attend class.
- For readmission to the CMHC program, students who were previously enrolled and earned 12 or more credit hours in the CMHC program at Montreat and maintained a 3.0 GPA will not have to retake the GRE for readmission. CMHC readmits longer than 2 years may have to provide supplemental documentation as justification for the extended lapse in time.

A decision regarding readmission for all Adult and Graduate Studies degree programs is made by the Office of Admission.

For more information about readmission to the Montreat College School of Adult and Graduate Studies, please contact the Office of Admission or visit the Montreat College website at www.montreat.edu to reapply for admission.

Admission of Non-Degree Seeking Students

Non-Degree students may be admitted to the College to take up to 12 total academic hours without pursuing a degree.

Special student classifications include the following:

- Visiting=degree-seeking at another institution
- Non-degree=receiving college credit but not seeking a degree
- Audit=attending college course without receiving credit

Students wishing to enter under the non-degree classification should submit the following:

- A non-degree seeking student application.
- An official transcript showing good academic standing from the last institution attended or a letter to that effect from the institution.

- Additional official transcript showing the completion of pre-requisite or co-requisite courses, if planning to enroll in courses for which these are required.

Students who are non-degree seeking are not eligible for financial aid.

A student wishing to take more than 12 credits must apply as a regular student through the Office of Admission.

All 12 credits earned while a non-degree seeking student can be applied toward a degree program with Montreat College.

Evaluation of Transfer Credit

Students will receive an evaluation of their transfer credit upon acceptance to the College. This evaluation is a summary of the number of semester credits accepted in transfer from all regionally accredited colleges and universities, proficiency examinations the student has previously completed, and military training. If requested, students will be provided a copy of the official evaluation once accepted by the Registrar's Office.

Conditions of Acceptance of Transfer Credit

Montreat College strives to ensure the highest quality academic experience for all students. Therefore, the College limits the number and type of transfer credits accepted. The College requires that credits apply to students' degree programs and limit the number of credits applied via credit-by-examination, from non-regionally accredited institutions, and from documented learning. Similarly, Montreat College does not accept transfer credits acquired through groups that lack appropriate approval by the American Council on Education.

- Academic work from a regionally accredited school with a grade of **C** or better (2.00 on a 4.00 scale) for undergraduate courses and a grade of **B** or better (3.00 on a 4.00 scale) for graduate courses will be accepted in transfer. Courses that do not apply to a student's degree program will not be accepted.
- Undergraduate students may transfer up to 2 physical education activity courses in which they received a **P** (passing credit). These are the only courses where a grade of **P** is acceptable for transfer credit.
- Transferred courses must be at the same level and be equivalent in content to the Montreat College courses. If there is any question of course equivalency, it is the responsibility of the student to provide proof that courses are equivalent (i.e. provide course descriptions, syllabus).
- Montreat College endorses the North Carolina Comprehensive Articulation Agreement, which can be viewed at www.northcarolina.edu. Transfer students who have earned the Associate in Arts or Associate in Science degree from a North Carolina Community College and who meet the minimum

requirements for admission to Montreat College will receive transfer credit for all eligible courses subject to normal transfer credit policy. No more than **66** semester hours may be transferred from 2-year accredited collegiate institutions.

- The maximum number of undergraduate credits that may transfer from other 4-year accredited collegiate institutions is **90** semester credits.
- The maximum number of graduate credits that may transfer to a Montreat College graduate program is **6** semester credits, with the exception of the CMHC program, which allows **9** semester credits in transfer (see CMHC program handbook for more information).
- The combined total of credits that can be accepted from non-regionally accredited colleges or universities, NCA credit, or Credits by Examination is **30** for a bachelor degree, or **15** for an associate degree.
 - Courses from non-regionally accredited colleges or universities are considered on a course-by-course basis; coursework must have an earned grade of *C* or better; *acceptance of such credits is dependent upon Montreat College's evaluation of the equivalency of coursework and level of instruction.*
 - Academic work presented from a nationally accredited agency recognized by the Council for Higher Education Accreditation may be evaluated for transfer equivalency.
 - Students may request that academic work presented from a non-accredited faith-related institution be considered for transfer equivalency. Courses will be reviewed with the potential for **6** total credits allowed in transfer.
- The maximum number of combined credits from accredited or non-accredited collegiate institutions is **90** semester credits.
- For courses from an international institution, the transcript must be translated and evaluated by a credible educational evaluation company.
- The transfer of courses into the undergraduate or graduate core must be approved by the Registrar's Office, in consultation with a full-time faculty member in the discipline. Approval of transfer credit for the program core should be finalized prior to enrollment into the degree program.
- Credits from regionally accredited institutions will be considered for a course that Montreat College offers no equivalent course, provided that the transferred course is considered within the general framework of the liberal arts curriculum and is relevant to the degree pursued. Only courses that are academic in nature and purpose will be accepted in transfer.

- Vocational training courses such as air-conditioning technology, electrical circuitry, welding, and typing are not accepted. However, some vocational courses that are academic in content may be considered for transfer credits up to 30 semester credits.
- Transferred quarter credit hours will be converted to semester credits using the following formula: **Semester credit = quarter hours x 2/3**. Montreat College does not round up to the next credit or give partial credit for credit less than 1.
- A degree-seeking Montreat College student who wishes to enroll in courses offered by another institution must complete the required form and receive approval to do so from the Registrar's Office. Failure to follow this procedure may result in loss of transfer credit for these courses.
- Students transferring with senior status from another institution must successfully complete at least **18** semester credit hours in their major and a minimum of **32** credits overall at Montreat College.
- For the two new certificates of 15 credit hours (5 courses), 2 of those courses would need to be taken at Montreat.

Courses transferred to Montreat College will be assigned the grade of *P* (passing) and will be considered as earned credit but will not affect the grade point average or graduation honors.

Students Seeking a Second Bachelor's Degree

Students who seek to earn a second bachelor's degree subsequent to their completion of an initial bachelor's degree, whether at Montreat College or elsewhere, may do so. They will follow admissions and graduation requirements according to transfer student policies. These students have no access to any financial aid other than the possibility of federal loans. They must meet with a financial aid representative prior to the orientation/registration process to ensure their ability to pay for a second degree.

International Admission

International applicants must meet the Standard Admission requirements for either First-Year or Transfer Admission, report financial solvency, and show sufficient proficiency in the English language to study at the college level.

International students must complete their applications to Montreat College no later than 90 days before the start of the term they wish to enter. They must provide all supplemental documents no later than 60 days before the start of the term they wish to enter. This will allow ample time to obtain visas prior to the start of school.

International students must submit the following:

- A formal application (apply online).
- An official, translated transcript to determine international academic credentials including GPA. Evaluators include InCred, www.incredevals.org; World Education Services, www.wes.org; International Education Evaluations, Inc., www.foreigntranscripts.com.
 - For the student's secondary school record, Montreat College requires the applicant submit at least a Basic Evaluation.
 - International students who have attended a post-secondary institution must submit a Course-by-Course Transcript Evaluation.
- SAT or ACT scores for undergraduate applicants who speak English as their first language
- TOEFL, IELTS or ITEP results for all applicants who speak English as a second language.
 - The applicant must score a minimum of 75 (undergraduate) or 80 (graduate) on the TOEFL, a 6.0 on the IELTS, or a 3.7 on the iTEP.
 - The TOEFL/IELTS/iTEP scores can be waived if the applicant has successfully completed (with a grade of C or higher) college-level English I and II.
- Submit the Financial Obligation Form.
- Interview with an admissions representative.

Credit by Examination

Adult learners may participate in a variety of credit by examination programs in order to earn credit toward the associate or bachelor degree. Credit will be transferred as pass/fail. No credit will be granted for an exam for which the student failed to meet the exam minimum score. Some tests may be taken only one time; other tests may be taken one time in a six-month period. These programs are explained below.

Credits by examination are not eligible for financial aid on their own and do not count as in-class status for enrollment purposes. Financial aid is not awarded for these credits. If examination credit is used to replace a course for which financial aid has been awarded, the aid for that course will be removed from the account. All students using credit by examination to complete their degree requirements must have completed all testing two months prior to the graduation date.

The combined total Non-collegiate Credit Assessment (NCA) Credits and Credits by Examination are limited to a total of 15 semester credit hours for an associate degree and 30 semester credit hours for a bachelor degree.

Advanced Placement (AP) Exams

<https://apstudent.collegeboard.org/home>

This credit by examination program is sponsored by the College Entrance Examination Board for evidence of completion of a college-level course taken in high school. Scores of 3, 4, or 5 will be accepted.

College Level Examination Program (CLEP)

www.collegeboard.com

The CLEP subject area examination will award credit toward graduation to students who received a passing score on the exam according to ACE recommendations. To have your scores sent to Montreat College, use school code 5423.

Defense Activity for Nontraditional Education Support (DSST)

www.getcollegecredit.com

This credit by examination program uses various subject area examinations. Guidelines developed by the American Council on Education (ACE) for awarding these credits are followed.

International Baccalaureate (IB)

The International Baccalaureate Organization's Diploma Program is a demanding two year, pre-university course of study that leads to examinations. It is designed for highly motivated secondary school students aged 16 to 19. Similar to Advanced Placement (AP) examinations, students enrolled in the International Baccalaureate (IB) Diploma Program earn credit hours or advanced placement in college courses. Scores of 5 or 6 will be accepted, depending on the discipline.

Educational Credential Evaluators (ECE)

<http://www.excelsior.edu/registering-for-exams>

This credit by examination program is similar to other subject area examinations. Guidelines developed by the American Council on Education (ACE) for awarding these credits are followed.

Students interested in taking one of these exams should contact an academic advisor at their campus location. Before taking any credit by examination exam, a prior approval form, available at any campus, must be completed to ensure the credit will apply toward the degree program as intended by the student. If credit by examination exams have been taken prior to enrollment, the student must request official score transcripts from the examination program and have them sent to Montreat College.

Credit for Montreat College will not be based upon academic credit awarded by another institution.

Assessment of Documented Learning

Those seeking elective credit for professional experience have three options at their disposal, (1) Non-collegiate Credit Assessment (NCA), which is an evaluation of certified corporate training; (2) approved cybersecurity certifications; and (3) military credit. These programs are designed to assist undergraduate-level students in earning credits for past or ongoing training at their place of employment. Specific policies and fees are associated with these programs and students need to be aware of their responsibilities as they utilize these programs.

Note: All military information must be received at the time of application.

Montreat College closely follows the American Council of Education (ACE) recommendations. Students may have certain certifications or professional training experiences, but this does not mean they are awarded credit. If an exact or comparable match to the certification cannot be found in the ACE recommendations, Montreat College will not award academic credit. Any ACE recommendation must also meet the criteria for collegiate transfer credit (see Conditions of Acceptance of Transfer Credit).

Non-collegiate Credit Assessment (NCA)

Students should submit requests for Non-collegiate Credit Assessment (NCA) for activities undertaken prior to enrollment at Montreat College to their academic advisor during their **first three (3) months of enrollment**. Once enrolled at Montreat College, all (NCA) evaluation packets for newly completed job training evaluation, are due **three (3) months after completing training**. In order to begin the NCA evaluation process, the following five (5) items are required and must be submitted to your Academic Advisor.

- Official and original certificate of completion for each course to be evaluated. Certificates will be returned to students upon completion of the evaluation.
- A content description of each course to be evaluated. This must be an official course description such as the course brochure.
- Contact hour verification for each course to be evaluated. This must be from an official source such as a company's human resources department, official certificate, or course description. Contact hours are the number of hours spent in class for the course. As a rule, for a course to be considered for college credit, it must have a minimum of 15 contact hours.
- A 2- to 4-page competency paper containing a detailed summary of what was gained from the course and how it applies to professional as well as private life. A paper is required for each course to be evaluated.
- A nonrefundable evaluation fee of \$35 payable to Montreat College. The evaluation fee will be applied toward the first hour of credit if at least one hour of credit is awarded. The fee for additional credit hours

awarded is **\$35 per credit hour**. **NCA packets not containing the evaluation fee will be returned.**

The contact hour verification and competency paper may be waived if the student can have an official ACE (American Council of Education) transcript sent directly to Montreat College School of Adult and Graduate Studies.

Current NCA being used to meet graduation deadlines must be submitted no later than the deadline for the graduation application.

Note:

- Allow three (3) to four (4) weeks after receipt of all the above material for an evaluation to be completed. Credit awarded will be posted to the Montreat College transcript once the Registrar's Office has notification of the results and fee payment.
- Exams must be taken by the end of the month of the graduation application deadline: March 31 for Spring, June 30 for Summer and October 31 for Fall.
- The combined total NCA Credits and Credits by Examination are limited to a total of 15 semester credit hours for an associate degree and 30 semester credit hours for a bachelor degree. NCA credits may only be awarded as elective credits toward graduation.

Approved Cybersecurity Certifications

Montreat College recognizes the rigor involved in becoming CompTIA™ certified or a Certified Ethical Hacker. As such, the college designates the following certifications for preapproved transfer credits into the Cybersecurity Program. Students must provide a copy of all current certifications to receive credit. Faculty will evaluate acceptance of expired certifications in light of curriculum.

- CompTIA™ (3-15 credit hours):
 - A+ (6 credit hours): CS 109S "Introduction to Computer Hardware" and CS 110S "Introduction to Operating Systems"
 - Linux+ (3 credit hours): CS 375S "Linux Operating Systems and Security"
 - Network+ (3 credit hours): CS 215S "Introduction to Computer Networking"
 - Security+ (3 credit hours): CS 335S "Computer & Systems Security"
- Certified Ethical Hacker (3 credit hours): CS 428S Penetration Testing

Military Credit

Military credit is treated in the same way as general transfer credit. Military credits may count toward specific course requirements beyond general electives. Following the review of military transcripts by the Office of Enrollment and the Registrar's Office, academic department chairs will be consulted to review courses for major-specific transfer credit.

Montreat College uses the American Council on Education's (ACE) guide to evaluate educational experiences in the armed services for evaluating all military credit. An official *Joint Services Transcript* (JST) or officially certified DD-214 is carefully evaluated for all details concerning military experiences; credits are awarded at face value. The JST should accompany the student's application for admission; however, awarded credits may not be counted toward admission requirements. The ACE recommendation for use of military credit(s) must fit within a Montreat College program for transfer credit to be approved. Credits can be applied to the major if they closely match Montreat College courses.

Credits completed at the Community College of the Air Force with a grade of *S* are reviewed as general elective credit. Credits with grades of *A – C* are evaluated just like any other 2-year college transcript.

Articulation Agreements

Montreat College School of Adult and Graduate Studies endorses the North Carolina College System Comprehensive Articulation Agreement. For a more detailed explanation of this agreement, contact your academic advisor at your campus location.

The Montreat College School of Adult and Graduate Studies has also signed individual articulation agreements with certain North Carolina higher education institutions for particular degree programs. For information on institution-to-institution articulation agreements, please see the academic advising staff.

Student Financial Services Information

For financial services information and application materials for the School of Adult and Graduate Studies (AGS), please contact the Student Financial Services Office:

Student Financial Services Office
Montreat College (MC 881)
P.O. Box 1267
Montreat, NC 28757
800-545-4656
financialservices@montreat.edu

General Information

The Student Financial Services Office is committed to providing financial resources to students who seek an education at an institution committed to integrating faith and learning. In partnership with federal, state, and other local organizations, the Office will coordinate the administration of all students' financial assistance awarded to ensure equity and consistency in the delivery of funds to students.

Types of Financial Aid

Students who are citizens or have permanent residence status in the United States are eligible to apply for financial assistance under various federal aid programs. Students must complete all the financial aid paperwork, including the Free Application for Federal Student Aid (FAFSA), to be considered for the following programs. If a student drops a course included in the financial aid award or they are considering withdrawing from a course, they should contact the Office of Student Financial Services immediately as changes to aid may occur.

Federal Pell Grant

Pell Grant eligibility is based on the student's expected family contribution (EFC) from the FAFSA and their hours of enrollment each semester. Pell Grants are available only to enrolled degree-seeking, first-time undergraduate students.

William D. Ford Federal Direct Student Loan Program

Federal Direct Loans (subsidized and unsubsidized) are low-interest loans available to assist eligible students. A student must complete an online Entrance Counseling Interview and Master Promissory Note to receive federal loan funds. Upon meeting all general eligibility requirements, the loan application must be certified by the College. A student must be enrolled as a degree-seeking student in an eligible undergraduate or graduate program.

North Carolina Need-Based Scholarship (NCNBS)

Recipients must have been a North Carolina resident for the last 12 consecutive months, be registered at least three quarters time (9 hours) pursuing their first bachelor's degree, and meet financial aid eligibility requirements. Students must complete a FAFSA annually in order to know whether they qualify for this scholarship. Funding levels are based on annual legislative action each year. If a student withdraws from a class, fails a class, takes a leave of absence, or makes any other schedule change, he or she may not qualify for this grant. Students are eligible for the NCNBS funding in the Fall and Spring semesters only, not Summer semester. The funds will not disburse until students have matriculated into all their required credit hours and the Residency Determination Agreement is completed online. Typically, this occurs in Session 3 but is dependent on the student's individual schedule for the Fall and Spring semesters.

Montreat College Alumni Discount

Alumni discounts are available to students who have graduated with a Bachelor's degree or Associate's degree from Montreat College or Montreat-Anderson College. A \$1,000 credit will be applied to the tuition charges for the Graduate degree program during the first term and second term-\$500 each term.

Employer Reimbursement

Many employers offer tuition reimbursement to employees in academic programs. Students should contact their employer for more information and submit the tuition discount form to the Student Financial Services Office. Most employers reimburse tuition after course completion, so it is advisable to arrange payment for several courses until reimbursement. The student is responsible for paying tuition and fees prior to starting a course. Students using employer vouchers should submit them by the course due date and pay any remaining balance by that date. If any employer-reimbursement information changes, the student should complete the Information Change form and submit it to his or her advisor. The student's financial aid may be subject to change.

Active and Retired Military

Bachelor and master students who are on active duty or retired military with a current military ID card may be eligible for a 20% discount in tuition. This discount may not be combined with any other discount. For more information, contact the Student Financial Services Office.

Veterans' Help Desk

The VA School Certifying Official (SCO), located in the Registrar's Office, works with the Veterans Administration (VA) to assist with administering the

education benefit programs to veterans or eligible dependents of veterans and servicemembers. The SCO certifies enrollment, based on number of credits, length of courses, and type of courses (residential or distance learning), and transmits necessary credentials and information to the proper administrative office.

Before a student's enrollment can be certified, the SCO will need the following:

- A copy of the Certificate of Eligibility for the student.
- Signed Memorandum of Understanding detailing the expectations for students using VA educational benefits. The memo has detailed information concerning status for each type of student.

A student must be admitted and actively enrolled in courses at Montreat College before enrollment verification for veterans benefits begins. Students in the School of Arts and Sciences as well as the School of Adult and Graduate Studies may be eligible for the full monthly allowances, provided they are enrolled full-time as determined by the VA. Students are responsible for reporting any changes in enrollment or attendance to the VA SCO as soon as possible.

To apply for VA educational benefits, go to <https://www.vets.gov/education/apply/>. To check on the status of benefits, contact the Veterans Administration helpdesk at 1-888-442-4551.

The VA helpdesk for Montreat College can be reached by email at va@montreat.edu or by calling 1-828-669-8012 x 3732. The *Memorandum of Understanding for Use of Education Benefits for Veteran Students* can be requested from the VA helpdesk.

Active duty servicemembers start with their Education Services Office (ESO). The ESO works with the servicemember to assess if tuition assistance (TA) is an option or if VA educational benefits is the best route. The SCO works with the servicemember and ESO to report required information for TA.

Application for Financial Aid

Procedure

- Apply for admission to Montreat College.
- Request a FSA ID from the Department of Education at fsaid.ed.gov. Students must have this to complete their Free Application for Federal Student Aid (FAFSA).
- Complete the Free Application for Federal Student Aid (FAFSA) online at fafsa.ed.gov. The FAFSA may be submitted as early as October 1st for the following academic year, using the prior year tax information. Actual tax information is required. Use the IRS Data Retrieval Tool (DRT) if possible.

- Financial aid decisions are made after a student has been offered admission. Students are notified via an official award letter via email.
- North Carolina residents must confirm their residency status by using the Residency Determination Service at CFNC <https://ncresidency.cfnc.org/residencyInfo/>.
- Students receiving a loan for the first time at Montreat College will need to complete the appropriate paperwork, including the Master Promissory Note and the Entrance Counseling Interview for William D. Ford Federal Direct Loans at www.studentloans.gov.
- Students eligible for educational benefits through the Veterans Administration or Vocational Rehabilitation should apply directly to these agencies and inform the VA School Certifying Official.
- Students must reapply each year for financial aid by completing the FAFSA.
- All outside scholarships or benefits (non-Montreat College) must be reported to the Student Financial Services Office. Montreat College reserves the right to reduce institutional awards and/or federal loans due to outside resources. Failure to report tuition assistance, scholarships, or employer tuition reimbursement to the Student Financial Services Office may lead to a student's financial aid award being adjusted after being initially awarded, and the student runs the risk of having her or his aid returned to the federal or state government.

If a student chooses financial aid as a method of meeting the financial obligations of the AGS program, students are encouraged to complete all financial aid paperwork prior to the start of their semester. If the financial aid paperwork is submitted after the second week of the semester, the student's financial aid award may be delayed.

All financial aid funds are posted directly to student accounts. They cannot be issued as a check directly to a student. Financial aid information and forms may be found at the College website: <http://www.montreat.edu/admissions/tuition-aid/>.

If a student is academically withdrawn from Montreat College from a course or due to non-attendance in a course, a portion or all of the federal and/or state funds may be returned to the Federal Government. If an outstanding balance remains on the student's account after this process has been completed, then it is the student's responsibility to pay in a timely manner any outstanding balance no longer covered by financial aid funds. Failure to report tuition assistance, scholarships, or employer tuition reimbursement on the Admission/Financial Aid Application may lead to a student's financial aid award being adjusted after being initially awarded, and the student runs the risk of having her or his aid returned to the federal or state government.

At the end of the federal award period, any credit remaining on the student's account from federal aid is sent automatically to the student regardless of the preference expressed on the authorization to retain funds.

Note: Validation of all High School Diplomas

According to federal regulations, high school diplomas must be valid in order for a student to be eligible for Title IV funding (i.e. federal funding).

Federal regulations require all colleges and universities to evaluate the validity of a student's high school diploma if the institution or the Secretary of the Department of Education has reason to believe that the diploma is not valid or was not obtained from an entity that provides secondary school education (Higher Education Act § 668.16(p)).

Maintaining Financial Aid

To maintain financial aid, undergraduate students must remain in at least six credit hours in order to be eligible for student loans. Graduate students should remain in at least 3 credit hours in order to be eligible for student loans. Eligibility for the Federal Pell Grant may also be affected by changes in enrollment. Students must maintain satisfactory academic progress (refer to policy for details) and must reapply each academic year for financial aid.

Students must maintain at least ½ time (6 credit hours for undergraduate; 3 credit hours for graduate) in a given semester to maintain any in-school deferment. Any periods of enrollment for <½ time can affect any existing student loan grace periods.

Students who are in default on federal student loans will not be eligible for any financial aid until the default is cleared through the lenders and proof is submitted from the holder of the loans in question that the default has been cleared.

Note: Undergraduate students are considered to be full-time if they attempt at least 12 credit hours in a standard term. Graduate students attending a program in a standard term structure are considered to be full-time if they attempt at least 6 credit hours. Graduate students attending a program in a non-term structure are considered full-time if they are continuously enrolled.

Academic Year Definition

To be considered full time, an undergraduate student should be enrolled in a minimum of 48 weeks (16 per semester) of instructional time and a minimum of 36 credit hours (12 per term) attempted. To be considered full time, a graduate student should be enrolled in a minimum of 48 weeks (16 per semester) of instructional time and 18 credit hours (6 per term) attempted.

Financial Aid and Satisfactory Academic Progress

It is very important to note that there are two types of Satisfactory Academic Progress (SAP) requirements. The first type is called Academic SAP and applies to **all** enrolled students. It is monitored by the Registrar's Office. The second type, Financial Aid SAP, only applies to students receiving financial aid.

Federal regulations (Sections 668.16, 668.32 and 668.34) require that schools monitor the academic progress of each applicant for federal financial assistance and that the school certify that the applicant is making satisfactory academic progress toward earning their degree.

At Montreat College, this determination of progress is made at the end of each semester, including the summer term, and before the student financial services office disburses any federal aid funds for the subsequent semester. To be eligible to receive Title IV federal funds, Pell Grants, SEOG, Federal Work Study, Federal Perkins Loans, Federal Direct Loans or state and institutional aid, students must maintain satisfactory progress.

Adult Undergraduate Satisfactory Academic Progress for Financial Aid Purposes:

Satisfactory Academic Progress (SAP) has three criteria and students must meet all three:

1. A Qualitative measure: All students must maintain a cumulative 2.0 GPA
2. A Quantitative measure: All student must earn 67% of all credits attempted
3. A Pace of Progression measure: All students must complete their program in 150% of the credit requirements. For example, a program which requires 120 credit hours for completion must be completed in 180 attempted credit hours ($120 \times 1.5 = 180$). This is also called the Maximum Time Frame (MTF) criteria and is also a quantitative measure.

One additional SAP criteria students should be aware of, especially if they plan to double major, is: automatic completion. All students who have completed all credit requirements for any of their programs will be considered as having earned a degree for financial aid purposes even if they have not applied for graduation. These students will not qualify for any federal or state aid at the point of automatic completion.

Adult Graduate Student Satisfactory Academic Progress for Financial Aid Purposes:

Satisfactory Academic Progress (SAP) has three criteria and students must meet all three:

1. A Qualitative measure: All students must maintain a cumulative 3.0 GPA.

2. A Quantitative measure: All students must earn 75% of all credits attempted.
3. A Pace of Progression measure: All students must complete their program in 150% of the credit requirements. For example, a program which requires 120 credit hours for completion must be completed in 180 attempted credit hours ($120 \times 1.5 = 180$). This is also called the Maximum Time Frame (MTF) criteria and is also a quantitative measure.

Failure to Meet Satisfactory Academics Progress

Financial Aid Warning: Students who fail to make SAP may continue to receive financial aid for one additional semester. No appeal is necessary for this student at this time.

Financial Aid Suspension: Students who fail to regain SAP at the end of a semester on Warning are not eligible to receive financial aid. A student on Suspension has the option to appeal to have their eligibility reinstated. If the student's appeal is denied, the student remains on Suspension and can only regain eligibility once they meet all three of the SAP criteria.

Financial Aid Probation: Students whose appeals have been approved are placed on Probation. The appeal approval will outline what the student needs to do to keep receiving financial aid. This may range from the student regaining eligibility at the end of the next period of enrollment to the student meeting specific criteria as identified in an Academic Plan.

Reinstatement of Aid

Aid may be reinstated on a probationary status by meeting the requirements for SAP or by an approved appeal. If aid is reinstated, a probationary status will remain in effect. A period of non-enrollment does not reinstate aid eligibility. A student returning after an extended period of non-enrollment must still submit a SAP appeal.

Appeals

Students who wish to appeal the suspension of financial aid eligibility based on mitigating circumstances (i.e., severe illness, death of a close family member, severe injury, or other traumatic experiences) may do so by submitting the SAP appeal form, a letter of appeal and supporting documentation to the Director of Financial Aid within **ten days** from the date of notification that aid has been canceled.

All appeals must:

1. Complete the enclosed SAP appeal form.
2. Include the student's statement which identifies the mitigating circumstances that led to SAP not being maintained. In the first appeal, since SAP is cumulative, the student must address all

unearned coursework, which appears on the Montreat College transcript.

3. Provide supporting documentation, such as statement from the doctor, death notice, etc.
4. Include the student's degree audit, which may be obtained from the Registrar's Office.
5. Include the student's Montreat College identification number, or Social Security number, current address, and communication information.

All initial and subsequent appeals and supporting documentation must be received within ten days of notice. The Student Financial Services Advisory and Appeals Committee will not review incomplete or partial appeals. All documentation is retained by the Student Financial Services Office for audit purposes.

Student Financial Services will notify the student of the decision to reinstate or deny aid. If approved, conditions may apply. If the conditions are not satisfied, aid may be denied in a subsequent term. As described in federal regulations, **all decisions at this point are final.**

The Student Financial Services Office will review no more than two appeals from a student during the course of study.

Effect of Incompletes, Withdrawals, Failures, and Repeats

All incompletes, withdrawals, failures, and repeats are included as attempts when determining SAP for financial aid. Depending on when a student withdraws in the semester, their aid may be recalculated. Students should consult a financial aid counselor before making any adjustments to their schedules as it may impact their awards.

Effect of Changing Major/Double Major

A change of academic major or the pursuit of a double major does not extend eligibility for financial aid. Students are still expected to complete their programs within 180 hours. A student may appeal if they fail to make SAP for this reason.

Effect of Credits by Transfer, Examination, Military, and Life Experience

Transfer credits that have been accepted and count towards the student's program of study will be used as attempts and completes and included in determining SAP. Academic credits received via examination, military, or life experience are counted as attempts and as earned credit.

Effect of Auditing Courses

Students do not earn any academic credits for audited courses. They do not count in the calculation of "attempted hours."

Return of Title IV Federal Student Aid

In the event a student withdraws from a course or the entire program, either through nonattendance or by administrative withdrawal, does not return to the next course after an approved leave of absence, or is not making satisfactory academic progress, the Student Financial Services Office is required to process a withdrawal calculation.

All calculations are based on the last date of documented class attendance within the student's period of enrollment. A period of enrollment is one-half of the financial aid academic year. All awards that include federal Title IV aid will be subject to the federal return of Title IV funds calculation. All nonfederal funds are subject to the Montreat College refund calculation. The College has a fair and equitable refund policy as required under Section 668.22 (b) (1) of the federal regulations.

The federal return of Title IV funds calculation determines the percentage of the semester actually completed for which the assistance was awarded to the student. This figure is used to determine the percentage of the aid the student earned for the period of enrollment. All unearned funds are returned to the proper agencies in the order prescribed by federal and state regulations. These regulations dictate that the College is obligated to apply refunds in the following order: Unsubsidized Direct Student Loan; Subsidized Direct Student Loan; Federal Direct PLUS loan; Federal Pell Grant; Federal Supplemental Educational Opportunity Grant; other Title IV, state, private, or institutional aid; the student. Students must pay any charges remaining on their account after funds are returned to the proper agencies.

Financial Aid Attendance/Scheduled Break Policy

Attendance is monitored for all students at Montreat College in order to determine their eligibility for financial aid. If a student remains absent for 45 days or more without the proper paperwork, the student must be withdrawn from the program. If a student is a financial aid recipient, an R2T4 will be processed and federal and state funds may be returned.

Financial Policy Appeals

Any student who wishes to appeal a decision must do so in writing to the Student Financial Services Office.

Tuition and Fee Structure

Tuition and fees for the School of Adult and Graduate Studies are structured by degree program.

Tuition rates *per credit hour* are:

Undergraduate:	\$395.00
Graduate: Counseling	\$435.00
Graduate: Business Administration	\$510.00
Graduate: Management and Leadership	\$510.00
Graduate: Environmental Education	**

**An additional \$500 per semester course fee will be assessed for those enrolled in EV 570 (Nonresident Thesis/Project).

NOTE: Tuition does *not* include books.

Applicable Fees:

- All students are charged a technology fee of \$35.00 per semester.
- A Course by Arrangement (CBA) may incur a fee of \$50.00 per credit hour.
- A \$60.00 Graduation Application Fee is due upon filing the graduation application for all degree programs.
- The cost to audit an undergraduate class is \$100.00, and the cost to audit a graduate class the cost is \$200.00. The student is responsible for purchasing the required textbooks.
- Students who withdraw from and reenter any program must adhere to the prevailing standards and fee structures at the time of reentry. Any scheduling changes may also affect the amount and timing of financial aid available.
- All outstanding balances must be cleared before future course or program registrations will be approved. The College reserves the right to withdraw students from a course for failure to meet financial obligations. A \$50 late fee is charged each time a payment is received after the due date. There is a \$25 charge for any check returned for insufficient funds.

Montreat College reserves the right to modify any of the above charges at any time.

Tuition Reimbursements

Students who anticipate that all or part of their expenses will be paid by employer tuition reimbursement are expected to pay in advance for courses with their own funds.

Receipt Requests

Students may request receipts for reimbursement purposes by submitting a receipt request form to the Student Financial Services Office.

Student Statements

As a courtesy, the Student Financial Services Office sends statements each term to all students with a balance. **A student is not excused from paying the balance due simply because they have not received a statement.** A student's schedule may be dropped for late payment. Students may view their accounts online using Self-Service at <https://selfservice.montreat.edu/selfservice/Home.aspx>. Statements are not routinely sent to students with a zero (0) or credit balance.

Payment of Tuition and Fees

Self-Pay Student: (non-financial aid recipient; i.e. not applying for Federal and/or State loans or grants by completing a FAFSA).

Tuition and fees are due by the dates listed in the Academic Calendar. A late payment penalty of \$50 will be assessed if payment is not made by the first day of class. A student's schedule may be dropped for non-payment.

Financial Aid Recipients: All required financial aid documents must be submitted to the Student Financial Services Office before classes begin or the student's schedule may be dropped.

At the time a student registers, either by signing and submitting the appropriate registration forms to their Advisor by registering online through the website, the student agrees to abide by the College's official policies concerning add/drop and institutional withdrawal from Montreat College. Students who withdraw from classes after the add/drop period will not receive a refund of tuition or fees. **The student agrees to assume responsibility for understanding the College's official policy concerning schedule changes and satisfactory academic progress, which may affect tuition and fees charged, and/or financial aid eligibility.**

If an account must be sent to a collection agency or litigated due to nonpayment of the outstanding balance, the College reserves the right to demand payment in full for subsequent terms of enrollment prior to the beginning of each term. The College reserves the right to cancel a student's registered courses if a balance due from a previous term remains unpaid at the start of a subsequent term.

Student receivable accounts are considered to be educational loans provided for the sole purpose of financing an education at Montreat College, a non-profit institution of higher learning. As such, student receivable accounts are not dischargeable under the provisions of the laws governing either Chapter 7 or Chapter 13 bankruptcy actions.

The College reserves the right to demand payment in the forms of a certified check, money order, cash, or credit cards in the event that one or more checks have been returned unpaid for any reason.

Students who have unpaid accounts or other outstanding obligations at the College will not be eligible to register for classes nor return for the next term. Transcripts, certificates and diplomas are not issued until all charges have been paid in full. The College reserves the right to recover all costs involved with the collection and/or litigation of delinquent accounts as well as levy an interest charge equal to one and one half percent (1.5%) per month, on any account with a balance beyond thirty days past due. Student accounts are assessed fines for overdue library books, damaged property, parking violations, etc., as those charges are incurred.

General Institutional Student Financial Services Policy

The payment of all tuition and fees becomes an obligation upon registration at Montreat College (hereafter referred to as “the College”). The Federal Truth-in-Lending Act requires complete disclosure of the terms and conditions controlling payment of the student's obligations. In order to comply with those federal statutes and regulations, the College discloses billing policies in the Academic Catalog and requests that the student carefully review the following:

Prior to the completion of registration, the student shall pay any prior obligations due on his/her account. An account that has a delinquent balance at the time the student schedules classes for the following semester prohibits the student from completing the registration process until the account is paid in full. Payment is due in full after registration and prior to the start of each course. Any changes in the student's financial obligations caused by a change in schedule or in aid are available for the student to view using Self-Service on the Montreat College website. The College reserves the right to offer monthly payment plans on past due accounts and to terminate said arrangement for non-payment. In the event of such a termination, the entire balance shall be immediately due and payable. The student's failure to pay the entire balance within 30 days shall result in the account being handled as a delinquent account as explained below.

Delinquent accounts occur when the payment terms on a student's account have not been met. When an account becomes delinquent, a billing statement is sent giving two weeks to make payment in full. If payment is not made, a statement will be sent giving an additional two weeks to make payment or the account will be sent to an external collection agency. The College has the right to take steps to collect the balance, including but not limited to the following: dropping the student from courses; prohibiting registration for future courses; withholding course credits, academic transcripts and diplomas until the balance is paid; turning over the student's account to a collection agency; and taking legal action to collect the balance due.

In addition, students may be removed from current course enrollment. The student authorizes the College to release financial information about his/her account to those concerned with collecting the overdue balance. If the College incurs any expenses in collecting the student's account, the student shall pay all the College's cost of collection. This includes, but is not limited to, a collection agency fee, interest, and/or reasonable attorney's fees. In the event that appropriate tuition and fees are not paid and the college is forced to initiate formal collection procedures, the party or parties liable for such unpaid tuition will further be liable to the College for reasonable attorney's fees plus all other reasonable expenses incurred by the College in collecting the delinquency, to the extent allowed by law.

The student is financially responsible for tuition and fees. The student will not be held responsible for the balance of the course charges and required/applicable fees if the College receives a written notice of withdrawal before the first day classes begin. Financial Aid will be adjusted/reduced according to Federal guidelines.

General Institutional Withdrawal Policy

The following refund policy will be in effect for students enrolled in Standard Academic Terms:

- If a student drops* a course before the end of the add/drop period, the student will not be charged for tuition or fees.
- If a student withdraws* from a course after the add/drop period, the student will be charged the full tuition rate and fees for that course.

The following refund policy will be in effect for students enrolled in Non-standard Academic Terms.

- If a student drops* a course before the second class meeting, the student will not be charged for tuition or fees.
- If a student withdraws* from a course after the second class meeting, the student will be charged the full tuition rate and fees for that course.

*It is the responsibility of the student to drop a course officially by notifying her or his academic advisor and completing a properly executed Add/Drop Form. If a student does not attend a course, that course will be dropped from the student's schedule.

All past due amounts, including but not limited to such charges as tuition, bookstore charges, library fines, and student fees, are subject to a 1.5% per month finance charge. Students will not be issued official grade transcripts or permitted to register for subsequent semesters until such time all fees have been paid in full. Diplomas will not be issued unless all fees have been satisfied.

Refund Policy

If the student withdraws from the College, then the General Institutional Withdrawal Policy will apply.

A student is considered enrolled for attendance purposes until the last day of attendance or the end of the term, whichever is first. To withdraw from courses, the student should follow the formal withdrawal process outlined in this catalog. Official withdrawal forms are available from an Academic Advisor or from the Registrar's Office.

A refund refers to money paid toward college charges that must be returned to financial aid sources and/or the student. A repayment is the amount of cash disbursed to the student that must be repaid to federal, state, or institutional sources. The amount of refund will depend upon whether the student has received Federal Title IV and/or state financial assistance.

Credit Balances

Students may receive a distribution of a credit balance from their account during the semester, though not prior to the conclusion of the first two weeks of the semester or the **actual receipt of funds**. Student Financial Services Office issues a refund check for the credit balance.

If a student graduates or separates from Montreat College, any credit balance remaining after final adjustments (if any) will be refunded by a check mailed to the student's address on file once a Credit Request form is completed. If a student's current mailing address is different from the address on file, the student must submit a Student Information Change Form to the Registrar's Office before the check can be mailed to that address.

If financial aid changes are made or additional charges are added to the account following the issuance of a refund, the student will be responsible for any additional amount due to Montreat College.

General Student Information

Standards of Conduct

The trustees, administration, staff, faculty, and students seek to be motivated by Christ's love for us. We desire to reflect that love for one another; therefore, we are called upon to practice consideration, fair play, and concern in our daily interaction with each other as an expression of our commitment to be a community under the lordship of Jesus Christ. Kindness and consideration demand the deliberate consciousness of other people's feelings and an effort to neither hurt nor offend other members of the community.

Such high aspirations require an understanding of what Christian standards are both in and out of the classroom, and they can be reached only when each

one in the Montreat College community makes an honest effort to incorporate them into the pattern of daily living.

An obligation for patience and for the effort toward redemption is inherent in a Christian community. At the same time, the College reserves the authority to ask those members to withdraw who do not accept its delineation of Christian standards, and who are unable to learn to live happily in the framework of ideals. Those who act or speak in an abusive or threatening manner will be shown zero tolerance and will be withdrawn from the College.

Montreat College Student Email Accounts

Each student is assigned an email account prior to the first course. This will allow students to communicate with and receive communications from various offices attached to Montreat College such as Academic Advising, Records and Registration, Student Accounts, and Financial Aid concerning non-public information. Students may also communicate with professors who may not have a permanent office on campus. It is essential that all passwords for email and online access be kept confidential. No one from Montreat College will ever ask you for this information. If you have difficulty accessing your information online, contact Information Technology helpdesk at extension 3661. All students are required to check their Montreat College email on a regular basis. **Not checking the student email assigned by Montreat College is not a defense for not knowing vital information sent to students.** Should a student use an email that is not assigned by Montreat College requesting information Montreat College deems private, that information will be sent to the Montreat College email address **only** or to the home address via the postal service.

Change of Personal Information

It is the student's responsibility to notify the College immediately in the event of a change of employment, address, telephone number, email address, name or, any tuition assistance. Students must submit a Student Information Change form to their assigned academic advisors. The form may be obtained at www.montreat.edu/registrar-office/forms or from the advisor. Note: a copy of the new social security card and legal document associated with the name change must accompany name changes.

Disability Services

The College will provide reasonable accommodations for known disabilities whether visual, hearing, mobility, medical, learning, or for other qualified applicants and students. Eligible students should follow these steps:

- Identify himself/herself to the Academic Advisor.
- Submit current documentation of his/her disability to the Academic Advisor.

- Be willing to participate in additional evaluation to confirm the disability, if requested.
- Provide clear recommendations for accommodations from a professional care provider.
- Request in writing the specific accommodations needed to enable his/her academic access.

The Office of Academic Advising and Student Services, in conjunction with Student Health Services, will assess a student's documentation and determine the reasonableness of the requested accommodations. This group of personnel serves as a liaison between students and faculty/staff, working individually with students to develop and implement a plan for academic accessibility.

Alcohol Policy

It is the policy of Montreat College that alcoholic beverages and their use is not permitted on property owned or leased by the College.

Smoke and Tobacco Free Campus Policy

Montreat College is committed to providing students, employees, and guests with a safe and healthy environment. Therefore, the College is a smoke and tobacco-free campus.

For purposes of this policy, "smoking" includes, but is not limited to, the burning (or simulating the burning), lighting, or openly carrying of any type of tobacco, tobacco-derived, or vapor products including, but not limited to, traditional and electronic cigarettes, cigars, cigarillos, and pipes, as well as the use of chewing tobacco and snuff.

It is the policy of Montreat College that smoking is not permitted anywhere on College property, whether owned or leased by the College. For purposes of this policy, College property includes any property owned by the College, leased by or in possession and control of the College, and any property owned by the College and leased to other entities for short- or long-term use. It also includes the Montreat Presbyterian Church (EPC) building and property.

Information on smoking cessation classes and educational efforts in the community is available to students and employees of the College. A resource area is located in the Health Center on the lower level of Bell Library.

Enforcing compliance of the Smoke and Tobacco-Free Policy is the responsibility of the campus community at large. College administrators, faculty and staff are asked to remind everyone of the Smoke and Tobacco-Free Policy and report violations to the Dean of Students. Campus police officers will also report policy violations.

The first time a student is observed smoking in violation of this Policy, a written warning of violation of the Smoke and Tobacco-Free Policy will be issued.

The second time a student is observed smoking in violation of this Policy, a \$25 fine will be assessed and 10 hours of community service will be assigned.

A third violation will result in a \$50 fine, 20 hours of community service and referral to the Dean of Students for consideration of further disciplinary action.

Visitors will be advised of this policy by way of campus signage and announcements prior to all community events such as summer conferences, athletic events, and concerts. Guests who fail to comply will be reminded of the College Smoke and Tobacco-Free Policy with a request that they comply in the future.

Policy violations by employees will be handled through the regular supervisory disciplinary process.

Policy on Non-Students in Class – AGS

Classroom meetings for the School of Adult and Graduate Studies are for faculty, faculty-invited guests, and enrolled students only. Students are not permitted to bring guests to class meetings. No exceptions may be made for children (including, but not limited to, children of instructors and of students) to remain in the classroom. Parents are responsible to make necessary provisions for their children to be cared for in a separate location than the classroom or Montreat College location. Students who bring children or other guests to class or the site location will be asked to leave and will receive an unexcused absence for that class.

Special Note: Leaving children unattended in a public area or site location, including empty classrooms, computer labs, lobbies, parking lots, etc. is prohibited. This policy does not apply to students with disabilities who have received written accommodations to be accompanied by a caregiver or academic support personnel.

Sexual Harassment Policy

Sexual harassment can occur in any academic context, such as a professor/student relationship, staff member/student relationship, student/student relationship, as well as within other professional employment environments, including practicum and/or internship environments.

Sexual harassment has been defined in the professor/student relationship as follows: unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when grades or educational progress are made contingent upon submission to such conduct, or when the conduct has the purpose or effect of interfering

with the individual's academic performance, or of creating an intimidating, hostile, or offensive educational environment. Romantic relationships should be avoided between a faculty member and student with whom the faculty member has a professional relationship.

The definition of sexual harassment in other academic and employment contexts is similar: Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment; (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

The College will not tolerate sexual harassment or ignore complaints of harassment from students, staff, or colleagues.

For information specifically about sexual harassment and assault issues, including prevention & response protocols, please consult <https://www.montreat.edu/student-life/student-services/health-wellness/title-ix/>.

In order to report possible sexual harassment, contact the Title IX Coordinator at TitleIX@montreat.edu.

Academic Information

Academic Advising

All students are required to review an online orientation for their particular degree program and participate in a new student orientation and registration meeting with an academic advisor before starting any degree program.

Academic advisors make every attempt to give effective guidance to students in academic matters and refer students to those qualified to help them in other matters. However, **the final responsibility for meeting all academic requirements for a selected program rests with the student.** All students can arrange for an appointment with their academic advisor at any time during their degree program.

Course Registration and Scheduling Changes

Undergraduate: Advisors will create academic plans with students and typically enroll students in courses one year at a time. Students may adjust their schedules online via the course management system during the designated registration periods (see Academic Calendar). Advisors will then approve or decline the course selections of their advisees. Students will be eligible to register after outstanding obligations to the College have been met.

Graduate: Graduate students will be administratively registered for their entire degree program.

Credit will be awarded only for courses in which a student is officially enrolled.

Eligibility by course ID level: Courses numbered 100 and 200 are open to all undergraduate students; 300- and 400-level are open to juniors, and seniors. 500- and 600-level courses are reserved for graduate students.

Change of schedule: It is the student's responsibility to process all course changes officially through their Academic Advisor before the deadline as listed on the academic calendar. Appropriate signatures must accompany the schedule change form.

Adding a course:

- Students may add courses no later than the first week of the session for **on-ground** courses.

Students may add courses no later than the Friday prior to the start of the session for **online** courses.

Dropping a course: Students who wish to drop a course, without a notation on their permanent record, may do so during the first week of the course.

Withdrawing from a course: In 8 and 16 week courses, students may request to withdraw with a grade of WP or WF recorded on the transcript from the second week but prior to the penultimate week of the course. For 5-week

courses and courses with non-standard schedules, students may request to withdraw with a grade of WP or WF recorded on the transcript from the second meeting but prior to the final meeting of the course. Students may not withdraw from a course with an incurred grade.

Please see the Student Financial Services General Institutional Withdrawal Policy for information on financial implications when dropping or withdrawing a course.

Non-attendance policy: Students must attend the first night of each course or contact their instructors and advisors. If students miss the first night of a course, without contacting the instructors and advisors, the course will be dropped from the students' schedules. This could result in the reduction or cancellation of financial aid for these students. The students' schedules for future sessions will remain unchanged.

Students taking online courses must complete the course introduction forums or other assignments by 11:59PM of the first Thursday of the course sessions. If these assignments are not completed, and the students have not contacted their instructors and advisors, the course will be dropped from the students' schedules. This could result in the reduction or cancellation of financial aid for these students. The students' schedules for future sessions will remain unchanged.

Students cannot attend or receive credit for a course or section unless they are officially registered.

Medical/Military Withdrawals: Withdrawals from the term due to extenuating circumstances, limited to extreme medical conditions, military duty, or immediate family death/major illness, must submit a letter and verifying documentation to the Vice President of Academic Affairs. These withdrawals will incur a WP.

Maximum Loads: Undergraduate students are considered full-time when enrolled in at least 12 credits during a term. Students may enroll in two courses per session for 18 credit hours in the term. One additional course may be added with permission of the Academic Advisor. Only students who have at least a 3.0 cumulative grade point average will be considered for an overload approval. New students are expected to take only GE 250 during their first session with the College.

NOTE: CMHC students who wish to take two courses during the eight-week session must submit the appropriate CMHC form to the CMHC Program Director or the Director of Academic Advising and Student Services requesting permission for the course overload. These students must have a 3.5 cumulative GPA or higher. (See CMHC program handbook for more information).

Repeating courses: A student may repeat a course in which a grade of less than C was received by: (1) re-taking the same course at Montreat College or (2) re-taking the course at an appropriate accredited institution. It is the student's responsibility to notify their Academic Advisor of courses to be

repeated at another institution and to receive prior approval of the course to be repeated. Courses that are repeated at Montreat College for a higher grade will have the better of the two grades included in the academic GPA calculation. Courses that are authorized for repeat at another institution must be successfully completed with a grade of C or better. The transferred course will apply as credit only, and will not replace the previous grade in GPA calculations. *Financial aid may not be awarded for courses that are repeated.*

Auditing courses: A student who wishes to take a course for no credit (audit) may do so by receiving approval from the instructor of the course. A specific registration form must be signed by the instructor and student and returned to the Registrar's Office for processing. Instructors may set their own requirements for course participants.

Course by Arrangement: On occasion, students may need a course that is required in their program but is not offered in a given term. If it is essential to complete this course for graduation or remediation, students should request a Course by Arrangement (CBA) from their Academic Advisors. Enrollment in a course by arrangement requires the approval of the Academic Advisor, the Student Accounts Office, the Financial Aid Office, the AGS faculty director, and the Registrar's Office. The petition should be completed and signed by all parties and received in the Registrar's Office by the Monday preceding the first class meeting to receive consideration and allow for registration. An additional charge will be assessed to all students enrolled in a Course by Arrangement.

Transferring courses: A student who wishes to enroll in courses offered by another institution must complete the required form and receive approval by the Registrar's Office. Failure to follow this procedure may result in loss of transfer credit for these courses.

Class Attendance Policy

The Department of Education requires Montreat College faculty to adhere to a strict policy for class attendance to maintain Title IV funding. The AGS programs emphasize group interaction in the classroom as well as in study groups. If students are absent, they do not gain the benefit of learning from their peers, nor do they have the opportunity to contribute to other students' learning. Classes meet for a minimum of four hours per week of instruction, not including the time required to complete individual homework for each class. The instructor must turn in attendance records of class meetings each week through the course management system.

Attendance at every class meeting is expected. If students miss two class meetings, final grades can be lowered. Montreat College AGS allows one absence (total of four hours) from class without grade penalty. If a student misses a second class, the final grade can be lowered a letter grade at the discretion of the professor.

Instructors may have a stricter policy but they must clearly indicate any other specific consequences for absences in their course syllabus. If it is not indicated, it is assumed that the penalty will occur according to the policy above.

Note: Students formally enrolled at Montreat College, who, for any reason, have not attended classes within one academic year, must re-apply for admission. (See Readmission of Former Student Policy)

Credit Hours

Montreat College recognizes and adopts the following statements of “Credit Hour” as defined by both the Federal Definition (Federal Requirement 4.9) and SACS policy statement on “Credit Hour,” and the associated “Guidelines for Flexibility in Interpretation” as outlined below.

Appropriate academic departments will regularly review the Montreat College curriculum and academic committees as needed to ensure compliance.

Definition of the Credit Hour: For purposes of this policy and in accord with federal regulations, a credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonably approximates:

1. Not less than one hour of classroom or direct faculty instruction and a minimum of two hours out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time, or
2. At least an equivalent amount of work as required outlined in item 1 above for other academic activities as established by the institution including laboratory work, internships, practicums, field experiences, studio work, and other academic work leading to the award of credit hours.

Guidelines for Flexibility in Interpretation:

- A credit hour is expected to be a reasonable approximation of a minimum amount of student work in a Carnegie unit in accordance with commonly accepted practice in higher education.
- The credit hour definition is a minimum standard that does not restrict an institution from setting a higher standard that requires more student work per credit hour.
- The definition does not dictate particular amounts of classroom time versus out-of-class student work.
- In determining the amount of work the institution’s learning outcomes will entail, the institution may take into consideration alternative delivery methods, measurements of student work, academic calendars, disciplines, and degree levels.

- To the extent an institution believes that complying with the Federal definition of a credit hour would not be appropriate for academic and other institutional needs, it may adopt a separate measure for those purposes.
- Credits may be awarded based on documentation of the amount of work a typical student is expected to complete within a specified amount of academically engaged time, or based on documented student learning calibrated to that amount of academically engaged time for a typical student.

The intent of the above flexibility as provided by Federal guidance is to recognize the differences across institutions, fields of study, types of coursework, and delivery methods, while providing a consistent measure of student work for purposes of Federal programs.

Textbooks and Course Materials

Textbooks can be ordered easily and conveniently from MBS Direct, a virtual bookstore. Montreat College has its own bookstore site on the MBS Internet site (<http://direct.mbsbooks.com/Montreat.htm>). MBS Direct fills textbook orders within 24 hours and ships them according to the students' instructions. Students are given access information when they enroll.

Computer Requirement

All students are required to have access to a computer that meets the minimum specifications for all courses in the program. In addition, students will be required to have a notebook computer meeting these minimum specifications during class time for certain courses. Ask your Academic Advisor for the AGS Student Computer Policy for additional information.

Assignment Format and Standards

For most courses, papers, projects, and homework assignments are to be presented in the American Psychological Association (APA) style formatting. The Modern Language Association (MLA) style formatting may be required for English and humanities courses. Individual instructors may give other assignment specifications. It is the responsibility of students to give credit for words and/or ideas not their own.

Study Teams

The foundation of the AGS educational philosophy and practice is the recognition of the distinction between the younger college student and the student who has assumed the adult responsibilities of self-determination, financial independence, and professional development. The focus of the program encompasses two critical learning objectives: shared participant

responsibility for self-directed learning and small group dynamics. Professional and personal growth requires that individuals develop the skills necessary to manage their own learning.

Study teams help to develop the interpersonal skills necessary for effective participation in groups. Study teams are designed to increase involvement, enthusiasm, and the pursuit of topics in the course and assignments to a more advanced level. Students value the benefits of small group work, noting increased critical skills, such as group decision-making, civil discourse, the cultivation of new ideas, and inclusion of all members in a discussion. These groups may gather for in-class activities and outside of the classroom setting. Online students may also form virtual groups.

Academic Policies

Grade Changes

All grades are final three months after the date of issuance. Grades will be changed due to a computational error within six weeks of the due date for final grade submission. Under no circumstances will a student be allowed to do makeup work to improve a grade once final grades have been submitted. All grade changes must be approved by the Registrar.

Petitions for Exceptions

To petition for an exception to academic policy, students must submit a written petition, stating the grounds for the request and providing any supporting evidence. Petitions for exceptions to academic policies are to be submitted to the Director of Academic Advising and Student Services who will render a judgment or will forward the petition to the appropriate College office.

Academic Integrity Policy

Definition of Academic Dishonesty

Academic dishonesty, such as cheating on tests and plagiarizing on essays, violates the fundamental trust underlying all academic work—that the work be the product of the student who submitted it. Montreat College defines academic dishonesty as the representation of another's words, ideas, or images as one's own. It applies equally to intentional and unintentional quotations, paraphrases, visual images, auditory images, and all electronic means of storage and communication. When academic dishonesty occurs, these procedures will be followed.

Discipline of Academic Dishonesty

When an instructor suspects a student of academic dishonesty, the instructor will meet with the student to discuss the incident and determine, to the

instructor's satisfaction, whether academic dishonesty has occurred. If, in the instructor's judgment, such a violation of academic integrity has occurred, he or she will present the charges, in writing, to the student.

The only possible disciplinary actions are a zero for the assignment or an F for the course. The student may choose to admit her or his guilt of academic dishonesty and waive a hearing. This involves signing the academic dishonesty notice that outlines the disciplinary action. The academic dishonesty notice will be retained in the student's academic record.

A student who does not agree to the instructor's charges must appear before a panel of three faculty members, appointed by the Vice President of Academic Affairs or designee, on charges of academic dishonesty. During the intervening period, the student must continue to attend class. The panel will convene a hearing with the student and the instructor at which time the instructor will explain the student's alleged violation. The student may choose to counter with evidence of her or his innocence or may admit guilt.

Punishment of Academic Dishonesty

If the panel indicates, by simple majority vote, that the student has been dishonest, the panel shall uphold the penalty assessed by the instructor. The Vice President of Academic Affairs or designee will notify the student, instructor, advisor, and Registrar, in writing, of the panel's decision. If the student received a failing grade for the course, the student may remove the impact of the F on her or his grade point average by successfully retaking the course. Two incidents of academic dishonesty will result in a student being dismissed from the College. The student will not be eligible to reapply to Montreat College for at least two years after dismissal. If the panel finds the student not guilty of academic dishonesty, it will notify both the student and the instructor.

If the student wishes to drop the course but has been found guilty of academic dishonesty, the student may withdraw with a grade of *WP* or *WF*, according to the withdrawal dates on the academic calendar. The academic dishonesty notice will be kept on file if the student has admitted or been found guilty of academic dishonesty.

A student may be dismissed from the College without refund of tuition or fees after the second incident of academic dishonesty occurs (including, but not limited to, cheating and plagiarism). That student will not be eligible to reapply to the College for at least two years after the dismissal, and any readmission will be subject to review by the Vice President of Academic Affairs or designee.

Exoneration of Academic Dishonesty

If exonerating evidence becomes available in the five business days following notification of the panel's decision, the student may appeal to the Vice President of Academic Affairs or designee. Appeals will be heard only if they meet one of the following conditions: (a) discovery of new evidence or (b)

violation of procedure. A student must remain in the course and work toward its successful completion during the appeal process. The student will be notified, in writing, of the final decision.

Academic Grievances

A student wishing to appeal an academic decision (including a course grade) which directly affects the student, should file an academic grievance no later than 15 business days from the date final grades were issued by the professor for the course in question. A formal grievance related to a grade may be filed only if one of the following conditions applies:

- The student can provide evidence that an assigned grade was based on arbitrary or non-academic criteria.
- The student can provide evidence that the criteria for evaluating the assignment or coursework were not applied or misapplied such that the assigned grade does not accurately reflect her or his fulfillment of course requirements and/or course policies as stated in the syllabus (e.g., class attendance, grade standards, penalty for late or incomplete work) and/or other applicable requirements of the College.

Process for Filing an Academic Grievance

1. A student wishing to appeal an academic decision, which directly affects the student, should first present the issue to the faculty member or administrator making the decision. If a grade inaccuracy is determined, the instructor will submit a grade change request to the Registrar's Office.
2. If satisfaction is not reached, the student should present the issue in writing to the Vice President for Academic Affairs and Dean of the College for review. Such a written grievance shall include statements of the grounds for the grievance, supporting evidence, and suggested steps to resolve the matter.
3. After careful investigation, the Vice President for Academic Affairs and Dean of the College may summarily dismiss the complaint if, in her or his discretion, the grounds for appeal are frivolous or do not otherwise rise to the level of a legitimate grievance. If the complaint is not dismissed, the Vice President for Academic Affairs and Dean of the College will form a panel of two other uninvolved faculty members with whom he or she will review all applicable material and make a determination on the appeal. The panel may (a) recommend that the grade be changed, either higher or lower than the original grade, (b) recommend that the instructor revise course and/or grading requirements and reevaluate the grade accordingly, or (c) dismiss the case.
4. The Vice President for Academic Affairs and Dean of the College shall inform the student of the outcome within ten (10) business days after

the decision has been made. In the case that an appeal is approved, all official paperwork, including the student's grievance and the panel's decision, shall be sent to the Registrar's Office to become part of the student's academic record and to the Faculty Services office for the instructor's file.

Non-Academic Grievance Policy

A student wishing to appeal a decision made by the College, which directly affects the student, but is not related to academic policy, should follow one of these procedures:

Informal Grievance Procedure

- Discuss the grievance with the Academic Advisor.
- If circumstances of the grievance prevent going to the Academic Advisor or if the Advisor does not resolve the grievance within 15 working days, the student may discuss the grievance with the Vice President of Academic Affairs or designee. Upon counsel, recommendation, and approval of the Vice President of Academic Affairs or designee, the aggrieved person may be advised to proceed directly to a formal grievance procedure.

The student may request a formal hearing by initiating the steps for a formal grievance.

Formal Grievance Procedure

Request: The student must file a written request for a formal grievance hearing with the Director of Academic Advising and Student Services. The request must include the specific grievance, a description of the incident(s) from which the grievance arises, and the relief being sought.

Committee: Upon review of the written grievance, the Director of Academic Advising and Student Services may ask for additional material and documentation. After these are provided, the Director of Academic Advising and Student Services calls a meeting of the Grievance Committee as soon as possible or within 15 working days of receiving the request. The Director of Academic Advising and Student Services serves as the chairperson of this committee whenever it acts as a formal grievance committee, unless the President directs otherwise. The Director of Academic Advising and Student Services, however, has no vote in the final decision of the committee.

Hearing: The committee hears the grievance together with such witnesses as it deems appropriate to the grievance and forwards its recommendations in writing to the Vice President for Academic Affairs and Dean of the College within five working days of the close of the hearing. The hearing is closed and confidential.

Report: The Grievance Committee makes every reasonable attempt to reach its conclusion and make its recommendations to resolve the matter within 15 working days of the convening of the committee, and to present its report to the Vice President of Academic Affairs or designee for review and appropriate actions.

Appeal: The decision of the Grievance Committee may be appealed in writing to the Vice President for Adult and Graduate Studies by the aggrieved student or the Academic Advisor within three working days after receiving the decision. With regard to the informal and formal grievance proceedings, the decision of the Vice President for Adult and Graduate Studies is final.

Scope: These grievance procedures are in no way intended to limit the rights of students under applicable laws.

Retaliation Clause: No employee of the College may make any retaliatory action against any student of the College as a result of that person (1) seeking redress under these procedures, (2) cooperating in an investigation, or (3) otherwise legitimately participating in a proceeding under these procedures. Any violation will be regarded as a separate and distinct grievance matter under these procedures.

Undergraduate Good Academic Standing and Satisfactory Progress

Good Academic Standing and Satisfactory Progress

Degree-seeking students must maintain a cumulative GPA of 2.0 in order to maintain Satisfactory Academic Progress (SAP). A student who fails to maintain SAP is subject to academic probation or academic suspension.

Withdrawal from courses with a grade of *WP* or *WF* will not affect good standing or academic progress provided the student met the SAP criteria of a 2.0 GPA.

Review of SAP will occur at the end of each regular academic term for all degree-seeking students enrolled in that term for any number of credits.

Academic Probation

Students whose cumulative grade point average fails to meet the criteria established for SAP will be placed on academic probation for the next semester. If at the end of that semester the cumulative average is still below the required minimum, the student will be placed on final academic probation for the following semester. If the necessary SAP criteria have not been achieved by the end of final probation, the student will face academic suspension.

Students on final academic probation will lose their financial aid. See Financial Aid section of Academic Catalog for financial aid implications.

If a student withdraws on academic probation, he/she will have additional requirements for readmission, as explained in the Admission Information.

Academic Suspension

The administration reserves the right to suspend a student from the College because of poor scholarship. Any student on final academic probation who fails to meet the requirements of probation will be subject to academic suspension without refund of fees.

A student not permitted to continue for academic reasons may appeal the suspension in writing to the Vice President for Academic Affairs and Dean of the College within two weeks of the suspension. A student who is suspended for academic reasons may reapply to the College after one term (see Readmission of Former Students under the “Admission Information” section *and* the Repeating Courses policy under the “Academic Information” section). If readmitted, the student will be placed on final academic probation.

Academic Second Chance (ASC)

An undergraduate student may appeal for an Academic Second Chance (ASC) to request academic forgiveness for Montreat College courses. Forgiveness may apply to a single four-month period or a continuous consecutive series of periods within which a student earned grades lower than a C. If approved, those terms would be excluded when calculating the student's grade point average. No courses taken during the period approved for ASC would apply toward requirements for a degree.

A student who wishes to petition for academic forgiveness must meet the following criteria:

- The student must have been separated from all institutions of higher learning for a period of two (2) calendar years.
- The student must have re-entered Montreat College and earned at least 12 credit hours at Montreat College with a minimum GPA of 2.5 on those hours. He or she must be currently enrolled at Montreat College.

ASC terms remain a part of the student's record although the forgiven periods in their entirety will be excluded when calculating the GPA. The refigured GPA will be the official GPA of the College. A statement to that effect will be placed on the student's record.

Academic Second Chance may be granted once and applies only to Montreat College credit. It is important to note that other institutions may not recognize ASC. A student may submit a letter of appeal including a description of her or his current action plan to achieve academic success to:

Registrar
Montreat College – MC Box 896
P.O. Box 1267
Montreat, NC 28757

registrar@montreat.edu

Graduate Student Good Academic Standing and Satisfactory Progress

Satisfactory Academic Progress

Graduate students are expected to maintain a minimum cumulative grade point average of 3.00 throughout their program of study. Students receiving a grade lower than a B- may be subject to additional program-specific academic progress policies as referenced in the “Program Degree Requirements” section of the Academic Catalog. As such, students may also be subject to immediate suspension per departmental requirements.

Review of SAP will occur at the end of each regular academic term for all degree-seeking students enrolled in that term for any number of credits.

Academic Probation

Graduate students who earn a cumulative grade point average below 3.00 in course work taken for graduate credit will be placed on academic probation for the next term. If at the end of that term the cumulative grade point average is still below a 3.00, the student will face academic suspension.

Students who receive financial aid must make satisfactory academic progress to maintain eligibility for federal and/or state funds. Financial aid may or may not be available for students admitted on probation.

Academic Suspension

The administration reserves the right to suspend a student from the College because of poor scholarship. Any student on academic probation who fails to meet the requirements of probation will be subject to academic suspension without refund of fees.

Graduate students not permitted to continue for academic reasons may appeal the suspension in writing to the Vice President for Academic Affairs and Dean of the College within two weeks of the suspension. Graduate students not permitted to continue for academic reasons may seek reapplication in writing through their academic program director.

NOTE: Each graduate program may have further specific requirements for continuation; these are outlined in program handbooks or maintained by the department.

The Family Educational Rights and Privacy Act (FERPA)

Student: Any person who either attends or has attended Montreat College

Educational Records: Any record (in print, handwriting, microfilm, computer, or other medium) that is maintained by a Montreat College staff or faculty member and is directly related to a student except:

- Sole possession records: Personal records kept by a college official if they are kept in the possession of the individual who made the records, and information contained in the record has never been revealed or made available to any other person except the maker's temporary substitute.
- An employment record of an individual, whose employment is not contingent on the fact that he or she is a student, provided the record be used only in relation to the individual's employment.
- Records maintained by the Montreat College security department if the record is maintained solely for law enforcement purposes, is revealed only to law enforcement agencies of the same jurisdiction, and the department does not have access to the educational records maintained by Montreat College.
- Records maintained by the Health Services Office if the records are used only for treatment of a student and made available only to those persons providing the treatment.
- Alumni records that contain information about a student after he or she is no longer in attendance at Montreat College and the records do not relate to the person as a student.

Annual Student Notification

Policy: Students are notified of their FERPA rights and procedures for indicating their FERPA release preferences in the annual Montreat College catalog and via emails sent at the beginning of each term.

Procedure for Student Inspection/Review of Records

Students have the right to inspect and review their educational records upon request to the custodian of the record.

- If a student is requesting to see only one item from their educational record (i.e. an unofficial transcript), no written request or appointment is necessary. Access will be immediate, subject to the availability of the custodian.
- If a student is requesting to see more than one item from their educational record, a written request must be submitted to the records custodian that identifies the record(s) the student wishes to inspect. The custodian will arrange for the access and notify the

student of the time and place where the records may be reviewed. By law, access must be provided within 45 days from the receipt of the request. When a record contains information about more than one student, the student may review only the records that relate to him/her.

Montreat College Right to Refuse Access Policy

Montreat College reserves the right to refuse to permit a student to inspect these records:

1. Any financial records of the parent that may be in the student's file.
2. Letters of recommendation for which the student has waived his/her right of access.
3. Admission records if the student's application was denied or the student chose not to attend Montreat College after making application.
4. Records excluded from FERPA's definition of educational records.

Montreat College Right to Refuse Provision of Copies Policy

Montreat College reserves the right to deny copies or transcripts or other records if:

1. The student lives within commuting distance of Montreat College.
2. The student has a delinquent account at Montreat College.
3. There is an unresolved disciplinary action against the student.

Schedule of Fees for Copies

The fee for copies of educational records is .10 per page, plus postage if applicable.

Disclosure of Educational Records Policy

Montreat College will disclose information from a student's educational record only with the written consent of the student, except in the following instances:

1. To school officials who have a legitimate educational interest in the records.

A school official is:

- A person employed by the College in an administrative, supervisory, academic, or support staff position.
- A person elected to the Board of Trustees.
- A person employed by or under contract to Montreat College to perform a special task, such as an attorney or auditor.

Legitimate educational interest includes:

- Performing a task that is specified in a position description or by a contract agreement.
- Performing a task related to the student's education.
- Performing a task related to the discipline of a student.

- Providing a service or benefit relating to the student or student's family, such as health care, counseling, job placement, or financial aid
- 2. To certain officials of the U.S. Department of Education, the Comptroller General, and state and local educational authorities in connection with certain state or federally supported education programs.
- 3. To the National Student Clearinghouse for enrollment and degree verification purposes.
- 4. In connection with a student's request for or receipt of financial aid, as necessary to determine the eligibility, amount or conditions of the financial aid, or to enforce the terms and conditions of the financial aid.
- 5. If required by a state law requiring disclosure that was adopted before November 19, 1974.
- 6. To organizations conducting certain studies for or on behalf of Montreat College.
- 7. To accrediting organizations to carry out their functions.
- 8. To comply with a judicial order or a lawfully issued subpoena (accompanied by a reasonable effort to notify the student).
- 9. To appropriate parties in a health or safety emergency.
- 10. Results of a disciplinary hearing to an alleged victim of a crime of violence.
- 11. Final results of a disciplinary hearing concerning a student who is an alleged perpetrator of a crime of violence and who is found to have committed a violation of the school's rules or policies.
- 12. Disclosure to the parent of a student under 21 if the institution determines that the student has committed a violation of its drug or alcohol policies.

Directory Information Policy

Montreat College designates the following items as directory information: Student's name, address, telephone number, Montreat College e-mail address, date and place of birth, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, major fields of study, enrollment status, classification, expected graduation date, job title and dates of student work study, degrees and awards received, photographs, and the most recent previous educational institution attended by the student.

Procedure for Students Requesting to Amend Educational Records

Students have the right to request a correction of their educational records under FERPA. If a student believes the educational records relating to the student contain information that is inaccurate, misleading, or in violation of the student's rights of privacy, he/she may ask Montreat College to amend the record. The procedure for requesting a correction of the records is:

1. The student must submit a request to the custodian of the record to amend the record. The request should identify the portion(s) of the record the student wants changed and specify why the student believes that portion of the record to be inaccurate.

2. If Montreat College decides not to comply with the request, the student will be notified of the decision and advised of his/her right to a hearing to challenge the decision not to amend the record.
3. Upon request, Montreat College will arrange for a hearing and notify the student as to the time and place of the hearing.
4. An individual who does not have a direct interest in the outcome of the hearing will conduct the hearing. The student will have an opportunity to present evidence relevant to the issues raised in the request to amend the record. An attorney of his /her own choice may assist the student.
5. Montreat College will respond with a written decision within a reasonable period after the hearing. The decision will include a summary of the evidence and the reasons for the decision.
6. If Montreat College decides that the information contested is not inaccurate, misleading, or in violation of the student's right to privacy or other rights, it will notify the student, in writing, that they have a right to place a statement in the record commenting on the contested information in the record or stating why he/she disagrees with the outcome of the hearing.
7. That statement will be maintained as part of the student's educational record as long as the contested portion is maintained. If Montreat College discloses the contested portion of the record, it must also disclose the student's statement.
8. If Montreat College decides that the information contested is inaccurate, misleading, or a violation of the student's right to privacy or other rights, it will amend the record accordingly and notify the student, in writing, that the record has been amended.

Writing Center & Tutoring

Students are encouraged to take advantage of the resources provided by the Writing Center, located on the first floor of Bell Library at Montreat College's main campus (Montreat, NC) and also available on the Web (<https://www.montreat.edu/mymontreat/library/writing-center/>). Student writing consultants are trained to assist students in developing strategies for specific college papers and in shaping strong written arguments. They also aid students in mastering grammar and punctuation, understanding research techniques, and in tackling related writing tasks. Writing consultants are available throughout the traditional academic year (summer excluded); electronic and phone consultations are available (see the website for more information).

Program Evaluation

In addition to the ongoing course-by-course student evaluations, graduates will be asked to evaluate the Montreat College program via exit interviews, exams, and follow-up evaluations done at three-year intervals. Employers are

also asked to participate in this evaluation. Information obtained from these evaluations helps the administration, staff, and faculty make decisions about modifications in the program.

Grading System

The academic proficiency of a student is indicated by the following letter system:

Grade and Associated Quality Points	
Grade	Quality Points
A	4.00 quality points awarded per credit hour
A-	3.66 quality points awarded per credit hour
B+	3.33 quality points awarded per credit hour
B	3.00 quality points awarded per credit hour
B-	2.66 quality points awarded per credit hour (see graduate satisfactory academic requirements)
C+	2.33 quality points awarded per credit hour
C	2.00 quality points awarded per credit hour (see competency and bachelor core requirements)
C-	1.66 quality points awarded per credit hour
D+	1.33 quality points awarded per credit hour
D	1.00 quality points awarded per credit hour
D-	0.66 quality points awarded per credit hour
F	0.00 quality points awarded per credit hour
I	Indicates incomplete work and is given when some portion of the work is unfinished. An / is given only when there are circumstances beyond the control of the student such as serious illness that prevents the student from taking the final exam or completing a course requirement. An incomplete must be completed within six weeks after the end of the course, or the / grade will be converted to the grade the student earned before the course extension was granted.
P	Pass , equivalent to a minimum letter grade of C; credit hours for the course are deducted from the total hours needed for graduation with no impact on the grade point average.
WP	Indicates withdrawal from a course after the last day to drop while maintaining a passing grade at the time of withdrawal.
WF	Indicates withdrawal from a course after the last day to drop while maintaining a failing grade at the time of withdrawal.
AU	Indicates a course, which has been audited, and no credit earned.
NS	Indicates an unsuccessfully attempted course or competency, where no credit or competency has been earned. Does not affect GPA or quality points.
S	Indicates a satisfactory work (used for work that continues over more than one semester), where no credit or competency has been earned. Does not affect GPA or quality points.

Grade Point Average (GPA)

The grade point average each semester is computed by dividing the total number of quality points earned by the total number of GPA credit hours earned. Courses with a notation of S or NS will not count as credit hours attempted in computing grade point average; a grades of F will count as credit hours attempted. Quality points are not assigned for grades of P, F, WP, WF, S, NS, AU, or I. The cumulative grade point average is computed on all courses taken, excluding courses in which a grade of P, WP, or WF has been received.

Instructors have one week to prepare grades and have them posted after a course ends.

Incomplete Grades

Policy: A grade of 'I' (Incomplete) may be assigned only if the student made proper arrangements with the instructor prior to the end of the course and the student has extenuating circumstances beyond their control, such as serious illness, which prevents the student from taking the final exam or completing one course requirement. The student and the instructor sign this contract; however, if the student is only able to contact the instructor by phone, the instructor may indicate this and sign for both. If the student does not initiate this contract, the instructor will assign the grade that was earned at the end of the course. The instructor files a contract for an incomplete, to registrar@montreat.edu, at the time grades are submitted. No incomplete contracts will be accepted without the expressed permission of the Registrar or the Vice President for Academic Affairs and Dean of the College.

Once the grade of 'I' has been assigned, there is a maximum time limit of six weeks after the end of the course for completion of all outstanding requirements. If not all the course requirements are completed within the assigned time limit, the incomplete grade will be converted to the grade that was earned at the end of the class. A student cannot have more than one outstanding incomplete grade.

Procedure: Grades of incomplete are removed when the instructor assigning such a grade submits a letter grade designation for the complete work. In case of a student's failure to complete such work, the grade recorded will be that which was earned on the last day of the class.

Online Transcripts and Grade Reports

The instructor submits grades in the online course management system within one week of the end of the course. Students who are in good financial standing may view and print their online transcript and grades by logging into their online account. Students who are unable to view their grades online may request a copy of their current grades from the Registrar's Office. Grades are not mailed; however, students may request a certified copy of their grades, if

needed. Transcripts will not be released online or in hard copy if the student is financially indebted to the College.

Requesting an Official Academic Transcript

The Registrar's Office maintain the official record of the academic accomplishment of each student who enrolls. All courses attempted, grades awarded, degrees conferred, and the major program of study, along with identifying personal data, are certified on the transcript. Montreat College is a member of the National Student Clearinghouse. All transcript requests are processed online via the Clearinghouse at <http://www.mystudentcenter.org>. Transcripts will not be released if the student is financially indebted to the College.

Enrollment Verification

Students, for various reasons, may need official written proof that they are currently enrolled. Montreat College is a member of the National Student Clearinghouse, which acts as an agent for all verifications of student enrollment. Please visit the Clearinghouse online at <http://www.mystudentcenter.org> to obtain an official enrollment verification certificate at any time.

Degree Verification

Employers or background screening agencies may need proof that a student has earned a degree, but may not require an official transcript. Degree verifications can be obtained through the Clearinghouse online at <http://www.mystudentcenter.org>

Inclement Weather Cancellation Policy

The College will normally make a decision regarding class cancellation by 2:00pm. Students can learn if classes are canceled on a questionable evening by the following methods:

1. Calling the main campus switchboard at (828) 669-8011, option 3. The Asheville and Charlotte campus switchboards will also be updated
2. Visiting the Montreat College website home page
3. Checking the Montreat College student email for an e-blast from AGS Administration
4. Checking with local TV stations (To sign up for text message and/or email alerts from an individual news station, please visit the station's website for more information)

Arrangements for making up a missed class due to inclement weather will be determined by the instructor and the students with guidance from Faculty Services or the applicable Campus Coordinator. Each course

module/guide/syllabus provides provisions for possible online make-up assignments.

Graduation Information

Undergraduate Degree Requirements for Graduation

In order to graduate from Montreat College, degree-seeking students in the undergraduate programs must fulfill the following requirements:

- Earn a minimum of 120 semester hours for a bachelor degree, or 60 semester hours for an associate degree.
- Complete the General Education Core requirements and meet General Education Competency Requirements.
- Complete the program core curriculum, including the major and the major concentration, if applicable.
- Successfully complete at least 33 credit hours in courses at the 300-level and above for a bachelor degree.
- Fulfill residency requirement specific to degree level:
 - Bachelor degree: two semesters and the completion of 32 credit hours taken at Montreat College, including 18 credits in the major.
 - Associate degree: a minimum of 24 credit hours must be earned at Montreat College.
- Attain a minimum 2.0 grade point average and earn a grade of C or better, with no more than 2 grades* of C-, in courses counted toward the major, the concentration within a major, General Education Core classes required by the major, and pre-requisite courses**.
- Payment of all tuition and fees.

*The allowance of two grades of C- does not apply to General Education Competency requirements.

**Pre-requisite courses that are not part of the major requirements may receive a C- unless otherwise stated in the catalog.

Students are subject to the academic requirements stated in the catalog that was current when they first enrolled as students. A student who leaves the College and is later readmitted must meet the requirements current at the time of readmission.

Graduate Degree Requirements for Graduation

See degree requirements specific to the graduate-level degree.

Graduation and Academic Honors

For graduation with honors from a baccalaureate program, students must earn a minimum of 60 credit hours at Montreat College and meet the following minimum cumulative grade point average requirements:

GPA	Honor
3.50 – 3.69	<i>Cum laude</i>
3.70 – 3.84	<i>Magna cum laude</i>
3.85 – 4.00	<i>Summa cum laude</i>

Baccalaureate degree honors are recognized by wearing gold cords at Commencement.

Baccalaureate students with 45-59 hours at Montreat College and a minimum grade point average of 3.75 or higher may graduate *with distinction*.

Associate degree students who graduate with a minimum grade point average of 3.75 or higher and complete at least 45 hours at Montreat College may graduate *with honors*. Associate degree honors are recognized by wearing gold and white cords at Commencement.

All honors recognized at commencement are provisional pending degree conferral.

Valedictorian and Salutatorian are recognized among baccalaureate graduates with the two highest cumulative grade point averages having completed a minimum of 60 hours at Montreat College. If there is a tie in GPA, the student with the highest number of credit hours earned at Montreat College will break the tie. A valedictorian and salutatorian are chosen twice a year, once in December from among the December graduates and once in May from among the May graduates. August graduates are not eligible to be valedictorian or salutatorian.

Note: Students in graduate level programs are not eligible for graduation honors. Bachelor degree students are not eligible for graduation honors until they complete their final Montreat College course; at that time, honors will be posted on the transcript and diploma.

Scholarship Pin is awarded to graduates receiving the bachelor's degree who have fulfilled the requirements for Dean's List (3.50 – 3.89 GPA) or Distinguished Scholars' List (3.90 GPA or above) for six (6) consecutive periods as noted on the official academic transcript.

Pinnacle (bachelor degree) and Spire (associate degree) Honor Societies, national honor societies for adult students in nonresidential programs, grant recognition to students for scholastic success and community leadership. Undergraduate students must meet all the following requirements:

- Minimum GPA of 3.5

- At least 24 Montreat College credit hours
- A commitment to community service through meaningful and active participation in at least three community projects or organizations during their time spent at Montreat College.

Chi Sigma Iota is an international honor society that values academic and professional excellence in counseling. It promotes a strong professional identity through members (professional counselors, counselor educators, and students) who contribute to the realization of a healthy society by fostering wellness and human dignity. Chi Sigma Iota's mission is to promote scholarship, research, professionalism, leadership, advocacy, and excellence in counseling, and to recognize high attainment in the pursuit of academic and clinical excellence in the profession of counseling. Students must hold a 3.5 GPA or higher in order to be members.

Military cords: Montreat College wishes to recognize those who are veterans or active duty members in our U.S. Armed Services. These women and men will be given red, white, and blue honor cords to wear during their graduation commencement ceremonies.

Undergraduate Term Honors

Dean's List consists of those undergraduate degree-seeking students who during the previous term met all the following requirements:

- Received a grade point average of between 3.50 and 3.89 on academic work
- Took at least twelve credit hours of academic work
- Received no grade of *I*, *F*, *WF*
- Maintained a satisfactory citizenship record

Distinguished Scholars' List consists of those undergraduate degree-seeking students who during the previous term met all the following requirements:

- Received a grade point average of 3.90 or above on academic work
- Took at least twelve credit hours of academic work
- Received no grade of *I*, *F*, *WF*
- Maintained a satisfactory citizenship record

Graduation

Application for Graduation

There are three degree-conferral dates yearly. All candidates for graduation must submit a formal application for graduation to the Registrar's Office by the appropriate graduation application deadline: March 1 (May 31st Conferral), June 1 (August 31st Conferral), or October 1 (December 31st Conferral). This application is found on our website: www.montreat.edu/graduation. Applicants for graduation must complete all degree requirements, complete

the exit procedures of the College, and be in good financial standing to be eligible to graduate. **External credits and exam scores are expected to be on file in the Registrar's Office by the 31st of the month of conferral. Students who apply and do not graduate may be required to submit a new application and fee for graduation.**

Petition to Walk in Commencement (May and December)

There are two graduation commencement ceremonies annually. If a student will not have finished his or her final requirement for graduation by the conferral date associated with the commencement ceremony, a petition to participate in a ceremony is available. To be eligible to petition, a student must meet all the following requirements:

- be within three credits or one requirement of completing all degree and exit requirements
- have plans to complete the credits or requirement prior to the end of the next conferral
- have fulfilled all other degree and exit requirements
- be in good financial standing

Completed petitions must be sent to:

Montreat College
Registrar's Office – MC 896
P.O. Box 1267
Montreat, NC 28757
registrar@montreat.edu

Students approved to walk but who do not complete degree requirements prior to the next commencement ceremony are required to submit a new application and fee for graduation. All degree and exit requirements must be completed by the last day of the month of graduation (May, August, and December) for a student to be eligible to receive a degree during the conferral period. Students may participate in only one commencement ceremony (May or August) per degree. **Bachelor's degree students are not eligible for honors until they complete their final Montreat College course; at that time, honors will be posted on the transcript and diploma.**

Montreat College Undergraduates Entering Graduate Study

A Montreat College undergraduate student enrolled in a bachelor degree program and nearing completion when admitted to a graduate program is admitted to the graduate school contingent upon successful completion of the bachelor's degree. As students cannot officially start a graduate program of study until after the completion and verification of all degree requirements for the bachelor degree, students who are considering the pursuit of a graduate degree should file an application for graduation early according to the previous schedule (see Application for Graduation).

Commencement

Two commencement ceremonies are held each academic year (in December and May) to honor graduates. Candidates who have been cleared to participate in Commencement exercises are encouraged to participate. Graduation and commencement information is available at

<http://www.montreat.edu/registrars-office/graduation/>.

An additional conferral period is provided in August for those who complete requirements during the summer. Summer graduates are encouraged to participate in the commencement ceremony in December. Completed students' diplomas are mailed no later than one month after the degree conferral date. Diplomas will be held until exit counseling, financial obligations, and all other requirements have been completed.

Degree Conferral

Requirements

To qualify for graduation, students must complete all requirements for their degree by the deadline for their particular degree conferral.

For May Commencement: All requirements and all documentation for the degree must be received by the Registrar's Office at Montreat College by **May 31**, and all information relative to requests for Non-collegiate Credit Assessment (NCA) must be received by March 31. These deadlines include making up incomplete grades as well as having official transcripts received by the Registrar's Office if courses have been taken elsewhere.

For December Commencement: All documents must be received by the Registrar's Office by **December 31**, and all information relative to requests for NCA must be received by October 31.

For August graduation: All graduation requirements must be completed and received by the Registrar's Office by **August 31**, and all information relative to requests for NCA must be received by June 30. August graduates will be invited to participate in the commencement exercise in December.

Fees may be assessed by the Registrar's Office to reprint a diploma when degree conferral has been postponed. **Deadlines are strictly enforced**, and any student with incomplete graduation documentation by the deadline **must reapply for the next graduation date**.

Academic Departments

Bible and Ministry

M. Wells, Chair (ext. 3814, MC Box 841)

Bible and Religion

Business

P. Gratton, Chair (ext. 3625, MC Box 842)

Associate of Science – General Studies

Associate of Science – Business

Bachelor of Business Administration

Human Resources

Management

Management and Leadership

Marketing

Master of Business Administration

Clinical Mental Health Counseling

N. Armstrong, Chair (ext. 1512, MC Box 897)

Cybersecurity

K. Burgin, Chair (ext. 3654, MC Box 811)

Psychology and Human Services

B. Faircloth, Chair (ext. 3623, MC Box 874)

Academic Programs

Curriculum

Montreat College School of Adult and Graduate Studies offers an Associate of Science, Bachelor of Business Administration, Bachelor of Science in Management, Bachelor of Science in Bible and Religion, Bachelor of Science in Psychology and Human Services, Master of Arts in Clinical Mental Health Counseling, Master of Business Administration, Master of Science in Environmental Education, and Master of Science in Management and Leadership degrees.

In the associate core courses, students complete general education course work in Bible, writing, humanities, social science, public speaking, mathematics, and science. These courses seek to develop the whole person and to prepare students for successful completion of the bachelor program.

The bachelor and master core courses embrace the development of the adult learner and provide exposure to human problems and personal values through a well-planned, sequenced curriculum, which integrates within the curriculum increasingly advanced cognitive skills, awareness of self and others, values clarification, and social and interpersonal skills.

Academic Programs
Certificates
Secure Systems
Network Defense
Associate of Applied Science in Cybersecurity
Associate of Science
Business
General Studies
Bachelor of Business Administration
Bachelor of Science in Cybersecurity
Bachelor of Science in Human Resource Management
Bachelor of Science in Marketing
Bachelor of Science in Bible and Religion
Preaching and Evangelism
Bachelor of Science in Management
Bachelor of Science in Psychology and Human Services
Master of Arts in Clinical Mental Health Counseling
Master of Business Administration
General
Cybersecurity Management
Innovation and Entrepreneurship
Master of Science in Management and Leadership

Undergraduate Degree Requirements

General Education Core

The General Education Core is the hallmark of a liberal arts education. In this series of courses, students gain the broad base of knowledge that will serve as the foundation for further studies in major areas. In addition, students will develop an appreciation of how the various collegiate discipline areas work together to gain a fundamental understanding of the structure and function of world culture from a uniquely Christian perspective. Undergraduate students complete the General Education Core specific to their degree level (explained under associate and bachelor degree sections, respectively).

General Education Competencies

All undergraduate students must demonstrate competency in the following areas: mathematical computation, oral expression, reading, writing, and computer literacy. Competency in these areas may be demonstrated as follows:

Mathematical Computation Competency: The study of mathematics at Montreat College prepares students to serve God and neighbor by enhancing their abilities to think logically and solve various kinds of problems by analyzing and interpreting data. Competency may be demonstrated as follows:

- Minimum grade of C in Math 102 or above or equivalent, **OR**
- Passing a comprehensive math test covering material in any MT course (form available in the course module), 102 or above **OR**
- Appropriate CLEP or AP scores or equivalent class from a regionally accredited institution.

Oral Expression Competency shows graduates demonstrated skill in oral communication. Specifically, students will give extemporaneous oral presentations that either inform or persuade. Competency will be achieved when students demonstrate in the context of oral presentations clarity of thought, originality of ideas, organizational techniques, appropriate diction, critical thinking, supporting strategies, and effective delivery. Competency may be demonstrated as follows:

- Minimum grade of C in CM 231 or EN 371, or the equivalent **OR**
- Appropriate DSST scores or equivalent class from a regionally accredited institution.

Reading Competency may be demonstrated as follows:

- Grade of C or above in a literature course (EN 200-level or above, excluding writing courses), **OR**
- Appropriate CLEP or AP scores or equivalent class from a regionally accredited institution.

Writing Competency may be demonstrated as follows:

- Grades of *C* or above in both EN 111 and 112 or the equivalent, **OR**
- Appropriate CLEP or AP scores with essay included, **OR**
- Equivalent classes from a regionally accredited institution, **OR**
- Accepted transfer credit for EN 112 when student tested out of the EN 111 equivalent at previous school (testing out does *not* include progressing to the EN 112 equivalent after making less than a grade of *C* in the EN 111 equivalent)

Computer Skills Competency: All students enrolled at Montreat College must demonstrate computer competency. One of the following may demonstrate competency completed within the last ten (10) years:

Completing CS 104 with a *C* or better, **OR**

- By earning a *C* or better on the computer competency exam (CS102E*). Those who pass the exam will earn three (3) credits recorded as a *P* on the academic transcript.
- Equivalent class from a regionally accredited institution.

*The computer competency exam may only be attempted once.

Computer competency is understood to include the following skills:

- **Word Processing:** This includes basic formatting and layout skills, including footnotes and endnotes, headers and footers, and integrating pictures and graphs in the text.
- **Spreadsheet:** This includes organizing data, formatting, basic calculations, and developing charts and graphs.
- **Presentation:** This includes incorporating text graphs, pictures, and hyperlinks into a presentation.
- **Internet:** This includes conducting online research, identifying, and evaluating credible web sites.
- **E-Learning:** This includes accessing an e-learning program, participating in a discussion group, and posting assignments.
- **E-Mail:** This includes sending and receiving e-mail, sending attachments, and receiving and accessing attachments.

Required Courses Must be taken until Successfully Completed

Montreat College has chosen to require these courses for several reasons. EN 111 and 112 ensure that our students possess the writing skills essential to all other college coursework. They also provide a proving ground for the level of scholastic effort required of our students.

All degree-seeking students must be enrolled in the courses below, unless they have received transfer, AP, or CLEP credit for them, until they are successfully completed:

- **First Term:** EN 111 English Composition

- **Second Term:** EN 112 English Composition

Students may withdraw* from these courses but must re-enroll in them the following term. Students who do not pass a required course will also be required to re-enroll in the course the following term. If these courses are not offered at the student's primary campus location, they may need to be taken in an online format. Required courses must be taken until successfully completed.

**Students may only drop these courses during the drop-add week if they need to take a break from classes during that session; other classes may not replace these courses.*

Humanities Definition

The faculty at Montreat College defines the humanities as those academic disciplines that focus on the study of the human experience, including timeless stories, creative works, ideas, and concepts within various cultures through the ages. This study enables students to better understand their life and world and, from this broad perspective, to make better decisions for the good of self and society.

While natural and social sciences describe and explain phenomena in the natural realm and in human societies, the humanities focus on the interpretation of human experiences. The humanities include the creation of works of art or literature, and the critique and appreciation of such works. The disciplines comprising the study of humanities may include: history, philosophy, biblical studies, languages, literature, art, architecture, music, dance, theatre, and film.

Natural Science

Colossians 1 states: "For in Him [Jesus] all things were created...all things have been created through Him and for Him. He is before all things, and in Him all things hold together." The study of life and physical sciences helps to intensify a spirit of inquiry and wonder at God's glory, as revealed in what He has chosen to create, as well as an appreciation of the role of human beings as stewards of that creation.

Montreat College graduates must understand the scientific method and be able to apply scientific principles to interpret, discuss, and create scientific knowledge in ethical and responsible ways that benefit human cultures and natural environments. In order to be responsible workers, citizens, and consumers, students must expand their understanding of the connections among various natural systems and think through sustainability and other current environmental issues.

Certificates

Secure Systems

This certificate is designed as cohesive set of courses that focus on the understanding of secure systems.

Course	Title	Hrs	Wks
CS 109S	Introduction to Computer Hardware	3	8
CS 110S	Introduction to Operating Systems	3	8
CS 122S	Introduction to Secure Programming	3	8
CS 215S	Introduction to Computer Networking	3	8
CS 290S	Principles of Cyber Defense	3	8
TOTAL		15	40

Network Defense

This certificate is designed for IT professionals who want to advance their knowledge of cybersecurity.

Course	Title	Hrs	Wks
CS 215S	Introduction to Computer Networking	3	8
CS 270S	Network Defense	3	8
CS 290S	Principles of Cyber Defense	3	8
CS 335S	Computer and Systems Security	3	8
CS 365S	The 3 C's: Cybercrime, Cyber Law and Cyber Ethics	3	8
TOTAL		15	40

For certificates of 15 credit hours (5 courses), 6 credit hours (2 courses) must be taken at Montreat.

Associate of Applied Science in Cybersecurity (AAS) Degree

The requirements for an Associate of Applied Science in Cybersecurity degree at Montreat College are designed to provide an introduction to the liberal arts and to be equipped with foundational cybersecurity skills to integrate into their professional careers.

Requirements for an Associate of Applied Science in Cybersecurity Degree

✓ Degree Component

___ Completion of the requirements for the AAS in Cybersecurity (60 credits)

___ Completion of Select General Education Competencies*

___ Completion of 60 credit hours with a minimum GPA of 2.0 (a minimum of 24 credit hours must be completed at Montreat College)

*See the bachelor degree General Education section for explanation of competencies and other Gen-Ed components.

Associate of Applied Science in Cybersecurity Requirements		
Curricula	Applicable Courses	Hrs
Foundation Course	GE 250	3
Bible	BB 101 or BB 102	3
English Writing and Literature*	EN 111 & EN literature 200-level or above	6
History, Humanities, and Arts	Choose two from two different areas: Art: AR 211 HS 111, HS 112, HS 211 Music: MS 202, MS203, MS204, MS205 Foreign Language Worldviews: IS 202	6
Mathematics*	MT 122	3
Oral Expression*	CM 231	3
Social Science	Choose one: Psychology, Sociology, Human Development, Economics	3
Cybersecurity	CS 104S* CS 109S CS 110S CS 122S CS 215S CS 270S CS 290S CS 335S CS 345S CS 365S	30
Elective		1
Physical Education	HL 110	2
Total General Education Hours:		60

*This satisfies a General Education Competency

Associate of Science (AS) Degrees

The requirements for associate degrees at Montreat College are designed to provide breadth in the liberal arts general education. Students earning an associate of science degree from Montreat College will be equipped with foundational skills to integrate into their professional careers, and prepared to pursue junior and senior level study toward a bachelor degree.

Requirements for an Associate of Science Degree

✓ Degree Component

Completion of the requirements for the AS in General Studies *or* Business (60 credits)

Completion of the General Education Competencies*

Completion of 60 credit hours with a minimum GPA of 2.0 (a minimum of 24 credit hours must be completed at Montreat College)

*See the bachelor degree General Education section for explanation of competencies and other Gen-Ed components.

Associate of Science in General Studies Requirements		
Curricula	Applicable Courses	Hrs
Foundation Course	GE 250	3
Bible	BB 101 & BB 102	6
Computer*	CS 104 or CS102E	3
English Writing*	EN 111 & EN 112	6
Literature*	EN literature 200-level or above (excludes writing)	3
History	Choose two: HS 111, HS 112, HS 211 (one must be world)	6
Humanities and Arts*** (two areas must be represented) Applied courses <u>not</u> included (i.e. photography, piano, writing, speech).	Choose two: Art: AR 211 Music: MS 202, MS203, MS204, MS205 Foreign Language Worldviews: IS 202 Bible: BB 200+ level English/Literature: EN 200+ level (except writing)	6
Mathematics*	Choose two: MT 102 and above (MT 122 recommended if planning to pursue BBA or BPHS degree)	6
Natural Science	Choose two: AT 111, AT 112, ES 111, PC 111	6
Oral Expression*	CM 231	3
Social Science	Choose one: Psychology, Sociology, Human Development, History, Economics	3
General Electives	Choose ~9 credits (approximately 3 classes)	9
Physical Education**	HL 110	2
Total General Education Hours:		60

*This course is a General Education Competency

*** Students are only required to take two humanities courses for the AS degree. Students who plan to continue to the bachelor level are encouraged to take 3 humanities courses since the bachelor Gen-Ed Core requires an additional course in humanities.

Associate of Science in Business Requirements		
Curricula	Applicable Courses	Hrs
Foundation Course	GE 250	3
Bible	BB 101 & BB 102	6
Computer*	CS 104 or CS102E	3
English Writing*	EN 111 & EN 112	6
Literature*	EN literature 200-level or above (excludes writing)	3
History	Choose two: HS 111, HS 112, HS 211 (one must be world)	6
Humanities and Arts** (two areas must be represented) Applied courses <u>not</u> included (i.e. photography, piano, writing, speech).	Choose two: Art: AR 211 Music: MS 202, MS 203, MS 204, MS 205 Foreign Language Worldviews: IS 202 Bible: BB 200+ level English/Literature: EN 200+ level (except writing)	6
Mathematics*	Choose one: MT 102 and above (MT 122 recommended if planning to pursue BBA or BPHS degree)	3
Natural Science	Choose two: AT 111, AT 112, ES 111, PC 111	6
Oral Expression*	CM 231	3
Social Science	BS 103 Introduction to Economics	3
Business Core	BS 101 Introduction to Business	3
	BS 206 Principles of Accounting	3
	BS 209 Principles of Management	3
	BS 230 Principles of Marketing	3
Physical Education**	HL 110	2
Total General Education Hours:		62

*This course is a General Education Competency

** Students are only required to take two humanities courses for the AS degree. Students who plan to continue to the bachelor level are encouraged to take three humanities courses since the bachelor Gen-Ed Core requires an additional course in humanities.

These charts are reflective of the entire associate program and maximum credits for the entire degree. A minimum of 60 credits is required for the associate degree. A minimum of 24 credit hours must be completed at Montreat College.

If students take a full-time load each term, they could complete this program in two years.

Students wishing to complete an associate degree while pursuing a bachelor degree must have the two-year degree conferred at least one academic year prior to earning the four-year degree.

Bachelor Degrees

The General Education Core is the hallmark of a liberal arts education. In this series of courses, students gain the broad base of knowledge that will serve as the foundation for further studies in major areas. In addition, students will develop an appreciation of how the various collegiate discipline areas work together to gain a fundamental understanding of the structure and function of world culture from a uniquely Christian perspective.

The requirements for bachelor degrees at Montreat College are designed to provide breadth in the liberal arts general education. Students earning a bachelor degree from Montreat College will be equipped with theoretical and practical knowledge to integrate into the work environment, and prepared to pursue graduate level study.

Bachelor Degree General Education Core Requirements		
Curricular Component	Applicable Courses	Hrs
Foundation course	GE 250	3
Bible	BB 101 and BB 102 (Old and New Testament)	6
Computer*	CS 104 or CS102E	3
English Writing*	EN 111 & EN 112	6
Literature*	EN literature 200-level or above (excludes writing courses)	3
History	Choose two: HS 111, HS 112, HS 211 (One must be world civilization)	6
Humanities and Arts: Choose three; at least two areas must be represented. Applied courses <u>not</u> included (i.e. photography, piano, writing, speech).	Art: AR 211 Music: MS 202, MS203, MS204, MS205 Foreign Language Worldviews: IS 202 Bible: BB 200+ level English/Literature: EN 200+ level, (except writing) BSBR – BB 201, BB 202 required	9
Mathematics*	BSHRM/BSMKT/BSM/BSBR – MT 102 or above BBA/BPHS/BCS – MT 122	3
Natural Science	Choose two: ES 111, PC 111, AT 111, AT 112	6
Oral Expression*	CM 231, EN 371, or PR 310	3
Social Science	BBA/BSM/BSBR – choose one: Psychology, Sociology, History, Economics	3
	BPHS – PY 201/202 & SC 204	6
Seminar of Faith and Life	IS 461	3
Physical Education	HL 110	2
TOTAL General Education	BBA/BSHRM/BSMKT/BSM/BSBR/BCS	56
	BPHS	59

*This course is a General Education Competency

Bachelor Degree Academic Requirements for Graduation

In order to graduate from Montreat College, degree-seeking students in the baccalaureate programs must fulfill the following requirements:

- Earn a minimum of 120 semester credit hours.
- Earn a minimum cumulative grade point average of 2.0.
- Complete the General Education Core requirements and meet all General Education Competency Requirements.
- Complete the bachelor core curriculum
- Attain a minimum 2.0 grade point average and earn a grade of “C” or better, with no more than 2 grades* of C-, in courses counted toward the major, the concentration within a major, General Education Core classes required by the major, the minor field, and pre-requisite courses**.

*The allowance of two grades of C- does not apply to General Education Competency requirements.

**Pre-requisite courses that are not part of the major or minor requirements may receive a C- unless otherwise stated in the catalog.

Students are subject to the academic requirements stated in the catalog that was current when they first enrolled as students. A student who leaves the College and is later readmitted must meet the requirements current at the time of readmission.

Bachelor Degree Layout

All degree-seeking students in the baccalaureate programs will complete coursework in three general areas: 1) General Education Core and General Education Competencies; 2) Major Core and Concentration, if applicable; 3) General Electives, including Prerequisites and Bachelor of Science (B.S.) credit hours, if applicable. Requirements and descriptions for each educational component begin on the next page.

Program Baccalaureate Degree Total for All Programs = 120 credit hours

If students take 15 hours each Fall and Spring semester, they could complete this program in four years.

General Education Core & Competencies

Program	Total
Bachelor of Business Administration (BBA)	56
Bachelor of Science in Bible and Religion (BSBR)	56
Bachelor of Science in Cybersecurity (BCS)	56
Bachelor of Science in Human Resource Management (BSHRM)	56
Bachelor of Science in Management (BSM)	56
Bachelor of Science in Marketing (BSMKT)	56
Bachelor of Science in Psychology and Human Services (BPHS)	59

Major Credit Hours and Electives

Program	B.S. Hours	Major Core	General Electives, including prerequisites	Total
BBA	N/A	45	22	67
BSBR	12	40	12	64
BCS	N/A	60	4	64
BSM	12	39	16	67
BS(MKT)	12	48	7	67
BS(HRM)	12	48	7	67
BPHS	12	42	7	61

Bachelor of Business Administration (BBA)

The Bachelor of Business Administration (BBA) provides a valuable balance of theory and practical experience, preparing students to work effectively in today's complex business environment. The program promotes immediate implementation of classroom theory to the work environment.

Requirements for a BBA Degree

✓ Degree Component

- Completion of the Bachelor General Education Core (53* credits)
- Completion of the General Education Competencies
- Completion of the BBA prerequisites
- Completion of the BBA Core (45 credits)
- Completion of required electives (~22 credits)
- Completion of the Major Field Test
- Completion of Capstone Project course
- Completion of 120 credit hours (two terms and 32 credit hours must be completed at Montreat College)

*EN 371 in the major can fulfill the Gen-Ed oral competency requirement.

If students take a full-time load each term, they could complete this program in four years.

BBA Prerequisites

- BS 352 Financial Accounting and BS 452 Financial and Managerial Accounting require a prerequisite of a lower-level accounting course. This prerequisite must be met by successful completion of one of the following (minimum grade of C):
 - BS 206 Principles of Accounting
 - BS 208 A Random Walk through the Financial Maze
 - Equivalent accounting course from a regionally accredited college or university (official transcript showing proof must be submitted to the Registrar's Office)

In addition to fulfilling the pre-requisite requirements, the above courses will earn three hours of required elective credit.

- CS 203 Information Systems Technology for Managers requires students to meet computer competency first. This prerequisite must be met by successful completion of one of the following (minimum grade of C) within the last ten (10) years:
 - CS 104 Computer Applications and Concepts

- Equivalent introductory computer course from a regionally accredited college or university (official transcript showing proof must be submitted to the Registrar's Office)

In addition to fulfilling the pre-requisite requirement, the above course will earn three hours of general education credit.

Bachelor of Business Administration (BBA) Courses

Course	Title	Hrs.	Wks.
BS 302	Business Ethics and Business Law	3	5
BS 308	Servant Leadership	3	5
BS 314	Data Analysis for Business	3	6
BS 320	International Business	3	5
BS 352	Financial Accounting Issues	3	6
BS 353	Groups, Teams, and organizational Behavior	3	5
BS 354	Economics for Decision-Makers	3	5
BS 366	Money, Markets, and the Economic Environment	3	5
BS 414	Process Management and Systems Thinking	3	5
BS 422	Issues in Corporate Finance	3	5
BS 437	Marketing Management	3	5
BS 452	Managerial Accounting Issues	3	6
BS 461	Strategic Management (Capstone)	3	6
CS 203	Information Systems Technology for Managers	3	5
EN 371	Managerial Communications (double-counts in Gen-Ed communication)	3	6
TOTAL		45	80

Bachelor of Science in Human Resource Management (HRM)

HRM helps students develop an understanding of the fundamentals of human resource management and its relevance in business. The concentration addresses the legal and ethical components of the decision making process involved in the human resources environment.

Montreat College's BS/HRM degree has been acknowledged by the Society for Human Resource Management (SHRM) as being fully aligned with SHRM's HR Curriculum Guidebook and Templates. The HR Curriculum Guidebook and Templates were developed by SHRM to define the minimum HR content areas that should be studied by HR students at the undergraduate and graduate levels.

Requirements for the BS (HRM) Degree

✓ Degree Component

- ☐ Completion of the Bachelor General Education Core (53* credits)
- ☐ Completion of the General Education Competencies
- ☐ Completion of the BS (HRM) prerequisites
- ☐ Completion of the BS (HRM) Courses (48 credits)
- ☐ Completion of the bachelor of science electives (12 credits)
- ☐ Completion of required electives** (~7 credits)
- ☐ Completion of Individual Business Project (culminates in BS 404)
- ☐ Completion of 120 credit hours (two terms and 32 credit hours must be completed at Montreat College)

*EN 371 in the major can fulfill the Gen-Ed oral competency requirement.

Bachelor of Science in Human Resource Management (HRM)
Courses

Course	Title	Hrs.	Wks.
BS 302	Business Ethics and Business Law	3	5
BS 304	Labor-Management Relations	3	6
BS 307	Organizational Behavior	3	5
BS 308	Servant Leadership	3	5
BS 313	Employment Law	3	5
BS 320	International Business	3	5
BS 339	Organizational Learning and Knowledge Management	3	5
BS 352	Financial Accounting Issues	3	6
BS 354	Economics for Decision-Makers	3	5
BS 366	Money, Markets, and the Economic Environment	3	5
BS 404	Leadership and Human Resource Management (Capstone)	3	6
BS 437	Marketing Management	3	5
BS 452	Managerial Accounting Issues	3	6
BS 453	Groups, Teams, and organizational Behavior	3	5
CS 203	Information Systems Technology for Managers	3	5
EN 371	Managerial Communications (double-counts in Gen-Ed communication)	3	6
TOTAL		48	85

Bachelor of Science in Marketing (MKT)

MKT prepares students for a career in all aspects of marketing; how to identify customer needs, how to communicate information about products and services to customers and potentials customers, where to market, and the pricing of products and services.

Requirements for the BS (MKT) Degree

✓ Degree Component

- ___ Completion of the Bachelor General Education Core (53* credits)
- ___ Completion of the General Education Competencies
- ___ Completion of the BSM prerequisites
- ___ Completion of the BSM Courses (51 credits)
- ___ Completion of the bachelor of science electives (12 credits)
- ___ Completion of required electives** (~7 credits)
- ___ Completion of Individual Business Project (culminates in BS 442)
- ___ Completion of 120 credit hours (two terms and 32 credit hours must be completed at Montreat College)

*EN 371 in the major can fulfill the Gen-Ed oral competency requirement.

Bachelor of Science in Marketing (MKT) Courses

Course	Title	Hrs.	Wks.
BS 302	Business Ethics and Business Law	3	5
BS 320	International Business	3	5
BS 321	Advanced Principles of Marketing	3	6
BS 322	Marketing for Managers	3	5
BS 331	Sales Administration	3	6
BS 338	Marketing Research	3	5
BS 350	Admin. Theory & Organizational Behavior	3	5
BS 352	Financial Accounting Issues	3	6
BS 354	Economics for Decision-Makers	3	5
BS 366	Money, Markets, and the Economic Environment	3	5
BS 435	Consumer Behavior	3	5
BS 437	Marketing Management	3	5
BS 442	Integrated Marketing Communication(Capstone)	3	6
BS 452	Managerial Accounting Issues	3	6
CS 203	Information Systems Technology for Managers	3	5
EN 371	Managerial Communications (double-counts in Gen-Ed communication)	3	6

TOTAL		48	86
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Bachelor of Science in Bible and Religion (BSBR) with a Concentration in Preaching and Evangelism

The Bible and Religion program of study prepares students to pursue graduate studies in a broad range of fields as well as to prepare them to work with children, youth, and families in a variety of organizations in both the United States and other cross-cultural contexts.

Montreat College provides a unique mentoring environment that facilitates interaction between students and faculty both in and outside the classroom context. The department's commitment to exploring the relationship between faith and learning, alongside the relevance of the Christian faith for all disciplines of study, provides learners with a rich liberal arts experience to prepare them for graduate study or a wide range of occupations. The departmental faculty challenges students academically, assisting them in wrestling with the spiritual and practical implications of the subject matter. Part-time and adjunct faculty who share the College's and department's mission, providing specific expertise to enhance the educational experience, complements the full-time faculty.

Students who graduate with a degree in Bible and Religion are free to pursue a wide spectrum of career choices. Some students enter the ministry by continuing their education in seminary and /or seeking ordination by their denomination. Others build on the knowledge and skills they acquired from the Bible and Religion major by entering careers in education, law, criminal justice, psychology, and counseling. Regardless of what goals are chosen, a Bible and Religion major prepares one for a career and a lifestyle guided by religious faith.

Requirements for the BSBR Degree

✓ Degree Component

- ☐ Completion of the Bachelor General Education Core (53* credits)
BB 201 & BB 202 must be taken as two of the three Gen-Ed humanities classes
- ☐ Completion of the General Education Competencies
- ☐ Completion of the BSBR prerequisites
- ☐ Completion of the BSBR (including Preaching & Evangelism) Courses (40 credits)
- ☐ Completion of the bachelor of science electives (12 credits)
- ☐ Completion of required electives (~23 credits)
- ☐ Completion of 120 credit hours (two terms and 32 credit hours must be completed at Montreat College)

*PR 310 in the major can fulfill the Gen-Ed oral competency requirement.

Bible and Religion Prerequisite Courses

- Most 200+ level Bible classes require prerequisites of Old and/or New Testament, which must be met by successful completion of the following (minimum grade of C):
 - BB 101 Survey of the Old Testament
 - BB 102 Survey of the New Testament
 - Equivalent introductory Old and New Testament classes from a regionally accredited college or university (official transcript showing proof must be submitted to the Registrar's Office)
- The 400-level Preaching (PR) classes must be taken in sequence.

12 Bachelor of Science Credits

Students pursuing a Bachelor of Science degree must complete an additional 12 hours beyond the General Education Core and major requirements in mathematics, science, business, computer, or other designated coursework as listed in the degree requirements for each program of study. This coursework may not be applied to the General Education Core, the major, or any major concentration requirements.

If students take a full-time load each term, they could complete this program in four years.

Bachelor of Science in Bible and Religion (BSBR) Courses with a Concentration in Preaching and Evangelism

Course	Title	Hrs.	Wks.
BB 201*	Old Testament Theology (Gen-Ed Humanities)	(3)	(5)
BB 202*	New Testament Theology (Gen-Ed Humanities)	(3)	(5)
BB 208	Gospels	3	5
BB 211	Christian Doctrine	3	5
BB 302	Romans	3	5
BB 305	Biblical Interpretation	3	5
HS 353	History of Christianity	3	5
PH 301	Ethics	3	5
PR 310	Biblical Preaching and Communication (double-counts in Gen-Ed communication)	3	5
PR 410	Preparing the Gospel	3	5
PR 420	Preaching the Gospel	3	5
PR 430	Prayer and the Holy Spirit	3	5
PR 491	Seminar on Ministry	1	1
YM 303	Discipleship and Lifestyle Evangelism	3	5
YM 380	Administrative Ministry and Organization	3	5
YM 401	Spiritual Formation and Faith Development	3	5
TOTAL		40	66

Bachelor of Science in Cybersecurity (BCS)

Our unique approach to teaching combines theory, practice, ethics, and professionalism in each course, as faculty bring extensive real-world experience into the classroom. Online discussion, readings, and activities are often augmented with outside technology speakers and information technology updates. In many courses, student projects involve solving technology problems and providing information technology services to actual real-world organizations. Additionally, all students have the opportunity to interact with cybersecurity professionals and can choose to complete a series of cybersecurity internships prior to graduation. These internships can lead to permanent employment opportunities.

Montreat College has been designated by the National Security Agency and the Department of Homeland Security as a National Center of Academic Excellence in Cyber Defense Education. This designation is reflected on the transcripts of students completing the Bachelor of Science in Cyber Security program.

Requirements for the BCS degree

✓	Degree Component
_____	Completion of the Bachelor General Education Core (56 credits)
_____	CS 104S and MT 122S are required in the Gen-Ed
_____	Completion of the General Education Competencies
_____	Completion of the Cybersecurity Major Courses (60 credits)
_____	Completion of elective hours (4 credits)
_____	Completion of 120 credit hours (two terms and 32 credit hours must be completed at Montreat College)

Bachelor of Science in Cybersecurity Courses

Course	Title	Hrs	Wks
BS 350S	Admin. Theory & Org. Behavior	3	5
CS 109S	Introduction to Computer Hardware	3	8
CS 110S	Introduction to Operating Systems*	3	8
CS 122S	Introduction to Computer Programming*	3	8
CS 215S	Intro to Computer Networking*	3	8
CS 222S	Intro to Secure Scripting*	3	8
CS 290S	Principles of Cyber Defense	3	8
CS 310S	Database Programming*	3	8
CS 335S	Computer & Systems Security*	3	8
CS 345S	Principles Of Cybersecurity*	3	8
CS 350S	Management of Cybersecurity*	3	8
CS 365S	The 3 C's: Cybercrime, Cyber Law & Cyber Ethics*	3	8
CS 370S	Network Defense and Countermeasures*	3	8
CS 375S	Linux Operating Systems and Security	3	8
CS 428S	Penetration Testing*	3	8
CS 448S	Incident Response and Contingency Planning	3	8
CS 490S	Advanced Cyber Defense	3	8
CS 492S OR CS 495S	Adv. Cyber Internship & Senior Project (90 clock hours: 16 weeks) OR Capstone Project	3	16
	Cybersecurity Electives (Choose 6 hours)	6	8
TOTAL		60	157

Electives

Course	Title	Hrs.	Wks.
CS 204S	Fundamentals of Information Systems	3	8
CS 242S	Cybersecurity Internship I (45 hours: 16 weeks) (IS 311S – 1 hour must be taken prior)	2	16
CS 280S	Special Topics	1-3	8
CS 287S	Cyber Competition	3	8
CS 322S	Introduction to Secure Mobile and Web App Development	3	8
CS 342S	Cybersecurity Internship II (45 hours: 16 weeks)	1	16
CS 355S	Project Management in IT and Cybersecurity	3	8
CS 411S	Introduction to Data Science in Cybersecurity	3	8
CS 438S	System Forensics	3	8
CS 442S	Cybersecurity Internship III (45 hours: 16 weeks)	1	16
CS 445S	Introduction to Cloud Security	3	8
CS 480S	Special Topics in Cybersecurity (Upper Level)	1-3	8
CS 481S	Directed Study and Research	1-3	8

Bachelor of Science in Management (BSM)

The Bachelor of Science in Management (BSM) provides solid instruction in managerial and leadership principles and theory with a focus on developing the leadership competencies required in today's work environment, both private and public.

The BSM degree is comprehensive and does not require students to choose a concentration. However, students have the option of adding a concentration to their degree by completing the coursework required for one of the following BBA concentrations: Human Resource Management or Marketing.

Requirements for the BSM Degree

✓ Degree Component

- ☐ Completion of the Bachelor General Education Core (53* credits)
- ☐ Completion of the General Education Competencies
- ☐ Completion of the BSM prerequisites
- ☐ Completion of the BSM Courses (39 credits)
- ☐ Completion of the bachelor of science electives (12 credits)
- ☐ Completion of required electives** (~16 credits)
- ☐ Completion of Capstone Project (culminates in BS 431)
- ☐ Completion of 120 credit hours (two terms and 32 credit hours must be completed at Montreat College)

*EN 371 in the major can fulfill the Gen-Ed oral competency requirement.

****Optional:** Students may choose (but are *not* required) to add a concentration by taking one of the following sets of courses defined in the BBA degree program: Human Resource Management or Marketing. These concentrations are in *addition to* the BSM courses and B.S. electives, but may be applied to General Electives.

If students take a full-time load each term, they could complete this program in four years.

BSM Prerequisites

- CS 203 Information Systems Technology for Managers requires students to meet computer competency first. This prerequisite must be met by successful completion of one of the following (minimum grade of C) within the last ten (10) years:
 - CS 104 Computer Applications and Concepts
 - Equivalent introductory computer course from a regionally accredited college or university (official transcript showing proof must be submitted to the Registrar's Office)

In addition to fulfilling the pre-requisite requirement, the above course will earn three hours of general education credit.

12 Bachelor of Science Hours

Students pursuing a Bachelor of Science degree must complete an additional 12 hours beyond the General Education Core and major requirements in mathematics, science, business, computer, or other designated coursework as listed in the degree requirements for each program of study. This coursework may not be applied to the General Education Core, the major, or any major concentration requirements.

Bachelor of Science in Management Courses

Course	Title	Hrs.	Wks.
BS 308	Servant Leadership	3	5
BS 302	Business Ethics and Business Law	3	5
BS 414	Process Management and Systems Thinking	3	5
BS 322	Marketing for Managers	3	5
BS 339	Organizational learning and Knowledge Management	3	5
BS 343	Leading and Managing Nonprofit Organizations	3	5
BS 353	Groups, Teams, and Organizational Behavior	3	5
BS 357	Entrepreneurship and Innovation	3	5
BS 356	Globalization & Intercultural Understand.	3	5
BS 451	Leading Effective Project Management	3	5
CS 203	Info Systems Technology for Mgmt.	3	5
EN 371	Managerial Communications (double-counts in Gen-Ed communication)	3	6
BS 431	Strategic Planning and Competitive Advantage (Capstone Project)	3	6
TOTAL		39	67

Bachelor of Science in Psychology and Human Services (BPHS)

The Bachelor of Science in Psychology and Human Services (BSPHS) equips students with the knowledge, skills, and experience they need for working in social agencies, churches, and other settings, as well as preparing students to enter graduate programs in psychology, counseling, and social work. This curriculum will engage a course of study that focuses on psychological theories and research about human behavior and psychological processes with an emphasis on developing and implementing skills for helping individuals and families face the challenges of our present society.

Requirements for the BPHS Degree

✓ Degree Component

- ☐ Completion of the Bachelor General Education Core (59 credits)
 - ☐ MT 122, PY 201 and SC 204 are required in the Gen-Ed
- ☐ Completion of the General Education Competencies
- ☐ Completion of the BPHS prerequisites
- ☐ Completion of the BPHS Courses (42 credits)
- ☐ Completion of the bachelor of science electives (12 credits)
- ☐ Completion of required electives (~15 credits)
- ☐ Completion of the ACAT exam
- ☐ Completion of 120 credit hours (two terms and 32 credit hours must be completed at Montreat College)

BPHS Prerequisite Courses

Most 300+ level Psychology (and PY) classes require a prerequisite of introductory psychology, which must be met by successful completion of one of the following (minimum grade of C):

- PY 201 Psychology Applied to Modern Life
- PY 202 General Psychology
- Equivalent introductory psychology course from a regionally accredited college or university (official transcript showing proof must be submitted to the Registrar's Office)

12 Bachelor of Science Credits

Students pursuing a Bachelor of Science degree must complete an additional 12 hours beyond the General Education Core and major requirements in mathematics, science, business, computer, or other designated coursework as listed in the degree requirements for each program of study. This coursework

may not be applied to the General Education Core, the major, or any major concentration requirements.

If students take a full-time load each term, they could complete this program in four years.

Bachelor of Science in Psychology and Human Services Courses

Course	Title	Hrs.	Wks.
IS 310	Pre-Internship	3	5
PY 300	Child and Adolescent Development	3	5
PY 305	Adult Development and Aging	3	5
PY 310	Research Methods	3	5
PY 314	Personality	3	5
PY 315	Abnormal Psychology	3	5
PY 320	Social Psychology	3	5
PY 412	Theories and Principles of Counseling	3	5
PY 416	Learning and Memory	3	5
PY 441	Internship	3	10
PY 490	Senior Seminar	3	5
SC 205	Marriage and Family	3	5
SC 311	Social Welfare and Social Services	3	5
SC 414	Counseling Adolescents and Families	3	5
TOTAL		42	75

Master of Arts in Clinical Mental Health Counseling (MACMHC)

Mission of the Counseling Program

The mission of the Counseling Program is to train candidates in the fundamentals of human development, human behavior, and counseling within the context of both a secular and Christian worldview and to guide them in developing a personal philosophy of counseling and professional practice in a variety of settings. The counseling program provides a forum for candidates to engage in reflective practice as professionals and to become life-long learners, active global citizens, and advocates for social justice.

The Clinical Mental Health Counseling degree program at Montreat College is based on the 2009 CACREP Standards.

60 semester hours are required including the following:

- Completion of a minimum of 51 credit hours of graduate work at Montreat College (up to 9 credit hours may be transferred from a regionally accredited institution)
- A cumulative grade point average of 3.0
- If at any time a student receives a grade below a *B-*, the student must retake that course. All graduate-level courses must be passed with a minimum grade of *B-*.
- If at any time a student receives a grade below a *B-*, the student must meet with his/her program director and/or advisor.
- Completion of graduate course work within five years of the date of admission into the MACMHC program
- Successful completion of clinical counseling internship hours
- Successfully passing the Counselor Preparation Comprehensive Exam (CPCE) prior to enrolling in CN 675
- Payment of all tuition and fees
- Approval of the faculty

If students take a full-time load each term, they should complete this program in 3.5 years or 10 terms.

Master of Arts in Clinical Mental Health Counseling Courses

Course	Title	Credit Hours	Weeks
CN 600	Professional Orientation to Counseling	3	15
CN 605	Ethics and Ethical Practice in Counseling	3	8
CN 610	Theories and Techniques in Counseling	3	15
CN 615	Counseling Skills	3	15
CN 620	Spirituality and Religion in Counseling	3	8
CN 625	Counseling Across the Lifespan	3	15
CN 630	Multicultural Counseling	3	15
CN 635	Mental Health Diagnosis and Treatment	3	15
CN 640	Career Counseling	3	8
CN 645	Assessment in Counseling	3	15
CN 650	Group Counseling	3	15
CN 655	Research Methods in Counseling	3	15
CN 660	Crisis Intervention/Crisis Counseling	3	8
CN 665	Substance Abuse Counseling	3	15
CN 670	Gender Issues in Counseling	3	8
CN 675	Counseling Practicum	3	15
CN 680	Counseling Internship I	6	15
CN 685	Counseling Internship II	6	15
TOTAL		60	*120

*Students receive a schedule for their entire program. Students normally take two 15-week courses and one 8-week course each term. Students take practicum and internships individually in the last three terms. If students follow the schedule, they will be finished in 8 terms, or 2.66 years.

Master of Business Administration Degree (MBA)

30 semester hours are required including the following:

- Completion of all undergraduate prerequisites
- Completion of a minimum of 24 semester hours of graduate work at Montreat College (a maximum of 6 credit hours may be transferred from a regionally accredited institution)
- A cumulative grade point average of 3.0
- If at any time a student receives a grade below a *B-*, the student must retake that course. All graduate-level courses must be passed with a minimum grade of *B-*.
- If at any time a student receives a grade below a *B-*, the student must meet with his/her program director and/or advisor.
- Completion of graduate course work within five years of the date of admission into the MBA program
- Successful completion of a capstone project
- Payment of all tuition and fees
- Approval of the faculty

If students take a full-time load each term, they should complete this program in 2.5 years or 4 terms.

Prerequisites for MBA:

- BS 537 requires a prerequisite of MT 122 Statistics or equivalent.
- BS 550 requires a prerequisite of BS 422 Corporate Finance or equivalent.
- BS 552 requires a prerequisite of BS 354 Economics, or a course in micro or macroeconomics, or equivalent.
- BS 570 requires a prerequisite of BS 206 Principles of Accounting or equivalent.

MBA CORE

Course	Title	Hrs	Wks
BS 510	Foundations of Leadership and Communication	3	8
ML 540	Marketing Strategies for Managers and Leaders	3	8
BS 531	Ethics, Law and the Global Business Landscape	3	8
BS 546	Quality Operations Management	3	8
BS 550	Financial Management	3	8
BS 552	Applied Economics for Decision-Making	3	8
BS 537	Quantitative Methods and Data Analytics	3	8
BS 570	Advanced Managerial Accounting	3	8
ML 575	Leadership, Management, and Organizational Behavior	3	8
BS 582	Strategic Planning and Competitive Analysis (Capstone)	3	8
TOTAL		30	80

Additional Concentrations Available in the MBA Cybersecurity Management

Course	Title	Hrs	Wks
BS 532	Ethics, Law, and Cybersecurity	3	8
BS 528	Leading Cybersecurity Through Organizational Change	3	8
BS 538	Managing Cybersecurity Compliance and Auditing	3	8
TOTAL		9	24

Innovation and Entrepreneurship

Course	Title	Hrs	Wks
BS 572	Lean Strategy for Entrepreneurs	3	8
BS 573	Creativity, Design Thinking, and Product Innovation	3	8
BS 574	Financial Issues in Entrepreneurship	3	8
TOTAL		9	24

Master of Science in Management and Leadership Degree

36 semester hours are required to including the following:

- Completion of a minimum of 30 semester hours of graduate work at Montreat College (a maximum of 6 credits may be transferred from a regionally accredited institution)
- A cumulative grade point average of 3.0
 - If at any time a student receives a grade below a *B-*, the student must retake that course. All graduate-level courses must be passed with a minimum grade of *B-*.
 - If at any time a student receives a grade below a *B-*, the student must meet with his/her program director and/or advisor.
- Completion of graduate course work within five years of the date of admission into the MSML program
- Successful completion of a business consulting project
- Payment of all tuition and fees
- Approval of the faculty

If students take a full-time load each term, they should complete this program in 3 years or 6 terms.

Course	Title	Hrs	Wks
BS 510	Foundations of Leadership and Communication	3	8
ML 506	Personal Leadership Development: Theory and Practice	3	8
ML 511	Data-Driven Decision-Making	3	8
ML 524	Accounting and Financial Skills for Leadership	3	8
ML 530	Creating, Leading, and Managing Highly Effective Teams	3	8
BS 531	Ethics, law, and the Global Business Landscape	3	8
ML 540	Marketing Strategies for Managers and Leaders	3	8
ML 543	Developing and Implementing Strategy	3	8
ML 560	Strategic Human Resources Management	3	8
ML 575	Leadership, Management, and Organizational Behavior	3	8
ML 579	Entrepreneurship and Innovation	3	8
ML 591	Managing on the Edge of Chaos	3	8
TOTAL		36	96

MSML to MBA

Students who have earned a Master of Science degree in Management and Leadership at Montreat College have the option to complete an accelerated Master of Business Administration degree following the admissions process for the MBA.

21 semester hours are required including the following:

- A cumulative grade point average of 3.0
- If at any time a student receives a grade below a *B-*, the student must retake that course. All graduate-level courses must be passed with a minimum grade of *B-*.
- If at any time a student receives a grade below a *B-*, the student must meet with his/her program director and/or advisor.
- Completion of graduate course work within five years of the date of admission into the MBA program
- Successful completion of a business consulting project
- Payment of all tuition and fees
- Approval of the faculty

Prerequisites for MBA:

- BS 552 requires a prerequisite of BS 354 Economics or the equivalent of micro and macroeconomics courses.
- BS 550 requires a prerequisite of BS 422 Finance.
- BS 537 requires a prerequisite of MT 122 Statistics, BS 314, or equivalent.
- BS 570 requires a prerequisite of BS 352 Financial Accounting Issues or equivalent.
- Review other options for meeting prerequisites under original MBA admissions requirements sections.

Master of Business Administration (MBA) Courses (Secondary to MSML Courses)

Course	Title	Credit Hours	Weeks
BS 537*	Quantitative Methods and Data Analytics	3	8
BS 546	Quality Operations Management	3	8
BS 550*	Financial Management Practices	3	8
BS 552*	Applied Economics for Decision-Making	3	8
BS 570*	Advanced Managerial Accounting	3	8
BS 582	Strategic Planning and Competitive Analysis	3	8
TOTAL	*requires a prerequisite; see above	25	64

Course Descriptions for the School of Adult and Graduate Studies: Undergraduate

Course Numbering System and Abbreviations

The first digit of the course number generally indicates the level of the course, i.e. 100 = freshman, 200 = sophomore, 300 = junior, 400 = senior.

Courses numbered 100 and 200 are open to all students; 300-level courses are normally open to sophomores, juniors, and seniors; 400-level courses are open to juniors and seniors.

The following list of abbreviations is used for academic subjects:

AR	Art	IS	Interdisciplinary Studies
AT	Astronomy	MT	Mathematics
BB	Bible and Religion	MS	Music
BS	Business Administration	PH	Philosophy
CM	Communication	PE	Physical Education
CS	Cybersecurity	PC	Physics
EN	English	PR	Preaching
ES	Environmental Studies	PY	Psychology
GE	General Education	SC	Sociology
HS	History	SP	Spanish
HD	Human Development	YM	Youth and Family Ministries

Not every course listed in the Catalog will be offered each year. The College publishes a listing of courses to be offered each semester.

ART (AR)

AR 211S Introduction to Music and Art

A study of the elements and principles of classical and popular music and visual arts, including an examination of their parallels through historical periods. *Humanities credit.* (3 credits, 5 weeks)

ASTRONOMY (AT)

AT 111P Astronomy I

A study of the appearance of the sky, the sun, the moon; the theory of solar system formation and the resolution of conflicts between science and the Bible. Online only. *Natural science credit.* (3 credits, 6 weeks)

AT 112P Astronomy II

This course will explore the means by which we learn about stars and galaxies. Stellar and galactic life cycles and the origin and structure of the universe will be considered. Online only. *Natural science credit.* (3 credits, 6 weeks)

BIBLE (BB)

BB 101S Survey of the Old Testament

This course introduces the student to the tools and background necessary for understanding, interpreting, and applying the Old Testament to contemporary life. Furthermore, the course prepares the student to discuss intelligently the factual material in the Old Testament and to make clear critical judgments regarding the validity of various interpretations of the Old Testament. (3 credits, 5 weeks)

BB 102S Survey of the New Testament

An introduction to the tools and background necessary for understanding, interpreting, and applying the New Testament to contemporary life, designed to prepare students to intelligently discuss the factual material in the New Testament and to make clear critical judgments regarding the validity of various interpretations of the New Testament. (3 credits, 5 weeks)

BB 201S Old Testament Theology

An in-depth study of Old Testament themes with a view to their relevance for Christian theology, worship, and ethics. These include: God's self-revelation, creation, covenant/kingdom, fall, law, worship, prophecy, and hope. The course will include an introduction to proper exegetical, hermeneutical, and theological methods. *Pre-requisite: BB 101S. Humanities credit for non-Bible majors.* (3 credits, 5 weeks)

BB 202S New Testament Theology

This course introduces the major themes of New Testament theology and their specific relevance for Christian theology, worship, and ethics. These include: the Kingdom of God, justification, sanctification, Pauline theology, etc. *Pre-requisite: BB 102S. Humanities credit for non-Bible majors.* (3 credits, 5 weeks)

BB 208S Gospels

A study of the broad outlines of the life of Jesus and the Gospel literature of the New Testament. The course will examine the distinguishing theological interests of the gospel accounts, drawing particular attention to the similarities and differences between the Synoptic Gospels and the Gospel of John. *Humanities credit for non-Bible majors.* (3 credits, 5 weeks)

BB 211S Christian Doctrine

A basic study of the major doctrines of the Christian faith and their application to contemporary thought and life. Includes studies in revelation, authority, the existence and nature of God, the person and work of Christ, the Holy Spirit, the Church, man, and Christian ethics. *Pre-requisites: BB 101S & BB 102S. Humanities credit for non-Bible majors.* (3 credits, 5 weeks)

BB 302S Romans

An intensive study of the letter and its setting in Paul's ministry. The course also treats the biblical theology developed in the letter. *Pre-requisite: BB 101S & BB 102S. Humanities credit for non-Bible majors.* (3 credits, 5 weeks)

BB 305S Biblical Interpretation

A study of the history, problems and methods of biblical interpretation, including a study of biblical-theological themes of the Old and New Testaments. (*Offered alternate years.*) *Humanities credit for non-Bible majors.* (3 credits, 5 weeks)

BUSINESS (BS)

BS 101S Introduction to Business

This course provides an overview of the fundamentals of business management. *Strongly recommended for all business degrees* (3 credits, 5 weeks)

BS 103S Introduction to Economics

An introduction to the basic economic concepts of what, how, and for whom to

produce scarcity and choice, opportunity cost, price mechanism, competition, monopoly, demand and supply, the concepts of laissez-faire, and government intervention. Also included are macroeconomic issues, such as economic systems, aggregate supply and demand, and international trade. *Social science credit.* (3 credits, 5 weeks)

BS 206S Principles of Accounting

A study of basic theory and practice for services and mercantile businesses, including rewarding techniques, statement preparations, and simple financial analysis with a view toward understanding accounting concepts. (3 credits, 5 weeks)

BS 208P A Random Walk through the Financial Maze

This course is an overview of the rudimentary elements of financial, managerial, and cost accounting. It also covers the basics of corporate and personal finance with some emphasis on the ethics of financial management. Topics such as the double entry system, inventory management (FIFO, LIFO, etc.), analysis of financial statements, and personal and corporate money management among other things will be discussed.

Online only. (3 credits, 6 weeks)

BS 209S Principles of Management

An introduction to management structures, including planning, organizing, leading, and controlling. Management process in for-profit and not-for-profit organizations, both large and small, are examined. Special topics include globalization, quality, Competitiveness, teamwork, ethics, and entrepreneurship. (3 credits, 5 weeks)

BS 230S Principles of Marketing

An introductory study of the marketing process, including the elements of the marketing mix, the product distribution structure, the price system, and promotional activities. The importance of customer orientation is stressed. (3 credits, 6 weeks)

BS 302S Business Ethics and Business Law

This course examines, analyzes, and applies the nature, formation, and system of law in the United States to the modern business environment. It also raises basic questions on moral reasoning and the morality of economic systems both in the United States of America and internationally, and examines the ethical relationships between the corporation, its employees, and its customers. (3 credits, 5 weeks)

BS 304S Labor Relations

A study of the history and development of labor relations, structure of union organizations, and process of collective bargaining negotiations and contract administration. With declining union membership over the last ten years, special emphasis is placed on employee relations in nonunion organizations. Contemporary issues include public sector and international labor relations. *Pre- or co-requisite: BS 209* (3 credits, 6 weeks)

BS 307S Organizational Behavior

This course examines the development and maintenance of organizational effectiveness in terms of environmental effects, improving motivation, behavior modification, systems aspects, communications, structure, and the dynamics of problem solving, goal setting, team building, conflict resolution, and leadership.

Prerequisite: BS 209 (3 credits, 5 weeks)

BS 308S Servant Leadership

This course studies the functional, moral, and spiritual aspects of leadership in organizations. Students gain an appreciation of the nature, strengths and weaknesses of servant leadership and become prepared to develop as a leader according to a personalized leadership plan. (3 credits, 5 weeks)

BS 309S Business Ethics

This course examines business policies and practices as they relate to moral and ethical issues. It raises basic questions on moral reasoning and the morality of economic

systems both in the United States of America and internationally. It also examines the impact of governmental regulations on corporate behavior and the ethical relationships between the corporation, its employees, and its customers. BBA/BSM only (3 credits, 5 weeks)

BS 311S Business Law

This course examines, analyzes, and applies the nature, formation, and system of law in the United States to the modern business environment. (3 credits, 5 weeks)

BS 313S Employment Law

This course provides a comprehensive analysis of federal and state laws as they affect the human resource function, including equal employment opportunity, wage/overtime payment, employment agreements, and other restrictions on management's rights. Emphasis is placed on applying employment laws to develop programs that enable organizations to be proactive in meeting both company and work force needs, with an eye to resolving workplace disputes, preventing litigation, and implementing and administering personnel policies and practices in compliance with applicable law. (3 credits, 5 weeks)

BS 314S Data Analysis for Business

This course is designed to educate the undergraduate business student in the ability to work with data and statistical ideas. Students acquire the ability to describe data accurately, to make reliable inferences from data, and to assess critically the reported results of a variety of statistical studies by using various statistical methods and tools to analyze data in diverse example applications. Statistical methods and tools utilized include graphical and numerical data description, sampling techniques, probability distributions, tests of hypotheses, and analysis of variance. Emphasis is placed on understanding the purpose of each procedure, performance the procedure using the software tools, and emphasis on interpretation and application of the results to organizational problems. *Prerequisite: MT 122.* (3 credits, 6 weeks)

BS 320S International Business

A study of business as practiced in different nations and cultures examining the influence of difference in the political, competitive, economic, social, legal, and technological environments on the main business functions (marketing, production, and finance) and business effectiveness. Also discussed are problems of international financial instability and exchange rate volatility. Foreign currency hedging problems are examined and solved. (3 credits, 5 weeks)

BS 321S Advanced Principles of Marketing

This course involves an integrated analysis of the role of marketing and explores marketing methods within the total organization, from the sole proprietorship to partnership to the corporation. Specific attention is given to the analysis of factors affecting consumer behavior, the identification of marketing variables, the marketing environment, and the development and use of marketing strategies. (3 credits, 6 weeks)

BS 322S Marketing for Managers

This course covers the principles of marketing that need to be understood by managers in order to develop and utilize effective marketing practices. Concepts of the global economy, including major social, psychological, and political influences, will be explored and their marketing implications considered from a manager's perspective. (3 credits, 5 weeks)

BS 331S Sales Administration

A course on the professional, ethical, needs-based, non-manipulative, low-pressure, consultative approach to sales. Theories of selling, communicating, time management, and the relationship of sales to marketing and promotion are covered. Ethical business issues are examined in simulated selling situations. *Prerequisite: BS 321.* (3 credits, 6 weeks)

BS 338S Marketing Research

A study of the role of research in marketing decisions. Special emphasis is placed on data gathering, compilation, analysis, and interpretation including the writing and analysis of surveys. Students will work on business problems with actual companies or evaluate new product concepts. *Prerequisite: BS 321.* (3 credits, 5 weeks)

BS 339S Organizational Learning and Knowledge Management

This course examines the process of learning in individuals and organizations in order to facilitate organizational effectiveness. Students will also apply fundamental theories related to knowledge management and learn to use technology tools in order to implement positive systemic change in organizations. (3 credits, 5 weeks)

BS 343S Leading and Managing Nonprofit Organizations

Leading and managing nonprofit organizations requires distinctly different skills and competencies than for-profit organizations. In this course, students will learn about the unique legal, organizational, financial, and managerial issues related to leading nonprofit organizations. In addition, they will develop skills necessary for leading.

Topics include nonprofit governance, volunteer management, grant-writing, fundraising, financial controls, marketing, and community relations. (3 credits, 5 weeks)

BS 350S Administrative Theory and Organizational Behavior

A study of management techniques and leadership and their application to improving managerial effectiveness. The course stresses the importance of wholesome relationships between persons in business and maintaining sound relationships among employer, employee, and customer. (3 credits, 5 weeks)

BS 352S Financial Accounting Issues

This course is a survey of accounting procedures, with emphasis on identifying, recording, classifying, and interpreting transactions and other events relating to proprietorships, partnerships, and corporations. *Prerequisite: BS 206 or BS 208* (3 credits, 6 weeks)

BS 353S Groups, Teams, and Organizational Behavior

This course explores the interaction of groups and teams through the study of organizational behavior. Through this course, students will grow in their understanding of social dynamics in organizations and learn to lead groups and teams constructively.

Topics covered include: organizational culture, motivation, group dynamics, high-performance teams, role definition, self-organization, team assessment, and team design. (3 credits, 5 weeks)

BS 354S Economics for Decision-Makers

Thorough understanding of economic concepts is a crucial part of effective decision-making. Economics for Decision Makers teaches students to consider micro and macro-economic theories when making business decisions. In addition, both rational and behavioral aspects of economics are studied, providing students a variety of perspectives when considering multiple alternatives. (3 credits, 5 weeks)

BS 355S Small Business Management

This course covers the role of a small business manager as distinct from that of an entrepreneur or that of a large corporate manager. Issues such as human resource management, financial management, marketing and the impact of global business on small firms will be examined. (3 credits, 5 weeks)

BS 356S Globalization and Intercultural Understanding

This course examines the role of managers in a global environment.

The impact of globalization, culture, and diversity on management styles and techniques will be discussed. (3 credits, 5 weeks)

BS 357S Entrepreneurship and Innovation

This course introduces models of innovation and creativity that can be used to develop new entrepreneurial ventures. Innovation will be taught through exercises, games, and

business case review; the Lean startup methodology will be used to create business plans through iterative experimentation. (3 credits, 5 weeks)

BS 366S Money, Markets, and the Economic Environment

This course explores the fundamental elements of developed market economies and the major factors that affect them. This includes investigating the core assumptions of economies, how government regulation affects economic growth, and the impact of globalization on world markets. Students learn to analyze economic policy to make business decisions that help them navigate the economic environment. (3 credits, 5 weeks)

BS 403S Leadership and Human Resource Management

A study of the leadership, technical, and legal issues confronting human resource managers in today's dynamic business environment. Includes an examination of principles and techniques utilized to effectively lead and manage the human resource/personnel staff function in modern business organizations. *Recommended prerequisite: BS 350.* (3 credits, 5 weeks)

BS 404S Leadership and Human Resource Management (Capstone Project)

A study of the leadership, technical, and legal issues confronting human resource managers in today's dynamic business environment. Includes an examination of principles and techniques utilized to effectively lead and manage the human resource/personnel staff function in modern business organizations. *Prerequisites: Completion of all other courses for the BS in Human Resource Management program.* (3 credits, 6 weeks)

BS 413S Production and Operations Management

A study of the management of production functions in manufacturing or service environments. Using software applications, students apply quantitative techniques to aid in solving a variety of business decision-making problems. Topics include inventory control, forecasting, decision theory, quality control, and project management. (3 credits, 5 weeks)

BS 414S Process Management and Systems Thinking

This course explores the development and management of business processes and business systems. Business processes allow organizations to define and order actions in order to result in repeatable, consistent outcomes. In this course, students will learn to develop business processes and measure their effectiveness. Additionally, students will learn to address the complexity of modern process-oriented organizations through the application of systems analysis and systems thinking. (3 credits, 5 weeks)

BS 422S Issues in Corporate Finance

This course lays the groundwork for determining the value of the organization by conveying the ideas of cash flow, time value of money, bond and stock valuation, and capital budgeting. Pre-requisite: BS 352. (3 credits, 5 weeks)

BS 431S Strategic Planning and Competitive Advantage (Capstone Project)

Planning and executing strategy is a key part of organizational leadership. In this course, the fundamental aspects of strategy development are examined and taught through case studies, examples, and exercises. Competition and competitive advantage will also be investigated, using tools such as Porter's 5 Forces model and SWOT analysis. (3 credits, 6 weeks)

BS 435S Consumer Behavior

This course stresses the understanding of consumer behavior in developing marketing strategy. Opportunities are provided for the analysis of advertising's objective, target audience, and the underlying behavioral assumptions. Students will apply consumer behavior knowledge to social and regulatory issues as well as to business and personal issues. *Prerequisite: BS 321.* (3 credits, 5 weeks)

BS 437S Marketing Management

An integrated course in marketing systematically oriented with emphasis on the marketing mix and the formulation of competitive strategies. Special attention is given to the control function, market analysis, marketing information, and sales forecasting. Case analysis is stressed. (3 credits, 5 weeks)

BS 442S Integrated Marketing Communication (Capstone Project)

This course examines the formulation of integrated marketing communication strategies to achieve marketing objectives; examines the use of traditional and nontraditional media; and analyzes the use of advertising, sales promotions, public relations, sponsorships, and other communication resources to promote sales, position products, develop brand equity, and support marketing actions. *Prerequisites: completion of all other courses for BS in Marketing program.* (3 credits, 6 weeks)

BS 451S Leading Effective Project Management

This course prepares students for real-life application of project management skills including the study of multiple models of project management and the best use them. Topics covered in this course include developing a project plan, budgeting, managing resources, controlling project scope, forecasting and maintaining a project schedule, quality management, risk assessment, and effective communication. (3 credits, 5 weeks)

BS 452S Managerial Accounting Issues

This course is an in-depth study of the role that accounting data plays in the decision-making process of managers of both for-profit and nonprofit organizations.

Prerequisite: BS 352. (3 credits, 6 weeks)

BS 461S Strategic Management (Capstone Project)

This course is designed to provide an overview of the strategic management process. Emphasis is placed on developing vision, setting objectives, and constructing strategy to achieve desired results. Also stressed is the importance of analyzing external competitive conditions and the organization's internal capabilities, resources, strengths, and weaknesses in order to gain and sustain a competitive advantage. Approaches to organizational structure, policy, support systems, and leadership required to execute strategy effectively are examined. *Prerequisites: Completion of all courses in BBA program* (3 credits, 6 weeks)

BS 471S Individual Business Project

An integrative capstone real world learning experience requiring each student to solve a business problem and/or provide a support service to a client organization. Through a preliminary project proposal, the student identifies the enlisted client organization, defines the problem being solved and the services being provided, and establishes the client's desired result. Through a project report and presentation, the student demonstrates achievement of the desired results by application of knowledge and skills acquired throughout the degree program. In place of solving a business problem and/or providing a support service to a client organization, a student may prepare a business plan for an entrepreneurial business venture that he/she is interested in pursuing. *Prerequisite: Completion of all BBA or BSM core courses.* (3 credits, 5 weeks)

COMMUNICATION (CM)

CM 231S Public Speaking and Presentations

Instruction is given in the oral communication of original ideas, with special emphasis on impromptu and extemporaneous speaking styles essential to success in the classroom and workplace. Students receive specific training in the organizational and thinking skills needed to structure informative and persuasive speeches, as well as the performance skills required to effect confident, authoritative presentations. *Oral expression competency.* (3 credits, 5 weeks)

CYBERSECURITY (CS)

CS 104S Computer Applications and Concepts

This course will enable students to improve their skills as knowledge workers with an emphasis on personal productivity concepts through using functions and features in computer software such as word processing, spreadsheets, presentation graphics, and online learning systems. This course provides an overview of personal computer applications including a brief introduction to computer concepts, Cybersecurity, Microsoft Windows, Word, Excel, PowerPoint and Moodle, an online learning management system. (8 weeks, 3 credits)

CS 109S Introduction to Computer Hardware

An in-depth study of computer hardware covering the domains of the A+ Certification Test 901. Focus is on identification, installation, configuration, and troubleshooting of field replaceable components. Topics include microprocessors, all types of memory, expansion bus, motherboards, power supplies, storage, removable media, video, audio, portable PCs, printers, networks, the Internet, computer security, and installation of current Windows operating systems and installation of Linux in a dual boot environment. (8 weeks, 3 credits)

CS 110S Introduction to Computer Operating Systems

An in-depth study of computer operating systems covering the domains of the A+ Certification Test 902. Focus is on current Windows operating systems, current Linux distributions and Mac OS X. This includes installation, maintenance, and management of desktops and servers. (8 weeks, 3 credits)

CS 122S Introduction to Computer Programming

This course introduces computer programming and problem solving in a structured program logic environment. Topics include language syntax, data types, program organization, problem-solving methods, algorithm design, and logic control structures. Upon completion, students should be able to use top-down algorithm design and implement algorithmic solutions in a programming language. Examples and assignments will be in C++. (8 weeks, 3 credits)

CS 203S Information Systems Technology for Managers

This course provides a thorough overview of information systems technology for management. Through lecture, case study, Internet exploration and hands-on applications, students examine a wide variety of critical uses of information technology by management. *Prerequisite: completed computer usage competency* (3 credits, 5 weeks)

CS 204S Fundamentals of Information Systems

Introducing systems and development concepts, information technology, and application software, this course explains how information is used in organizations and how information technology enables improvement in quality, timeliness, and competitive advantage in organizations. Topics include systems concepts, system components and relationships, cost/value and quality of information, competitive advantage and information, specification, design and reengineering of information systems, application versus system software, and package software solutions. Recommended for students with no previous experience in IT/Cyber. Pre-requisite: CS 104S (8 weeks, 3 credits)

CS 208P Microsoft Excel Introductory

This course uses excel to create basic spreadsheet applications containing formulas with absolute and relative cell addressing, built-in functions, charts, and drawing objects. This course covers the following Excel skills: creating and editing worksheets containing data and formulas, managing workbooks and files, modifying worksheets through copy and paste, drag and drop, Auto fill, and inserting and deleting rows and

columns, and formatting and printing worksheets to enhance worksheet appearance and customize print output. The course is conducted using a case-based, problem solving approach emphasizing the What, Why, and How of the above Excel application skills. Online only. *Prerequisite: completed computer usage competency.* (3 credits, 5 weeks)

CS 209P Microsoft Excel Intermediate

This course covers the following skills: using date & time; financial and logical functions in decision-making applications; organizing, manipulating and consolidating data in large worksheets and multiple worksheet applications; creating, sorting, and filtering worksheet lists; analyzing decision alternatives using Pivot Tables, data tables, goal seeking, solver and scenario manager; using lookup and reference functions; importing and exporting data; developing workbook applications including workbook sharing, conditional formatting, data validation and macro automation. Online only.

Prerequisite: CS 208P or equivalent. (3 credits, 5 weeks)

CS 215S Introduction to Computer Networking

An in-depth study of computer networking theories and concepts covering the domains of the Network+ Certification. Focus is on the configuration, maintenance, and troubleshooting of network devices using appropriate network tools and understanding of the features and purpose of network technologies. *Prerequisite: CS 109S.* (8 weeks, 3 credits)

CS 222S Introduction to Secure Scripting

This course offers an in-depth introduction to scripting languages, including basic data types, control structures, regular expressions, input/output, and textual analysis.

Examples and assignments will be in Python. *Prerequisite: CS 122S* (8 weeks, 3 credits)

CS 242S Cybersecurity Internship I

This initial supervised internship provides students with the opportunity to integrate classroom instruction with on-the-job training in an area associated with coursework completed. Students will be required to document a minimum of 45 clock hours of internship engagement and reflection in the course. Recommended for students with no or little IT/Cyber Experience. *Prerequisite: IS 311S and CS 215S or equivalent* (Offered by department discretion.) (Elective) (16 weeks, 1 credit)

CS 270S Network Defense

This course introduces students to the concepts of defense-in-depth, a security industry best practice. Topics include firewalls, backup systems, redundant systems, disaster recovery, Web and distributed systems security, specific implementation of security models and architectures, and incident handling. Upon completion, students should be able to plan effective information security defenses, backup systems, and disaster recovery procedures. *Prerequisites: CS215S* (8 weeks, 3 credits)

CS 280S Special Topics in Computer Studies (Lower-Level)

This course will provide students and faculty the opportunity to examine current issues or specialized topics within the discipline at a lower level of study (appropriate for freshmen or sophomore academic experience). The department will determine topics. Repeatable for different topics. *Prerequisite: CS 104S* (Offered by department discretion.) (Elective) (8 weeks, 1-3 credits)

CS 287S Cyber Competition I

This course, open to sophomore, junior, senior students, prepares students to be part of a cyber-competition such as the National Cyber League (NCL) or similar. Said competitions can be 'offensive' in nature (Capture the Flag etc.). *Prerequisite: CS 110S* (Offered by department discretion.) (Elective) (8 weeks, 2 credits)

CS 290S Principles of Cyber Defense I

A practical application of the theories and practices for prevention of cyber-attacks. Students will discuss and practice countermeasures including encryption, policy-

making, monitoring of access controls, development of secure systems, as well as the review of verification and validation measures. Primary focus will be on Windows systems software. Prerequisite: CS 215S (8 weeks, 3 credits)

CS 310S Database Programming

A course introducing the student to the logic, design, implementation, and security of organizational databases as contrasted to older conventional data file techniques. Particular emphasis is placed on relational database management that focuses on the logical nature of databases. Popular database programs and SQL constructions will be utilized. Prerequisite: None (8 weeks, 3 credits)

CS 322S Introduction to Secure Mobile App & Web Development

This course covers the fundamental programming principles for mobile devices. The software architecture and user experience considerations underlying handheld software applications and their development environments will be investigated. Concepts will be reinforced by hands-on programming assignments, which will be run on a current mobile platform. Prerequisite: CS 222S. (Offered by department discretion.) (Elective) (8 weeks, 3 credits)

CS 335S Computer and Systems Security

An in-depth study of computer and systems security covering the domains of the Security+ Certification. Focus is on the knowledge and skills required to identify risk and participate in risk mitigation activities, provide infrastructure, application, operational and information security, apply security controls to maintain confidentiality, integrity and availability, identify appropriate technologies and products, and operate with an awareness of applicable policies, laws and regulations. Prerequisite: CS 215S. (8 weeks, 3 credits)

CS 342S Cybersecurity Internship II

This initial supervised internship provides students with the opportunity to integrate classroom instruction with on-the-job training in an area associated with coursework completed. Students will be required to document a minimum of 45 clock hours of internship engagement and reflection in the course. Recommended for students with no or little IT/Cyber Experience. Prerequisite: IS 311S and CS 335S. (Offered by department discretion.) (Elective) (16 weeks, 1 credit)

CS 345S Principles of Cybersecurity

Examination of current standards of due care and best business practices in Cybersecurity. Includes examination of security technologies, methodologies and practices. Focus is on the evaluation and selection of optimal security posture. Topics include evaluation of security models, risk assessment, threat analysis, organizational technology evaluation, security implementation, disaster recovery planning and security policy formulation and implementation. Prerequisite: CS 335S. (8 weeks, 3 credits)

CS 350S Management of Cybersecurity

Detailed examinations of a systems-wide perspective of Cybersecurity, beginning with a strategic planning process for security. Includes an examination of the policies, procedures and staffing functions necessary to organize and administrate ongoing security functions in the organization. Topics include security practices, security auditing, compliance, security architecture and models, continuity planning and disaster recovery planning. Prerequisite: CS 345S. (8 weeks, 3 credits)

CS 355S Project Management in IT and Cybersecurity

This course is an introduction to fundamental project management concepts, processes, and knowledge areas. Concepts dealing with the initiation, planning, execution, monitoring, controlling, and closing of projects will be included. Focus is placed on identifying strategic business goals and objectives. Students will discuss defining and managing stakeholder expectations to ensure successful project completion. This course emphasizes ethical decision-making, communication, and

critical thinking in the project process. Prerequisite: CS 350S (Offered by department discretion) (Elective) (8 weeks, 3 credits)

CS 365S The 3 C's: Cybercrime, Cyberlaw and Cyberethics

A study of the impact of cybercrimes affecting various entities and organizations engaged in cyberspace transactions and activities including the government, military, financial institutions, retailers and private citizens. The course covers broad areas of law pertaining to cyberspace, including Intellectual Property (Copyright, Patent, Trademark, and Trade Secret), Contract, and the U.S. Constitution. The study of Cyberethics addresses a definition of ethics, provides a framework for making ethical decisions undergirded by a biblical worldview, and analyzes in detail several areas of ethical issues that computer professionals are likely to encounter in cyberspace and in business. (8 weeks, 3 credits)

CS 370S Network Defense and Countermeasures

Detailed examination of the tools and technologies used in the technical securing of information assets. This course is designed to provide in-depth information on the software and hardware components of Cybersecurity. Topic covered include: firewall configurations, hardening Linux and Windows servers, Web and distributed systems security, and specific implementation of security models and architectures. Prerequisite: CS 215S (8 weeks, 3 credits)

CS 375S Linux Operating Systems and Security

An in-depth study of Linux operating system covering the domains of the Linux+ Certification. Focus is on utilizing the command line, installing, configuring, maintaining, and securing the Linux server system. Prerequisite: CS110S (8 weeks, 3 credits)

CS 411S Introduction to Data Science in Cybersecurity

A study of Data Science with a view to how Cybersecurity and Data Science can combine to provide secure and actionable information. This course will serve as an introduction to the foundational topics of Data Science. This will allow students to understand the data, the questions, and the tools used by Data Scientists, with a goal of utilizing these to improve Cybersecurity. Prerequisites: CS 310S, MT 122S. (Offered by department discretion.) (Elective) (8 weeks, 3 credits)

CS 428S Penetration Testing

A detailed examination of real world cybersecurity knowledge, enabling recognition of vulnerabilities, exploitation of system weaknesses, and safeguards against threats. Students will learn the art of penetration testing through hands-on exercises and a final project. Students who complete this course will be equipped with the knowledge necessary to analyze and evaluate systems security. Prerequisite: CS 370S (8 weeks, 3 credits)

CS 438S System Forensics

In this course, students will learn to identify security events, incidents, intrusions and sources of digital evidence in a lab environment. The students will develop a comprehensive understanding of forensic analysis principles including identifying and categorizing incidents, responding to incidents, log analysis, network traffic analysis, and using various tools to integrate forensic technologies. Student will demonstrate the ability to document forensic processes and analysis accurately. Prerequisite: CS 370S. (Offered by department discretion.) (Elective) (8 weeks, 3 credits)

CS 442S Cybersecurity Internship III

This third supervised internship provides students with the opportunity to integrate classroom instruction with on-the-job training in an area associated with coursework completed. Students will be required to document a minimum of 45 clock hours of internship engagement and reflection in the course. Recommended for students with

no or little IT/Cyber Experience. Prerequisite: CS 342S (Offered by department discretion.) (Elective) (16 weeks, 1 credit)

CS 445S Introduction to Cloud Security

This course will provide a study of Cloud Computing with the goal of understanding cloud resources as a means for furthering business profile. The course will focus on monitoring, operating, configuring and deploying cloud solutions. Students will consider automation and security concerning cloud resource utilization. Prerequisite: CS 345S. (Offered by department discretion.) (Elective) (8 weeks, 3 credits)

CS 448S Incident Response and Contingency Planning

An examination of the detailed aspects of incident response, digital forensics, and contingency planning consisting of incident response planning, disaster recovery planning, and business continuity planning. Developing and executing plans to deal with incidents in the organization is a critical function in information security. This course focuses on the planning and processes to respond appropriately using cyber threat intelligence in the event of a potential cyber event. Prerequisite: CS 350S (8 weeks, 3 credits)

CS 480S Special Topics in Computer Studies (Upper-Level)

This course will provide students and faculty the opportunity to examine current issues or specialized topics within the discipline at an upper-level of study (appropriate for junior or senior academic experience). The department will determine topics. Class will meet 15 hours for each hour of credit offered. Repeatable for different topics. Prerequisites: CS 104S. (Offered by department discretion.) (Elective) (8 weeks, 1 - 3 credits)

CS 481S Directed Study and Research

Students may choose to participate in a directed study of their own choice contingent on faculty availability. Credit varies from 1-3 hours although a student can repeat for up to six hours of credit. Prerequisite: Junior status or above. A cumulative GPA of 2.5 and approval of the department chair is required. (Offered by department discretion.) (Elective) (8 weeks, 1- 3 credits)

CS 490S Advanced Cyber Defense

This capstone course discusses the hardware/software tools and techniques associated with the protection of computer systems and networks, including Linux software. Students learn how to protect network resources in live in-course simulations. Course topics include policy and practice associated with the protection of communication resources, intrusion detection systems, firewalls, and use of anti-virus, patching practices, as well as personnel and physical security practices. Prerequisite: CS 370S (8 weeks, 3 credits)

CS 492S Advanced Cybersecurity Internship & Senior Project

This advanced supervised internship provides students with the opportunity to integrate classroom instruction with on-the-job training in an area associated with coursework completed. Students will be required to document a minimum of 90 clock hours of internship engagement and to produce a comprehensive cybersecurity project reflective of the completed program of study. Potential senior projects include security assessments for current businesses, which can include business continuity plans and disaster recovery plans. Course can be taken concurrently with CS 448S. Prerequisite: CS 490S (Offered by department discretion.) (16 weeks, 3 credits)

CS 495S Cybersecurity Capstone

This capstone project allows students to integrate classroom instruction with an area of identified need. Students will be required to document research into an issue in cybersecurity and to produce a comprehensive cybersecurity project reflective of the completed program of study. Potential cybersecurity capstone projects include

comprehensive assessment of small businesses or nonprofits or case study cybersecurity assessments and improvement criteria. (Capstone projects require pre-approval of supervising faculty) Prerequisite: CS 490S (Offered by department discretion.) (16 weeks, 3 credits)

ENGLISH (EN)

EN 111S Writing and Research for Adults

This course involves studying and practicing those matters of writing that affect readability, including effective style (accuracy, clarity, and conciseness), appropriate punctuation, and correct use of grammar. Students are instructed in prewriting, composing, and rewriting. *Meets ½ of writing competency.* (3 credits, 6 weeks)

EN 112S Writing and Literary Analysis

This course emphasizes the interconnectedness of reading and writing and provides additional practice in the writing process developed in English 111, including collecting information and ideas (through observation, reading, and exchanging thoughts and opinions with others) and planning and developing essays (through drafting, peer exchange, and revision). In addition, students read, reflect, and report on literature in order to develop and deepen analytical and imaginative thinking, writing abilities, and research skills. *Meets ½ of writing competency. Prerequisite: EN 111* (3 credits, 5 weeks)

EN 211S Masterpieces of Literature

Students read and discuss selections from world literature, focusing on themes such as the human relationship to nature, God, others, and self. This course emphasizes the way in which reading, discussing, and writing about literature are foundational to understanding the human condition. While the principles of the writing process as presented in EN 111 and 112 are built upon, writing assignments will require a close reading and analysis of selected plays, poems, and novels. *Prerequisite: EN 111 and EN 112 Reading competency or Humanities credit.* (3 credits, 5 weeks)

EN 251P The Christian World of C. S. Lewis

A study of C. S. Lewis' important, imaginative, and analytical works reflecting his Christian worldview. As one of the twentieth century's most prolific and influential Christian writers, Lewis' work is a treasure trove for those seeking to learn how to think deeply about Christianity. His clear, lucid writing is especially helpful when he addresses complex issues, and his use of illustrations by way of analogy frequently sheds light on previously dark and thorny issues. Students will read and discuss his popular works focusing on his Christian worldview, write a series of short essays in which they engage Lewis' ideas and evaluate their merits and work together to present a final group research project. *Prerequisite: EN 111 and EN 112. Reading competency or Humanities credit.* (3 credits, 5 weeks)

EN 252P Shakespeare: Models in Leadership

This course is a study of leadership as reflected in the works of William Shakespeare. This course will explore various models of leadership as illustrated in several of Shakespeare's plays with an eye toward applying his insights to contemporary business environments. *Prerequisite: EN 111 and EN 112. Reading competency or Humanities credit.* (3 credits, 5 weeks)

EN 371S Managerial Communications

This course aims at improving the speaking, writing, listening, and facilitating skills of students who are, or aspire to be, supervisors and managers. *Prerequisite: EN 111 and EN 112. Oral expression competency.* (3 credits, 6 weeks)

ENVIRONMENTAL STUDIES (ES)

ES 111S An Overview of Environmental Studies

An introduction to the broad field of environmental studies, including worldviews and the nature of scientific inquiry, the relationship between science and religion, earth science, the biological foundations of life, ecology, and resource management and conservation. *Natural science credit.* (3 credits, 5 weeks)

GENERAL EDUCATION (GE)

GE 250S Foundations for Adult Program Success

This course is designed to prepare the adult student for academic success in the accelerated program format in the School of Adult and Graduate Studies. Includes an introduction to the concepts of groups, critical thinking and problem solving, personal management, worldview, and adult learning as well as the foundational written and oral communications skills needed in the program. (3 credits, 5 weeks)

HEALTH (HL)

HL 110S Healthful Living

This course will deal with an overview of the development and maintenance of a healthy lifestyle. Within the context of a historical, scientific, and scriptural basis for human health, students will conduct a fitness assessment and then research and develop a personal plan for physical wellness. Topics will include disease prevention, cardiovascular and strength training, weight management, social support, stress reduction, and personal responsibility. (2 credits, 4 weeks)

HISTORY (HS)

HS 111S Major Issues in World Civilization

A study of the major periods in world history, with primary attention given to western civilization and the western intellectual tradition and their impact on the rest of the world. (3 credits, 5 weeks)

HS 112P Western Intellectual Tradition: From Leonardo to Hegel

This course is a study of the development of ideas from the Renaissance to the opening of the nineteenth century. Essentially, the course is a history of the life of ideas, and as such necessarily, it is an intellectual history covering a period of four centuries, during which the world transformed from medieval to modern. Special focus is given to invention; to inductive scientific method; to political, social, and religious ideas; and to the ideas of a selective few individuals who most contributed to this transformation of society into secularized states. Online only. (3 credits, 5 weeks)

HS 211S Early American History

This course examines European expansion and discovery of the North American continent; the British colonization of the Eastern seaboard; the colonial identity shaped by an amalgamation of African, Native American, and European cultures; and the American Revolution as a manifestation of the liberalism that shaped world history in the modern age. Specific attention is given to how Western race and gender prescriptions shaped the social framework of colonial America and underscored the complex interactions among colonial peoples. (3 credits, 5 weeks)

HS 353S History of Christianity

A survey of the Christian movement in history, its beliefs, institutions, and worldwide expansion. Attention will be given to doctrinal and ecclesial development, spirituality and devotional practices, historical expressions of service and ministry, and the

dynamic between the church and global societies from the ancient world to the present day. *Pre-requisites: HS 111S or permission of professor.* (3 credits, 5 weeks)

HUMAN DEVELOPMENT (HD)

HD 211S Human Growth and Development

This course is designed to acquaint students with the miraculous passage through the human life span. Through successful completion of this course, students will be better equipped to understand how they and those with whom they interact have progressed and will continue to progress through the life span. Application objectives and outcomes of this course ideally, result in the improvement of health, well-being, livelihood, and relationships. *Social science credit.* (3 credits, 5 weeks)

HD 307P Leadership and Group Dynamics

A study of leadership and group behavior as viewed through experiential group processes, individual interaction, and theory. Content includes the theory and practice of group dynamics and the fundamentals of effective leadership. Particular emphasis will be placed on working towards a general theory of leadership and discovering its applications in a group setting. Online only. (3 credits, 5 weeks)

INTERDISCIPLINARY STUDIES (IS)

IS 202S Christian and Secular Worldviews

A survey of the development and characteristics of common worldviews, including comparing and contrasting the Christian worldview with popular secular worldviews. *Humanities credit.* (3 credits, 5 weeks)

IS 310S Pre-Internship

The purpose of this course is to prepare students for the practicum/ internship experience. Topics included are internship selection, making the most of the internship, resume building, and facing internship challenges. (3 credits, 5 weeks)

IS 311S Pre-Internship (Cybersecurity)

The purpose of this course is to prepare students for the practicum/ internship experience. Topics included are internship selection, making the most of the internship, resume building, and facing internship challenges. (Elective) (5 weeks, 1 credit)

IS 461S Seminar on Faith and Life

This course is designed to help students define their personal Christian philosophy of life by integrating faith and learning. Students are challenged to explore their Christian calling and to consider ways in which they can exert a Christian influence in the world today. Bachelor degree-seeking only. (3 credits, 5 weeks)

MATHEMATICS (MT)

MT 102S Mathematics for Management

An examination of various concepts of basic algebra, which assist in building skills for performing specific mathematical operations and problem solving. Specific applications in accounting, finance, and economics are demonstrated and discussed. (3 credits, 6 weeks)

MT 103P Introduction to Mathematical Concepts

This course is a brief but comprehensive introduction to mathematics. The student will be primarily encouraged to develop mathematical thinking skills, and to understand their uses especially in science and business. This course does contain algebra, trigonometry, calculus, and business math components. After completion, students should have a good conceptual understanding of many fields in mathematics, and be

sufficiently skilled to understand how mathematical problems can be approached and solved. Online only. (3 credits, 5 weeks)

MT 122S Elementary Statistics

This course is designed to educate students in the development of statistical thinking. Students will acquire the ability to accurately describe and depict data, make reliable inferences from data, and critically assess the reported results of a variety of statistical studies. Students will use scientific calculators to compute measurements used in a variety of statistical methods and tools. Example application areas include business, psychology, medicine, sports, and the sciences. (3 credits, 6 weeks)

MUSIC (MS)

MS 202P A Social History of Rock and Roll

This course explores the development of the rock-and-roll phenomenon from its roots in rhythm and blues, jazz and swing and country western music to its maturity and popularity in the latter part of the twentieth century. Various genres that have been viewed as sub categories or rock-and-roll are defined and examined. A study of influential and popular rock-and-roll musicians, their lives, and their music are included. The course also examines the social and political forces that spawned and nourished this influential genre of music, and analyzed the effect that rock-and-roll has had on society. Christian principles in relation to participation in rock-and-roll will also be discussed as well as how rock-and-roll has affected the Christian community. Online only. *Humanities credit.* (3 credits, 5 weeks)

MS 204P Red, Hot, and Blue: A Look at American Musical Theater

This course covers the history and development of American musical theater from 1927 through the present and the creation and production of a musical. Scripts and scores, audio and video recordings, and when possible, live performances and/or rehearsals will supplement text materials. *Humanities credit.* Online only. (3 credits, 5 weeks)

MS 205P Music in the U. S.

From the music of Stephen Foster, and Civil War ballads and bands, to Blues, Bluegrass, Jive and Jazz. Wiley Hitchcock's classic text *Music in the U.S.* guides us as we study, listen, and attend live performances. Then hear guest lectures from folk and jazz artists and country-western songwriters from Nashville, Tennessee. Everything you always wanted to know about music in our country but were afraid to listen. Online only. *Humanities credit.* (3 credits, 5 weeks)

PHILOSOPHY (PH)

PH 301S Ethics

This course will introduce students to several major ethical theories, including: virtue, rule, and consequential approaches. Students will read and study several important ethical thinkers, both Christian and secular. These ethical theories will then be applied to case studies in a variety of fields such as: bioethics, political ethics, ecclesial ethics, ethics of counseling, business ethics, environmental ethics, etc. *Humanities credit.* (3 credits, 5 weeks)

PHYSICS (PC)

PC 111S Matter and Energy

A survey of the development of the concepts of matter and energy within the disciplines of chemistry and physics, with an emphasis on modern applications to the earth and beyond. *Natural science credit.* (3 credits, 5 weeks)

PREACHING (PR)

PR 310S Biblical Preaching and Communication

This course is designed to give a broad overview of the basic tools and techniques necessary for preparing and presenting sermons based on biblical texts. Topics include an introduction to sermon research as well as what it means to preach in a contemporary context, including the use and misuse of technology, film, music, object lessons and a variety of preaching techniques including both narrative and expositional. *Oral expression competency.* (3 credits, 5 weeks)

PR 410S Preparing for the Gospel Ministry

This course lays the foundation from which effective evangelism will be launched. The class accomplishes this in three stages. The first centers on mastering the very message of the Gospel centered on the cross and resurrection of Jesus and developing skills in sharing the Gospel with others. The second lesson takes seriously the topic of sin: its origins as recounted in the Bible, its consequences in the eternal life of the individual and its systemic effects in the world, and our need of Christ's saving death and resurrection. The third stage focuses on the Great Commission as found in Matthew 28:16-20 central evangelical ordinance given to all believers, becoming aware of the presence and power of Christ within it. (3 credits, 5 weeks)

PR 420S Preaching the Gospel

This course teaches to communicate effectively the gospel message in preaching. With the Bible as the foundation, students will develop understanding in the essential qualities and preparation of an evangelistic message understanding contextual dynamics, which affect an effective presentation of the Gospel, the skills necessary to delivering the Gospel in a winsome and effective way, and appropriate and effective methods for inviting people to respond to the Gospel message. *Prerequisite: PR 410S.* (3 credits, 5 weeks)

PR 430S Prayer and the Holy Spirit

The power of communicating the Gospel message effectively resides in the operations of the Holy Spirit and the prayer life of the presenter. This course explores in-depth the person and work of the Holy Spirit in evangelism as well as the key elements of effectual prayer. Students will reflect on the movement of the Holy Spirit in their lives as they develop a plan for prayer in their ministries. Some attention will be given to the nature of spiritual warfare and the call to personal holiness. *Prerequisite: PR 420S.* (3 credits, 5 weeks)

PR 491S Seminar on Ministry

Students will meet in an intensive format to discuss current issues in ministry and church administration. This course will cover topics of church growth, administration, worship, as well as trends and issues in ministry in a seminar style format. *Prerequisite: PR 430S.* (1 credit)

PSYCHOLOGY (PY)

PY 201S Psychology Applied to Modern Life

This course offers majors and non-majors an opportunity to apply knowledge from psychology to practical problems. It provides students with an overview of the theory and research in psychology that is related to the demands and challenges of everyday life. Students examine issues that affect their own adjustment to modern life. The following topics will be addressed: stress, physical health, love relationships, gender, communications, self, personality, work, and development. *Students who earn credit for PY 201 may not earn credit for PY 202. Social science credit.* (3 credits, 5 weeks)

PY 202P General Psychology

This course is a basic survey of the discipline of psychology: the science of behavior and mental processes. We will examine the physiological, intellectual, emotional, and social aspects of human behavior and look at the applications of psychological theory and research to daily living. *Students who earn credit for PY 202 may not earn credit for PY 201. Social science credit.* (3 credits, 5 weeks)

PY 300S Child and Adolescent Development

An overview of the physiological, cognitive, psychosocial, and spiritual aspects of development from conception through age 18. *Prerequisite: PY 201S or PY 202P and a minimum of sophomore standing.* (3 credits, 5 weeks)

PY 305S Adult Development and Aging

An overview of the physical, cognitive, social, spiritual, and emotional aspects of adult development. *Pre-requisites: PY 201S or PY 202P and a minimum of sophomore standing.* (3 credits, 5 weeks)

PY 310S Research Methods

This course is designed for upper level undergraduate students majoring in human services and psychological studies. The course will provide an introduction to research methodology and a basic framework to evaluate critically social and behavioral science research. You will be exposed to and tested on the major concepts and methods for generating hypotheses and designing a multi-measure study. This course should enable you to evaluate more critically the claims of "experts" in the popular press as well as in the scientific literature. It will also serve as preparation for graduate-level research. *Pre-requisite: PY 201S or PY 202P.* (3 credits, 5 weeks)

PY 314S Personality

Basic principles of personality structure, dynamics, development, assessment, and theory are discussed. Consideration is given to both the environmental and biological determinants of personality. *Pre-requisite: PY 201S or PY 202P.* (3 credits, 5 weeks)

PY 315S Abnormal Psychology

A survey of the current categories of abnormal behavior emphasizing symptoms, major theories of causality, and current treatment methods. *Pre-requisite: PY 201S or PY 202P.* (3 credits, 5 weeks)

PY 320S Social Psychology

The study of the behaviors and thoughts of individuals as influenced by actual or perceived social factors and other individuals. *Pre-requisites: PY 201S or PY 202P.* (3 credits, 5 weeks)

PY 412S Theories and Principles of Counseling

An examination of several of the major theories of counseling in working with individuals, families, and small groups. Included are principles and techniques utilized in assessment, crisis intervention, contracts, and development of the therapeutic relationship. A skills component is also included. *Pre-requisite: PY 201S or PY 202P.* (3 credits, 5 weeks)

PY 416 Learning and Memory

This course provides a basic overview of the principles, theories and applications of learning and memory. We will cover basic research, theory and applications in human learning, memory, information processing, verbal learning, conditioning and social learning. The knowledge you take away from this course will be useful to you in a wide variety of settings- not only psychology but also in your own personal and professional worlds. *Prerequisite: PY 201S or PY 202P.* (3 credits, 5 weeks)

PY 441S Internship

Supervised internship provides the student with the opportunity to integrate classroom instruction with practical on-the-job learning in various areas of psychology related

fields. *Pre-requisites: IS 310S and all other major courses besides PY 490S.* (3 credits, 10 weeks)

PY 490S Senior Seminar

Examines the themes of authenticity, self-actualization, and the application of psychological theory in order to explore major Christian worldview questions (what is success in life, how do I become more Christ like, etc.). *Pre-requisite: All other major courses.* (3 credits, 5 weeks)

SOCIOLOGY (SC)

SC 204S Introduction to Sociology

This course deals with the general nature and principles of sociology. Special attention is given to the ecological, cultural, and psychosocial forces; and to outstanding social groups; to changing personality under the influences that play upon it through group processes. *Social science credit.* (3 credits, 5 weeks)

SC 205S Marriage and Family

This course is a study of relationships with the opposite sex from first meeting through marriage, having and rearing a family, and divorce and remarriage. Current American norms and Christian principles for marriage and family life are examined. *Social science credit.* (3 credits, 5 weeks)

SC 311S Social Welfare and Social Services

This course is a survey of the history and philosophy of social welfare and the values and practice of social services as a profession. *Social science credit.* (3 credits, 5 weeks)

SC 414S Counseling Adolescents and Families

This course examines several of the major theories of counseling families. Working with adolescents within the context of their families will be given special consideration. The skills of counseling adolescents and families will also be emphasized. *Pre-requisite: PY 201S or PY 202P.* (3 credits, 5 weeks)

SPANISH (SP)

SP 101P Elementary Spanish

This course is for those who have had less than two years of high school Spanish. Emphasis is upon fundamentals of grammar, vocabulary, composition, pronunciation, and conversation. *Humanities credit.* Online only. (3 credits, 6 weeks)

YOUTH AND FAMILY MINISTRIES (YM)

YM 303S Discipleship and Lifestyle Evangelism

This course focuses on individual experiences in discipleship, personal sanctification, and evangelism in contemporary society. Special attention will be given to the art of persuasion and its link to communication theory. The importance of perseverance in the faith of those who come to know Christ through evangelistic efforts is ultimately highlighted. (3 credits, 5 weeks)

YM 380S Administrative Ministry and Organization

This course will equip students in both the theory and practice of administrative leadership. Many challenges in ministry exist, and one of the most significant is the discipline required to lead and administer well. This course is designed to serve as an overview of practical administrative and leadership issues in ministry in order to prepare students with the tools necessary to organize and oversee various programs across the age ranges. (3 credits, 5 weeks)

YM 401S Spiritual Formation and Faith Development

A course to equip students in both the theory and practice of the spiritual disciplines. This course focuses on our personal relationship with God. We will seek to develop an understanding of the necessary aspects of personal spiritual maturation through the evaluation of Scripture and through self-reflection and practice. Second, this course will emphasize theories about the stages of faith and moral development as those theories relate to Christ-centered ministries. (3 credits, 5 weeks)

Course Descriptions for the School of Adult and Graduate Studies: Graduate

Course Numbering System and Abbreviations

Courses numbered 500 are graduate level and are open to students enrolled in a master's program.

BS	Business	EV	Environmental Education
CN	Counseling	ML	Management & Leadership
CS	Computer Studies		

Not every course listed in the Catalog will be offered each year. Students will receive a schedule of classes for their program from their Academic Advisor.

BUSINESS ADMINISTRATION (BS)

BS 510 Foundations of Leadership and Communication

This course introduces students to business graduate studies at Montreat College and elaborates on the foundational skills required for leaders. Topics covered include: character development, ethics, stewardship, critical thinking techniques, self-management skills, communication skills, and collaborative learning. (3 credits, 8 weeks)

BS 528 Leading Cybersecurity through Organizational Change

Cybersecurity is a human issue, as much as it is a technical issue. This course explores how organizational design and organizational culture affect cybersecurity, and how managers can lead cybersecurity through organizational change. Course topics include developing a culture of security, reducing internal threats, policy development, and managing to risk, and organizational cybersecurity strategy. (3 credits, 8 weeks)

BS 531 Ethics, Law and the Global Business Landscape (Shared With MBA)

This course is a survey of legal and ethical issues facing management in complex global business situations. Legal and ethical question are addressed in a case study method. Traditional ethical theories are studied and applied to contemporary global business issues. This includes the nature, formation, and system of law in the United States, and how it relates to international business. Additionally, personal and group ethics will be explored through projects and exercises, for the purpose of character formation. (3 credits, 8 weeks)

CS 536 Analysis of MIS

This course is designed to thoroughly educate the graduate student in business with the significant role that information systems play as tools used to improve organizational productivity and profitability. Operational, decision-making, and strategic uses of IT are examined. (4 credits, 8 weeks)

BS 532 Ethics, Law, and Cybersecurity

Society's ethical understanding of privacy, security, and hacking is changing all of the time; global information security and privacy laws are still in their infancy. In this course, students will develop moral reasoning skills that will help them navigate the rapidly changing world of cybersecurity. In addition, students will practice character building through exercises in preparation for dealing with difficult ethical and legal situations in the workplace. (3 credits, 8 weeks)

BS 537 Quantitative Methods and Data Analytics

This course is designed to provide the graduate student in business with the skills to apply the techniques of quantitative analysis to various types of organizational decision-making situations. Quantitative methods will be used to gain a greater understanding of causation correlation, probability, and risk.

BS 538 Managing Cybersecurity Compliance and Auditing

Auditing the cybersecurity of an enterprise and developing monitoring systems, in order to meet regulatory compliance, is a key component of Cybersecurity Management. Students in this course will learn how to manage employees and teams in order to assess security, identify vulnerabilities and threats, and propose and implement solutions. (3 credits, 8 weeks)

BS 546 Quality Operations Management

This course prepares students to develop and manage organizational processes and systems. This includes a focus on leading quality management through frameworks such as Lean, Six Sigma, and Total Quality Management (TQM). Students will apply quantitative methods, critical thinking, and communication skills as they learn to identify and reduce waste in order to make business operations more efficient and more effective. (3 credits, 8 weeks)

BS 550 Financial Management Practices

The course is designed to provide students with financial decision-making skills by examining in detail the relationships between financial markets and institutions. Issues related to liquidity, risk management, receivables, payables, cash flow, and capital budgeting are explored. Selected topics in capital valuations, mergers, takeovers, and reorganizations are evaluated. *Prerequisite: BS 422 Issues in Corporate Finance, ML 524 Accounting and Financial Skills for Leadership, or the equivalent.* (3 credits, 8 weeks)

BS 552 Applied Economics for Decision-Making

This course focuses on economic models and data analysis for real-world decision-making. Intelligent business decision-making requires understanding of economic theories, the ability to assess risk, and the incorporation of multiple types of information. These skills will be taught through practical methods, such as case studies, exercises, simulations, games, and role-playing. (3 credits, 8 weeks)

BS 555 Entrepreneurship and Small Business Management

This course is designed to prepare students for the challenges of running a small business or being an entrepreneur. Students are exposed to planning, organizing, and operating a small business or a new venture. Topics include operations, financial planning and e-business. (3 credits, 8 weeks)

BS 565 International Business and E-Commerce

This course is designed to provide information related to global business strategies and e-commerce from a multinational perspective. Included are such topics as exporting, licensing, joint ventures, strategic alliances, counter trading, foreign subsidiaries, and transplant manufacturing facilities as well as the impact of foreign exchange, balance of trade, and international monetary systems. (3 credits, 8 weeks)

BS 570 Advanced Managerial Accounting

This course examines accounting information from a managerial perspective. Accounting procedures and practices, which include cost/volume/profit analysis, capital expenditure planning, and financial and capital budgeting, as well as project planning and control will be examined. Practical application will be the focus of study. Use of spreadsheet applications will be encouraged. *Prerequisite: BS 352 Financial Accounting or the equivalent.* (3 credits, 8 weeks)

BS 572 Lean Strategy for Entrepreneurs

Lean Strategy for Entrepreneurs prepares students to use Lean principles to rapidly create and vet startup products and organizations. Students in this course will learn how to move quickly and effectively from concept to customer-validated product, thereby increasing their probability of success as entrepreneurs. (3 credits, 8 weeks)

BS 573 Creativity, Design Thinking, and Product Innovation

This course explores the space between your ears and teaches how to use your God-given brain to create wonderful, exciting, and interesting business ideas and products. Students in this course will learn to use creative problem solving and design principles in order to identify innovative new product opportunities, design new products, and pitch startup concepts to classmates and potential investors. (3 credits, 8 weeks)

BS 574 Financial Issues in Entrepreneurship

This course examines and addresses the capital needs of new business ventures, with a focus on high-growth ventures. Entrepreneurs face many challenges, such as identifying funding sources, calculating reasonable valuation, forecasting revenues, budgeting, and managing cash flow. Students in this course will use case studies and simulations to learn to address financial issues in entrepreneurship. (3 credits, 8 weeks)

BS 579 Current Issues and Implications: The Study of the External Environment on Industry for Management Planning

This course is designed to explore current issues and recognize trends in the postmodern global business environment. Students will use critical thinking skills and research abilities to predict the global and organizational effects in the field of strategic management. Topics include technology, entrepreneurship, quality, ethics, and an ongoing list of contemporary issues that make up the external environment that organizations operate in. (3 credits, 8 weeks)

BS 582 Strategic Planning and Competitive Analysis (Capstone)

This course is designed to train students in strategy development, planning, implementation, and measurement. Multiple schools of thought on strategy are examined, with an emphasis on strategic planning, taught through case studies, examples, and exercises. Includes capstone project. (3 credits, 8 weeks)

BS 590 Management Consulting

An integrative capstone real-world learning experience in management consulting, taken in a joint effort with the regional North Carolina Small Business Technology Development Centers (SBTDC) in Charlotte and Asheville. Students are required to apply knowledge and skills acquired during the program to the business problems of a real-world organization. *Prerequisite: BS 580 and completion of all other MBA course work.* (3 credits, 8 weeks)

CLINICAL MENTAL HEALTH COUNSELING (CN)

CN 600 Professional Orientation to Counseling

This course will be an introductory exploration of the history of counseling as a profession as well as current trends in the practice of clinical mental health counseling. Students will begin to explore the various settings in which counseling can take place and the specialties within the profession, in addition to professional counseling licensure and credentialing. Additional topics covered in this course in an introductory way include counselor self-care, consultation, professional counseling organizations, advocacy, ethics, and multicultural competency. (3 credit, 15 weeks)

CN 605 Ethics And Ethical Practice in Counseling

This course will examine ethical standards and ethical decision making for the practice of counseling. Applicable codes of ethics will be examined and case studies will be used to challenge students to think critically about ethics and ethical decision-making.

Ethical issues in individual, group, family, and couples counseling will be covered, as well as multicultural considerations. The course will also address confidentiality, informed consent, boundaries, multiple relationships, supervision, and consultation within an ethical framework. (3 credits, 8 weeks online)

CN 610 Theories & Techniques in Counseling

This course will provide an overview of counseling theories and related techniques including psychoanalytic, gestalt, behavioral, cognitive, reality, existential, Adlerian, family systems, feminist, and postmodern therapies. Students will have the opportunity to role-play and demonstrate beginning skills for counseling through videotaped role-play sessions with classmates. (3 credits, 15 weeks)

CN 615 Counseling Skills

This course will provide students an opportunity to continue to develop counseling microskills as well as foundational skills in interviewing in the helping professions. Students will videotape role-played sessions and participate in peer review as well as review with course instructor. (3 credits, 15 weeks)

CN 620 Spirituality & Religion in Counseling

This course will examine the role of spirituality and religious beliefs in the counseling relationship and process. Students will explore how different religious traditions that clients may participate in could influence the counseling process as well as examine their own religious and spiritual foundations for their counseling theory and practice. Ethical standards will be discussed. (3 credits, 8 weeks online)

CN 625 Counseling across the Lifespan

This course will provide an overview of human development across the lifespan, from birth until death and explore critical considerations for counseling individuals across these stages of development. (3 credits, 15 weeks)

CN 630 Multicultural Counseling

This course will provide students an opportunity to begin to develop skills for multicultural competency when providing counseling services to clients of diverse backgrounds. Multicultural competencies will be reviewed and students will explore their own identity as a cultural being. (3 credits, 15 weeks)

CN 635 Mental Health Diagnosis and Treatment

This course will provide students an overview of clinical diagnoses according to the current Diagnostic Statistical Manual (DSM V). Diagnosis criteria will be reviewed and current best practice treatment options will be reviewed. Case studies will be utilized to provide students opportunities to practice diagnostic skills. Treatment planning in counseling will also be discussed (3 credits, 15 weeks)

CN 640 Career Counseling

This course will provide an introductory exploration of career development across the lifespan, career-counseling theories, assessments relevant to career counseling, and occupational information sources. The course will allow students opportunity to role-play, consider case studies, and create a career intervention for a chosen population. (3 credits, 8 weeks online)

CN 645 Assessment in Counseling

This course will provide an overview of assessment methods and tools used in counseling, including intakes as well as standardized assessments. Ethical standards for the use of assessments in counseling will be reviewed. Students will experience taking an assessment as well as provide a critical review of assessments. (3 credits, 15 weeks)

CN 650 Group Counseling

This course will provide an overview of theory and principles of effective group work provide students an opportunity to develop skills in using group techniques, and plan

activities for groups. Students will participate in a group experience during this course. Ethical standards for group counseling will be reviewed. (3 credits, 15 weeks)

CN 655 Research Methods in Counseling

This course will provide an overview of qualitative and quantitative research methodology and techniques and discuss the role of research in counseling. Ethical standards for conducting research will be discussed. Students will develop the ability to read and critically evaluate counseling literature as well as develop a research prospectus. (3 credits, 15 weeks)

CN 660 Crisis Intervention/Crisis Counseling

This course will provide students with an overview of counseling skills for working in crisis and trauma situations as well as crisis intervention theory. Students will review case studies and create a crisis resource for a client population or counseling setting of interest. (3 credits, 8 weeks online)

CN 665 Substance Abuse Counseling

This course will provide an overview of the nature of substance use, abuse, and dependency. Education, prevention, treatment, and recovery will be addressed. (3 credits, 15 weeks)

CN 670 Gender Issues in Counseling

This course will examine the impact of gender on the counseling relationship as well as how gender dynamics can impact the counseling process. (3 credits, 8 weeks online)

CN 675 Counseling Practicum

This is an experiential course and requires students to complete a minimum of 100 hours of clinical counseling practice, under supervision, at an approved site. Students will provide counseling services as well as continue to learn skills in intake, assessment, counseling, and consultation. Students will participate in weekly individual as well as group supervision. *Pre-requisites: Permission of program director.* (3 credits, 15 weeks)

CN 680 Counseling Internship I

This is an experiential course and requires students to complete a minimum of 300 hours of clinical counseling practice, under supervision, at an approved site. Students will provide counseling services as well as continue to learn skills in intake, assessment, counseling, and consultation. Students will also begin to complete paperwork required for licensure as an LPC-A (Licensed Professional Counselor Associate) in NC. Students will participate in weekly individual supervision as well as group supervision. *Pre-requisites: CN 675; permission of program director.* (6 credits, 15 weeks)

CN 685 Counseling Internship II

This is an experiential course and requires students to complete a minimum of 300 hours of clinical counseling practice, under supervision, at an approved site. Students will provide counseling services as well as continue to learn skills in intake, assessment, counseling, and consultation. Students will also begin to complete paperwork required for licensure as an LPC-A (Licensed Professional Counselor Associate) in NC. Students will participate in weekly individual supervision as well as group supervision. *Pre-requisites: CN 680; permission of program director.* (6 credits, 15 weeks)

CN 690 Counseling Internship III

Repeatable internship credits, if needed.

Pre-requisites: CN 685; permission of program director. (3 credits, 8 weeks)

CN 695 Counseling Internship IV

Repeatable internship credits, if needed.

Pre-requisites: CN 690; permission of program director. (3 credits, 8 weeks)

ENVIRONMENTAL EDUCATION (EV)

EV 560 Thesis/Project Preparation

Students will make satisfactory progress toward developing a proposal for the thesis/non-thesis project. The thesis/non-thesis project will be of substantial depth that explores a specific area of environmental education and integrates the MSEE curriculum. This course is subject to repeated registration. Students must receive a passing grade (P) before a student enrolls in EV 570. (3 credits, P/F.)

EV 570 Nonresident Thesis/Project

This course is for non-resident graduate students who have completed all course requirements for the Masters of Science in Environmental Education, but have not completed the thesis/project. Pre-requisite: Satisfactory completion of EV 560. (0 credit, S/NS) Fee: \$500

MANAGEMENT AND LEADERSHIP (ML)

ML 505 Management Consulting Service Project

This course provides an introduction to the theory and practice of management consultancy and considers both the consulting process and industry. The course is aimed at management students who undertake a management service project as a capstone learning activity for their degree program. Each student will prepare a proposal for a service project to develop and apply management and leadership skills in a real-world scenario. Demonstrated skills include project management, analysis, and relationship-building. (3 credits, 8 weeks)

ML 506 Personal Leadership Development: Theory and Practice

This course explores leadership traits, styles, roles, and responsibilities of successful leaders over the course of history. This course provides exercises designed to identify students' individual strengths and weaknesses with the goal of greater self-awareness and personal development. Additionally, students will apply leadership principles in their own lives and critically reflect on the leadership styles they exhibit. (3 credits, 8 weeks)

ML 511 Data-Driven Decision-Making

This course focuses on using data and developing models for real-world decision-making. This includes understanding topics such as probability and risk, reading charts and graphs, as well as understanding behavioral aspects that affect decision-making, such as heuristics. Students will participate in decision-making exercises, as well review real-life case studies in decision-making. (3 credits, 8 weeks)

ML 515 Effective Communication, Negotiating and Conflict Resolution

This course surveys the latest theories, models, research, and best practices related to effective communication, conflict resolution, and negotiation. Communication within organizations, between individuals, and to the public is explored through discussing interpersonal skills and the telecommunication mediums that are used formally and informally. (3 credits, 8 weeks)

ML 524 Accounting and Financial Skills for Leadership

This course seeks to provide students with an understanding of the basic skills in Accounting and Finance necessary to the business leader. Topics include financial statements, financial statement analysis, budgeting, and time value of money. (3 credits, 8 weeks)

ML 530 Creating, Leading, and Managing Highly Effective Teams

This course focuses on the nature of group work and the attributes of highly effective teams. Team formation, team roles, teambuilding, and leading high-performance teams will be practiced through group projects. Pulling from social sciences, human resources development, and psychology, students will be challenged to explore leadership,

management, and organizational design principles from multiple perspectives. (3 credits, 8 weeks)

ML 540 Marketing Strategies for Managers and Leaders

This course is an integrated approach to planning and implementing marketing strategies and tactics from a management perspective with an emphasis on the discipline of maintaining customer focus in highly diverse local and global markets. The course covers the review of marketing principles by which products and services are designed to meet customer needs and priced, promoted, and distributed to the end users. The course also examines the theory and application of internet marketing. (3 credits, 8 weeks)

ML 543 Developing and Implementing Strategy

This course prepares students to lead strategy development and implementation through the strategic planning process. Competition and competitive advantage will be investigated, using Porter's 5 Forces model. Also, case studies, examples, and exercises will be used to help students understand the essence of good strategy and to be able to lead positive strategic change in both for-profit and non-profit organizations. (3 credits, 8 weeks)

ML 560 Strategic Human Resources Management

This course explores critical issues in human resources strategy, leading and developing the organization's most important assets and developing and keeping people. Students will research organizational learning, employee motivation, employee assessment, methods for identifying and developing leaders, succession planning, and current topics in HR management. (3 credits, 8 weeks)

ML 575 Leadership, Management, and Organizational Behavior

Drawn from the behavioral and social sciences, this course examines leadership theories and management issues as they relate to organizational behavior. Students will compare and contrast leadership and management behaviors, assess theories of motivation, and write papers on topics such as organizational culture, intercultural diversity, knowledge management, team and group dynamics, and office politics, other organizational issues influencing management decisions. (3 credits, 8 weeks)

ML 579 Entrepreneurship and Innovation

This course focuses on developing innovation and creativity as key competencies related to entrepreneurship. New mental models and processes will be employed, teaching students to think differently and identify the opportunities that are all around them. Product development and problem solving will be taught through the use of exercises, games, and business case review. (3 credits, 8 weeks)

ML 591 Managing on the Edge of Chaos

This course investigates the nature of variability and probability in systems. Process development, system design, and quality thinking will be studied from a "classical" perspective, before plunging into the science of non-linear systems, emergence, and complexity theory. Leadership and management will be reviewed in regard to systems existing on "the edge of chaos" between order and disorder. *Pre-requisites: All other courses in MSML program.* (3 credits, 8 weeks)

Administration and Faculty Directories

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President

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M.Div., Gordon-Conwell Theological Seminary
Ph.D., Claremont Graduate University

Daniel T. Bennett (2014)

Vice President for Student Services and Dean of Students

B.A., Biola University
M.A., Wheaton College
Ph.D., Clemson University

Vacant

Vice President and Dean for Adult and Graduate Studies

Jack H. Heinen (2014)

Vice President for Finance and Administration

B.A., Dordt College
M.B.A., Harvard Business School

Kristin Janes (2015)

Vice President for Enrollment Management

B.A., North Park University
M.O.L., University of Northwestern

Gregory P. Kerr (2015)
Vice President for Academic Affairs and Dean of the College
B.S., Cornell University
M.S., Colorado State University
Ph.D., University of Minnesota

Joseph B. Kirkland (2007)
Chief Advancement Officer, Counselor to the President
B.S., University of Southern Mississippi
M.A., Lancaster Bible College

Faculty Emeriti

Lloyd Davis
Professor Emeritus of Mathematics and Physics
B.A., M.A., Miami University, Ohio

Richardson K. Gray
Professor Emeritus of English
B.A., Malone College
M.A., Ph.D., Ohio University

Charles A. Lance
Administrator Emeritus
A.S., Montreat College
B.S., Florida State University
M.A.Ed., East Carolina State University

James D. Southerland
Professor Emeritus of Art
B.F.A., East Carolina University
M.F.A., Pennsylvania State University

2018-2019 Full Time Faculty

Angle, Kimberly G. (2007)
Associate Professor of English, Writing Program Director
B.A., Mercer University
M.A., Georgia State University
Ph.D., University of South Carolina

Armstrong, Noréal (2016)
Assistant Professor of Counselor Education, Director of Clinical Mental Health
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B.S., Stephen F. Austin State University
M.S., Texas A&M
Ph.D., University of Texas – San Antonio

Auman, Kevin C. (2008)
Assistant Professor of Music Business
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M.A., University of North Carolina at Greensboro

- Blanton, P. Gregory (1997)
 Professor of Psychology and Human Services
 B.S., Evangel College
 M.Ed., Converse College
 M.Ed., Clemson University
 Ed.D. East Texas State University
- Brandenburg, Benjamin B. (2014)
 Assistant Professor of History
 B.A., Northwestern College
 Ph.D. candidate, Temple University
- Buchwald, Peter F. (2018)
 Assistant Professor of Music Business
 B.M., University of North Texas
 M.S., University of Colorado Denver
- Burgin, Kelli (2015)
 Assistant Professor of Cybersecurity
 B.A., University of Northern Iowa
 M.S. Bellevue University
- Clunan, Megan (2017)
 Assistant Professor of Psychology and Human Services
 B.S., Florida State University
 M.A., Ph.D., New Orleans Baptist Theological Seminary
- Dukas, Stephen P. (2009)
 Associate Professor of Business
 B.S., Florida State University
 Ph. D., Florida State University
- Faircloth, W. Bradley (2011)
 Director of Assessment, Associate Professor of Psychology and Human Services
 B.A., M.A., Ph.D., University of Notre Dame
- Forstchen, William R. (1993)
 Professor of History, Faculty Fellow
 B.A., Rider College
 M.A., Ph.D., Purdue University
- Gratton, Paul C. (2017)
 Director of Business Programs, Assistant Professor of Business
 B.S., Iowa State University
 M.P.A., Drake University
 D.B.A., George Fox University
- Hamblin, Penny (2016)
 Assistant Professor of Counselor Education
 B.A., East Carolina University
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- Holbrook, Joshua D. (2017)
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 B.S., Palm Beach Atlantic University
 M.S., Florida Atlantic University

- Howell, Cynthia M. (2005)
Associate Professor of English
B.A., Baylor University
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- Joyce, Brian J. (1996)
Professor of Natural Science
B.S., M.S., Ph.D., Pennsylvania State University
- Juckett, Elizabeth (2018)
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B.A., Wheaton College
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Ph.D., University of Pennsylvania
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Assistant Professor of Natural Science
B.S., Shawnee State University
B.S., D.C., Logan University
- King, Don W. (1974)
Professor of English, Faculty Fellow
B.A., Virginia Polytechnic Institute
M.A., Southern Illinois University
Ph.D., University of North Carolina at Greensboro
- King, Nathan (2013)
Assistant Professor, Information Technology Services Librarian, Interim Director of the Library
B.A., Montreat College
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M.L.S., North Carolina Central University
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B.A., George Mason University
M.A., Ph.D., Regent University
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Ed.D., Northern Illinois University

- Owen, Paul L. (2001)
 Professor of Bible and Ministry
 B.A., Life Pacific College
 M.A., Talbot School of Theology, Biola University
 Ph.D., University of Edinburgh
- Owolabi, Isaac B. (1994)
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 B.S., M.S., University of Wisconsin
 Ph.D., University of Minnesota
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 Director of Online
 B.A., University of North Carolina, Charlotte
 M.S., Pfeiffer University
 J.D., Massachusetts School of Law
- Pope, John N. (2016)
 Assistant Professor of Counselor Education
 B.A., Stetson University
 M.Div., Columbia Theological Seminary
 Ph.D., Texas A&M University – Corpus Christi
- Powell, John N. (2005)
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 B.S., Mars Hill University
 M.B.A., Western Carolina University
 D.B.A., Argosy University
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 B.S., West Virginia University
 M.S., The George Washington University
- Shook, Dwight E. (2018)
 Visiting Professor of Business
 B.S.B.A., M.B.A., Gardner-Webb University
- Shuman, Dorothea K. (1996)
 Professor of Outdoor Education
 B.S.Ed., State University College at Cortland
 M.S., Pennsylvania State University
 Ph.D., University of Idaho
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 Assistant Professor of Bible and Ministry
 B.A., Southern Evangelical Bible College
 M.Div., Ed.D., Southern Baptist Theological Seminary
- Spencer, Jared N. (2017)
 Assistant Professor of Chemistry
 B.S., Campbell University
 Ph.D., Virginia Polytechnic Institute and State University

- Stackhouse, Eunice W. (2018)
 Visiting Professor of Music
 B.M., Grace College
 M.M., Indiana University School of Music
 D.M.A., University of Kansas
- Tillman, Terri (2018)
 Associate Professor of Counselor Education
 M.A., Central Michigan University
 Ed.D., Western Michigan University
- Tippey, James E. (2017)
 Assistant Professor of Cybersecurity
 B.A., Greenville College
 M. Div., Asbury Theological Seminary
 M.S., Norwich University
- Toland, Lisa (2016)
 Associate Professor of History, Director of Honors Program
 B.A., Indiana Wesleyan University
 M.A., Miami University of Ohio
 M.St., D.Phil., University of Oxford, Jesus College
- Toone, Rachel M. (2018)
 Dean of Spiritual Formation
 B.A., Whitworth University
 M.Div., Gordon-Conwell Theological Seminary
- Webb, George R. Jr. (2015)
 Instructor of Mathematics
 B.A., University of North Carolina, Asheville
 M.A., Western Carolina University
- Wells, Mark A. (2006)
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 B.A., Friends University
 M.A., Fuller Theological Seminary
 Ph.D., Baylor University
- White-Hinman, Callan (2007)
 Professor of Theatre
 B.A., DeSales University
 M.F.A., California State University, Long Beach
- Wisner, Marie (2017)
 Associate Dean for Calling and Career
 B.A., M.A., Bethel College
 Ph.D., Azusa Pacific University
- York, Robyn M. (2018)
 Assistant Professor of Natural Sciences
 B.S., California State University, Fullerton
 M.S., The Pennsylvania State University
 Ed.D., Walden University

2018-2019 Part-Time Pro Rata Faculty

Southerland, James D. (1987)

Artist in Residence, Professor Emeritus of Art, Faculty Fellow

B.F.A., East Carolina University

M.F.A., Pennsylvania State University

Administrative and Professional Staff

School of Arts and Sciences

Emily Baker	Admissions Counselor
Sara Baughman	Executive Director of Marketing and Communication
Deb Beck	Senior Counselor, Student Financial Services
Jason Beck	Head Baseball Coach/ Assistant to the Athletic Director
Carly Braendel	Director of Retail & Auxiliary Revenue
Michael Bruce	Head Men's Soccer Coach
Kristine Buckwalter	Director of Advancement Services
Laura Buckwalter	Director of Conference Services
Adam Caress	Assistant Director of Communications
Erin Chapman	Associate Director of Admissions
Jessica Clements	Administrative Assistant to the VP for Academic Affairs & Dean of the College
McKinley Cobb	Admissions Data Coordinator
Phyllis Comrie	Campus Police Officer
Hope Deifell	Administrative Assistant to the Chief Advancement Officer
Melissa DeVore	Help Desk Administrator
Jamie Douglas	Director of Campus Security
Debbie Ferguson	Director of Development
Marlene Franklin	Interim Executive Assistant to the President
Brian Guengerich	Senior Associate, Major Gifts
Sean Grady	Graphic Designer
Patti Guffey	Controller
Justin Haun	Student Financial Services Counselor
Paul Hawkinson	Director of Technology
Mary Ann Heinen	Administrative Assistant to the VP of Student Services
Elizabeth Hofheins	Assistant Registrar
Monique Hiser	Admissions Counselor
Aaron Huntley	Registrar
Jeremy Hurse	Director of Student Financial Services
Garrett Jones	Head Men's Basketball Coach
Kristina Kamer	Head Volleyball Coach
Ethan Kanholtz	Director of Lacrosse
Mickie Kelly	Payroll and Benefits Manager
Alyssa Kieffer	Assistant Athletic Trainer
Larry Lensmith	Database Administrator
José Larios	Athletic Director
Tim Lewis	Head Women's Basketball Coach
Jason Lewkowicz	Director of Track & Field/Cross Country
Elizabeth Maslin	Coordinator of Career & Academic Support
Heather Maston	Head Softball Coach
MacKenzie May	Student Financial Services Counselor

Kylie McMinn	Associate Head Women's Lacrosse Coach
Grace Miller	Campus Nurse
Daniel Mount	Web Communications Specialist
Tina Murphy	Head Women's Soccer Coach
Mark Neely	Athletic Trainer
Britten Olinger	Assistant Track & Field Coach (part-time position)
Beth Pocock	Associate Director of Student Financial Services
Michelle Pupoh	Coordinator of Career & Academic Support
Jo Reynolds	Accounting & Administrative Assistant
John Rogers	Director of the Team and Leadership Center
Jason Scott	Assistant Track & Field Coach
Daria Sharova	Assistant Women's Basketball
Christy Shores	Admissions Counselor
Erin Stewart	Enrollment Management Office Assistant
John Sullivan	Golf Coach
Rachel Toone	Dean of Spiritual Formation
Kathleen Walden	Housing Coordinator
Ryan Walker	Information Systems Support Specialist
Lyndsey Wall	Assistant Dean for Residence Life & Anderson RD
Ryan Watkins	Director of Service and Davis RD
Audrey Weaver	Accounts Payable Specialist
Joshua Wilcox	Systems Administrator

School of Adult and Graduate Studies

Elizabeth Hofheins	Assistant Registrar
Aaron Huntley	Registrar
Jeremy Hurse	Director of Student Financial Services
Cindy Kirkland	Director of Academic Advising and Student Services
Julia Pacilli	Director of Campus and Faculty Services
Jim Paden	Director of Admission and AGS Marketing
Margót Payne	Associate Director of Records & Registration

Asheville Site

Brittany Ballinger	Coordinator of AGS Admissions and Marketing
Jesse Boeckermann	Admissions Representative/Corporate Relations Manager for AGS
John Carvajal	Academic Advisor
Mary Jo Dukas	Campus Services Coordinator

Charlotte Site

Nikki Chavis	Campus Services Coordinator
Charles Drakeford	Academic Advisor
Monique Hiser	Admissions Representative
Laura Ormond	Special Assistant to the President – Charlotte

Morganton Site

Hal Latner

Jennifer Strickland

Community Relations Manager/Admissions Representative
Academic Advisor

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