



Kennedy University of Leadership

Academic Catalog

2025-2026

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Edition 3

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ABOUT US

Introduction and Purpose

Kennedy University of Leadership is seeking to provide quality online graduate degree programs in business. Its purpose is to create socially conscious leaders of tomorrow, in the vein of its namesake John F. Kennedy, through career relevant degree programs. It will seek to achieve this purpose by providing a holistic student support experience which will enable increased access to graduate degree programs, beyond the traditional student market.

Mission Statement

Kennedy University of Leadership provides affordable, career-relevant, and student-focused degree programs through innovative online learning to produce the leaders of tomorrow.

Vision Statement

In offering a flexible learning model with heavily individualized student-support and industry partnerships, Kennedy University of Leadership seeks to tackle issues in accessibility of quality higher education and to overcome the disconnect between the objectives of a traditional university and the real needs of a student body.

Ownership Information

Kennedy University of Leadership Institute, Inc. doing business as Kennedy University of Leadership (KUL) is a public benefit corporation, incorporated in Delaware. Its sole director is Mathew Jacobson.

University Facilities

Kennedy University of Leadership (KUL) has an administrative facility in Miami Tower at 100 Southeast 2nd Street, Suite 2000, Miami, FL 33131. Students and third parties are welcome to meet with KUL administrative staff by appointment. As a 100% online institution, no educational activities will be conducted at this location.

Licenses and Approvals

The Kennedy University of Leadership is licensed by the Commission for Independent Education, Florida Department of Education. Additional information regarding this institution may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399-0400, toll-free telephone number (888)224-6684.



Administrative Team

Mathew Jacobson, President

Amir Tehrani, Chief Operations Officer

Juan Carlos Robaina, Registrar & Director of Academic Affairs

Dr. Nina Patton, Compliance Manager

Dr. J.Gershom Chong, Dean

Newsha Aboughaddareh, Program Manager & Director of Admissions

Tara Stokes, Student Support Manager

Maria Portillo, Marketing Manager

Dr. Bruce Johnson, Director of Curriculum Development

Yanqiong (Tracey) Cui, Chief Finance Officer

Faculty

Dr. Michael Baron

Doctor of Philosophy, Website Performance Analysis/Media Analytics, Curtin University

Master of Training and Development, Edith Cowan University

Graduate Certificate in Industrial Education and Training, Royal Melbourne Institute of Technology University

Bachelor of Arts, University of Melbourne

Dr. Bruce A. Johnson

Doctor of Philosophy in Education, PhD, Capella University

Specialization: Postsecondary and Adult Education

Master of Business Administration (MBA), University of Phoenix

Training and Performance Improvement Certificate

Master of Science, Education, Capella University

Emphasis: Adult Education

Dr. Nina Patton

Doctor of Philosophy, Linguistics & Translation, Swansea University

Master in Translation with Language Technology, Swansea University

BA in Translation and Interpreting, Universidad de Granada



Juan Carlos Robaina

Master of Business Administration, Florida International University

Bachelor of Science, Major in Political Sciences, Florida International University

Dr. Christina Ravens-Ocampo

Dr. rer. oec - Doctor of Economics, HHL Graduate School of Management, Leipzig, Germany

Master of Law and Diplomacy, The Fletcher School of Law and Diplomacy, Tufts University, Medford, US

Bachelor of Arts in Modern History with International Management, Royal Holloway, University of London, UK

Dr. John Boyd

Doctor of Philosophy, Swinburne University, Melbourne, Australia

Master of Business Marketing and Bachelor of Science in Statistics, Monash University, Melbourne, Australia

Dr. Jacqui Hiddlestone

Doctor of Business Administration, University of Liverpool, UK

Masters of Research, University of Liverpool, UK

Dr. Naimah Qwarels

Doctor of Executive Leadership, Organizational Development, University of Charleston, SC

Master of Science, Management and Business, Argosy University, CA

Diane Ward

Masters, Informatics, University of Buffalo, NY

Bachelor of Arts, English/French/Chinese, Canisius University, Buffalo, NY

New Space Economy Certification, Massachusetts Institute of Technology

Chinmay Ananda

Master of Business Administration, RMIT University, Melbourne, Australia

Civil Engineering Degree, Visvesvaraya Technological University, Belagavi, Karnataka, India



ADMISSIONS INFORMATION

The Kennedy University of Leadership (KUL) is committed to ensuring prospective students are equipped with the necessary qualifications, knowledge, competencies, qualities, and skills to participate in KUL programs.

Admission Criteria

Applicants must submit the following:

- A completed Application Form
- A copy of a photographic Identification Document
- Curriculum Vitae
- Official transcripts that demonstrate completion of a bachelor's degree earned from an institution accredited by an agency that is recognized by the U.S. Department of Education and the Council for Higher Education Accreditation or their international equivalent (see International Education policy).
 - » Students must have their official transcripts sent directly from the granting institution to KUL. Transcripts submitted directly by students cannot be considered official.
- Students whose first language is not English are required to demonstrate English Proficiency. See English Proficiency Policy below.

Further documentation may be requested for students to qualify for one of KUL scholarships. This may vary from applicant to applicant subject to the conditions of the scholarship.

KUL Admissions staff may request an interview with an applicant to assess level of prior work experience if this is unclear in the curriculum vitae.

US Exclusions

Kennedy University of Leadership is currently accepting applications from individuals in the following states:

- | | | |
|--------------|-----------------|------------------|
| • Arizona | • Maine | • South Carolina |
| • California | • Missouri | • South Dakota |
| • Colorado | • Nebraska | • Tennessee |
| • Florida | • New Hampshire | • Vermont |
| • Hawaii | • New Jersey | • Washington |
| • Idaho | • North Dakota | • West Virginia |
| • Kentucky | • Ohio | |
| • Louisiana | • Pennsylvania | |

If you are interested in applying and reside in a state that is not listed, please contact us for more information. The University is also accepting applications from individuals who reside outside the United States.



International Education Policy

Students whose prior education was completed in a language other than English must be evaluated for equivalency to United States higher education degree requirements by a Foreign transcript evaluation service. The University accepts foreign transcript evaluations from any agency that is a member of the **National Association of Credential Evaluation Services** or the **Association of International Credential Evaluators / Association of International Credential Evaluators**. Students must select an evaluation agency that is a member of one of the Associations above, complete that agency's process for document submission, translation, and payment as applicable, and have that agency provide their report directly to the Kennedy University of Leadership.

Kennedy University of Leadership is licensed in the United States and must follow U.S. Department of State and U.S. Department of Treasury regulations regarding sanctioned nations. Currently, the University is unable to offer its programs to students who are citizens of the following countries: Iran, Syria, North Korea, Cuba, Russia, Venezuela, Somalia, and Crimean Peninsula.

English Proficiency Policy

Prospective students whose native language is not English must demonstrate college-level proficiency in English through one of the following for admission:

- Completion of an Undergraduate degree from an appropriately accredited institution where English is the principal language of instruction;
- A minimum total score of 60 on the paper-delivered Test of English as a Foreign Language (TOEFL PBT), or 71 on the Internet Based Test (iBT);
- 6.5 on the International English Language Test (IELTS);
- 50 on the Pearson Test of English Academic Score Report;
- 100 on the Duolingo English Test;
- 55 on the 4-skill Michigan English Test (MET), or 650/LP on the Michigan Examination for the Certificate of Competency in English (ECCE), or 650/LP on the Michigan Examination for the Certificate of Proficiency in English (ECPE).
- A minimum score on the College Board Accuplacer ESL Exam Series as follows:
 - ESL Language Use: Score of 85
 - ESL Listening: Score of 80
 - ESL Reading: Score of 85
 - ESL Sentence Meaning: Score of 90
 - ESL Writeplacer: Score of 4
 - Comprehensive Score for all exams of 350
- A minimum grade of Pre-1 on the Eiken English Proficiency Exam;
- A minimum B-2 English proficiency level identified within the Common European Framework of Reference (CEFR) standards and assessed through various ESOL examinations, including the University of Cambridge;



- A transcript indicating completion of at least 30 semester credit hours with an average grade of “C” or higher (for undergraduate applicants) or “B” or higher (for graduate applicants) at an institution accredited by an agency recognized by the United States Secretary of Education and/ or the Council for Higher Education Accreditation (CHEA), or accepted foreign equivalent that is listed in the International Handbook of Universities where the language of instruction was English.

International Student Visa Policy

Kennedy University of Leadership (KUL) programs are offered 100 % online. Therefore, KUL students are not eligible for F-1 Student Visa status because they are not required to travel to the United States to participate in coursework.

Technology Requirements

Kennedy University of Leadership (KUL) requires students to have access to a personal computer with a stable internet connection. Students must also have a webcam and microphone to participate in live sessions and Q&A meetings with Student Support, as these tools support KUL’s 1-to-1 student support.

Screen Size

Canvas, the University's learning management system, is best viewed at a minimum screen resolution of 1024 × 600. Students accessing Canvas on smaller devices may use the Canvas mobile application; however, full course functionality requires use of a computer and supported web browser.

Operating Systems

- Windows (current or recently supported versions)
- macOS (current or recently supported versions)
- Linux or Chrome OS (with supported browser)

Required Hardware

- Desktop or laptop computer
- Webcam and microphone (built-in or external) for live sessions, meetings, or academic activities when required
- Speakers or headphones for audio content

Mobile devices may be used for limited access but are not sufficient as a primary device.

Mobile Operating System Native App Support

- iOS (current or recently supported versions)
- Android (current or recently supported versions)



Computer Speed and Processor

- Use a computer 5 years old or newer when possible
- 1 GB RAM minimum
- 2 GHz processor or equivalent

Internet Speed

- Along with compatibility and web standards, Canvas has been carefully crafted to accommodate low bandwidth environments.
- Minimum of 512kbps

Transfer Credit Policy

Kennedy University of Leadership (KUL) may grant students transfer credit in order to gain advanced standing in their program according to the following policy, maximums, and process. Transfer credit is awarded only when it is evident that an applicant has fulfilled equivalent assessment requirements and course outcomes and will be able by completing the remaining requirements, to fulfill the learning outcomes of their KUL program of study.

Transfer credit is subject to the following **maximum for KUL graduate degree programs**:

- Students can transfer up to 50% of the program length (e.g. 15 semester credit hours). No more than 25% of this amount can consist of Experiential Learning (7 semester credit hours).

Transfer of Prior Academic Credit

Transfer of prior academic credit is only considered if:

- Credit was earned at an appropriately accredited institution.
- Credit is determined to be equivalent in level, content, and rigor to the target transfer course.
- Credit was earned less than 10 years ago.
- Credit was not previously counted towards completion of a degree elsewhere. Specific exceptions to this may be granted on a case-by-case basis.

Students are required to submit official transcripts for consideration to the Registrar. In addition, students may be required to submit course descriptions, syllabi, or other documentation to demonstrate transfer credit equivalency. International students must submit a course-by-course equivalency evaluation from an approved agency (see International Education Policy) in order for their prior education to be considered for transfer credit.

Students are not charged an initial review fee when they submit materials for potential transfer review. Once admitted to the University, students are charged a \$500 Transfer Credit Fee per course accepted.

Credit Assessment of Prior Experiential Learning

Applications for credit assessment of prior learning may be accepted on the basis of learning achieved in work and/or life experience. It is the applicant's responsibility to demonstrate the learning achieved in relation to the target transfer course. Following a consultation with the Admissions staff, each applicant will receive guidance as to how best evidence equivalency to KUL



course learning outcomes. Recognizing the more individualized nature of assessing applications for recognition of prior experiential learning, students must provide evidence of portfolio comprising reports and other professional documents which will show their current competency and they may be invited to attend an interview.

Students are not charged an initial review fee when they submit materials for potential prior experiential learning review. Once admitted to the University, students are charged a fee equal to the full tuition cost per course accepted for credit.

Process and timeline

Applications for Credit Transfer must be submitted, via completed Credit Transfer Form to the **Registrar** by email and must be approved prior to the commencement of the term applicants are intending to join. Applicants are advised to submit applications in a timely manner, processing of applications may take up to 30 business days, or more during peak admissions and enrollment times.

The contact details for key University staff are provided in the student Canvas Learning Management System. The Credit Transfer Policy and Form are also available in Canvas.

If the application and evidence base is incomplete, additional information may be requested which may mean a delay in processing the application. The outcome of the transfer credit assessment and any subsequent offers will be emailed to the email address provided by the applicants in their application.

All decisions are final, however students may appeal an outcome of a Credit Transfer Application process on procedural grounds, i.e. where it is believed that significant and/or relevant documentation was mistakenly omitted from the application evidence base or was not considered for other reasons.

Transferability Disclaimer

It is always up to the receiving institution whether it will accept Kennedy University of Leadership (KUL) course credit for transfer. It is the student's responsibility to confirm whether or not credit will be accepted by another institution if the student is planning to seek transfer credit for KUL coursework.



ACADEMIC INFORMATION

Academic Calendar

2026 Academic Year

Spring Semester (March 2026)

Admission Deadline/Orientation Week	Monday 23rd March 2026
Payment Deadline	Sunday 29th March 2026
Semester Start Date	Monday 30th March 2026

Summer Semester (August 2026)

Admission Deadline/Orientation Week	Monday 27th July 2026
Payment Deadline	Sunday 2nd August 2026
Semester Start Date	Monday 3rd August 2026

Fall Semester (December 2026)

Admission Deadline/Orientation Week	Monday 30th November 2026
Payment Deadline	Sunday 6th December 2026
Semester Start Date	Monday 7th December 2026

Example Schedule

Semester 1

Week			
1-8	Term A	Course 1	
9-16	Term B	Course 2	Course 3

Semester 2

Week			
1-8	Term A	Course 4	Course 5
9-16	Term B	Course 6	Course 7



Semester 3

Week			
1-8	Term A	Course 8	
9-16	Term B	Course 9	Course 10

Note for Part-Time Students:

Part-time students will complete the program over six semesters, spanning two years, taking one course each term

Executive Master of Business Administration (eMBA)

In a world of disruptive business models, flattened organizations, global workforces, and intense competition, organizations are challenging their leaders and managers to lead through rapid change, increased complexity, and diverse teams.

The Executive Master of Business Administration aims to provide business professionals with an immersive yet flexible online learning experience accelerating their leadership mindset and skills for the 21st-century business environment. The MBA equips students with a solid foundational understanding of business topics while developing essential critical thinking, problem-solving and leadership skills resulting in a transformational learning experience. Students will engage in an applied business education utilizing real-world insights and past experiences emphasizing ethical decision making, business strategy, financial analysis, diverse teams, organizational change, technology, marketing, and project management.

Every online class is specifically designed for adult learners and breaks down complex business theoretical concepts into short, manageable lessons making the learning experience extremely rewarding and obtainable for working adults. Students will also learn from global world leaders and engage with an online community of dedicated business instructors and students worldwide, *giving students a truly world-class 21st-century learning experience.*

Program Learning Outcomes:

1. Critically evaluate the ethical and sustainable nature of business practices for a rapidly changing business environment.
2. Interpret and apply relevant theoretical frameworks to formulate innovative solutions and strategies which support an organization's vision.
3. Conduct business research and analysis and apply knowledge in an organizational or workplace context.
4. Develop the ability to solve complex problems in ambiguous contexts through reflective practice.
5. Demonstrate problem-solving and decision-making skills underpinned by theoretical frameworks to set a strategic direction and adapt to complex changing conditions.
6. Develop and communicate strategies to multiple stakeholders and lead a diverse workforce.



Course Requirements

Course Code	Course Title	Credits
MGT 610	Ethics and Decision Making	3
MGT 625	Managing Diverse Workplaces	3
MGT 630	Business Strategy	3
MGT 640	Managing Change	3
MGT 645	Organizational Change	3
MGT 650	Digital Operations & Project Management	3
MGT 660	Big Data for Managers	3
MKT 610	Marketing and Communications	3
FIN 610	Finance for Managers	3
LED 610	Leadership in Practice	3
Total		30 credits

Global MBA

In a new era of globalization, organizations struggle to change their existing business strategies and activities to extend beyond the borders of their home country. As a result, business leaders and managers are challenged with developing and adapting strategies to transform their organizations into globally competitive enterprises.

The aim of KUL's Global Master of Business Administration is to provide business professionals with an immersive yet flexible online learning experience accelerating their leadership mindset and skills for a rapidly changing global business environment. The Global MBA equips students with a strong foundational understanding of business topics while developing essential critical thinking, problem-solving and leadership skills to lead an inclusive, human-centered global workplace. Students will engage in an applied business education utilizing real-world insights and past experiences emphasizing global business challenges and economies, people and culture, business strategy, global marketplaces and audiences, social responsibility and leadership.

Every online class is specifically designed for adult learners and breaks down complex business theoretical concepts into short, manageable lessons making the learning experience extremely rewarding and obtainable for working adults. Students will also learn from global world leaders and engage with an online community of dedicated business instructors and students worldwide, *giving students a truly world-class learning experience.*

Program Learning Outcomes:

1. Critically evaluate the ethical and sustainable nature of global business practices for an expanding business environment.
2. Interpret and apply relevant theoretical frameworks to formulate innovative solutions and strategies which support global, social, and environmental trends



3. Conduct business research and analysis and devise systematic and creative solutions for complex challenges concerning globalization and diversity in modern organizations
4. Develop an ability to solve complex problems in international contexts through reflective practice.
5. Demonstrate problem-solving and decision-making skills underpinned by theoretical frameworks to set a global strategic direction and adapt to complex changing conditions.
6. Develop and communicate strategies for global markets, diverse audiences, and key stakeholders.

Course Requirements

Course Code	Course Title	Credits
BUS 600	Business Research Methods	3
MGT 670	Global Business Challenges	3
MGT 620	People and Culture	3
MKT 620	Global Market Strategy	3
MGT 675	The Global Economy	3
MGT 630	Business Strategy	3
MGT 680	Corporate Social Responsibility	3
MGT 640	Managing Change	3
LED 610	Leadership in Practice	3
BUS 610	Career Applied Project	3
Total		30 credits

MBA (Space Leadership)

Space is no longer the work of science fiction; it is a multi-billion economic reality. Leading and innovative organizations are engaging in the commercialization of space. KUL's Master of Business Administration (Space Leadership) is designed for business professionals looking to accelerate their space-inspired leadership and management skills.

The MBA provides students with a solid business management foundation while developing essential critical thinking, problem-solving and leadership skills resulting in a transformational learning experience. Students will engage in an applied business education while exploring business economies, law and government, and technology from a space sector context. After completing the program, students will be poised to lead solving problems to business issues that are beyond the boundaries of our world.

Every online class is specifically designed for adult learners and breaks down complex business theoretical concepts into short, manageable lessons making the learning experience extremely rewarding and obtainable for working adults. Students will also learn from global world leaders and engage with an online community of dedicated business instructors and students worldwide, launching students in a world-class learning experience.



Program Learning Outcomes:

1. Critically evaluate the ethical and sustainable nature of business practices for the space sector business environment.
2. Interpret and apply relevant theoretical frameworks to formulate innovative solutions and strategies for a space economy.
3. Conduct business research and analysis and apply knowledge in a disruptive organizational or workplace context.
4. Develop an ability to solve complex problems in innovative business contexts through reflective practice.
5. Demonstrate problem-solving and decision-making skills underpinned by theoretical frameworks to set a strategic direction and adapt to rapid growing conditions.
6. Develop and communicate strategies for markets and stakeholders in the space industry.

Course Requirements

Course Code	Course Title	Credits
BUS 600	Business Research Methods	3
SPC 600	Space Leadership and New Frontiers	3
MGT 630	Business Strategy	3
ENT 610	Entrepreneurship and Innovation	3
ENT 620	Digital Transformation	3
SPC 610	The Space Economy	3
SPC 620	Space Technologies	3
SPC 630	Space Law and Government	3
LED 610	Leadership in Practice	3
BUS 610	Career Applied Project	3
Total		30 credits

Graduation Requirements

Students must successfully complete the following requirements to earn their chosen graduate degree:

- Achieve a cumulative GPA of 3.00 or higher.
- Successful completion of all courses required, totaling 30 semester credit hours earned.
- Meet or exceed Satisfactory Academic Progress requirements
- Satisfy of all financial obligations.



Graduate Course Descriptions

Course Numbering System

The Kennedy University of Leadership's course numbering system consists of three letters, followed by three numbers. The three letter code corresponds to the course discipline (BUS is business, FIN is finance, etc.) Courses are then numbered to first indicate that they are graduate-level courses (e.g. 600-level) and each successively higher number denotes relative progression of program sequence and learning outcomes.

BUS 600: Business Research Methods

Credits: 3

In business, proper research can be the difference between failure or success. Understanding the processes involved in business research is crucial to your development as a leader. This course introduces the components of Research Methods that you need not as an academic, but rather as a business leader who seeks to be well-informed and ready to make important decisions for your organization – now and in the future. This is also an applied, project-based course in which every learning activity relates to a course-long project you will develop about a business problem you want to study, investigate, learn about, and conduct research about. By the time you conclude this course, you will be fully empowered to either begin making decisions about resolution of the business problem, or launch your research project, if further data collection is required. Regardless of the option you choose, everything you complete in this course will be a practical application of the concepts studied

Prerequisites: None

BUS 610: Career Applied Project

Credits: 3

The Career Applied Project is a culmination of MBA coursework that allows students to demonstrate application of the skills and knowledge acquired through applied learning, to solve real-world business problems and challenges that are present now, and projected to impact businesses in the future. Specifically, students will critically reflect, analyze, and develop solutions within a global business environment. As a result, students will formulate relevant and data-driven recommendations and produce a clearly structured business research project for a company or organization of their choice.

Prerequisites: *All program coursework must be completed prior.*

ENT 610: Entrepreneurship and Innovation

Credits: 3

Today's prominent organizations recognize the value of innovation and cultivate entrepreneurial thinking to drive business performance and increase shareholder value. In this subject, students will analyze entrepreneurship and the role innovation plays in shaping the organizational culture of a firm. Students will also critically examine and theorize how different visionary attitudes can transform existing businesses and learn a variety of frameworks and tools to commercialize new ideas.

Prerequisites: None

ENT 620: Digital Transformation

Credits: 3

This module enables students to explore the rapid technological and digital advancements in business and the impacts on structure, people and processes. The emphasis of this module is on developing



analytical and process skills to be able to make critical decisions about technological and digital change in the context of organizations. Additionally, students will develop the skills to be able to effectively manage the organizational nuances resulting from digital transformation processes.

Prerequisites: None

FIN 610: Finance for Managers

Credits: 3

This subject introduces core concepts and practices relating to Finance and Managerial Accounting, and Managerial Economics. Students will learn to interpret and critically evaluate organizational financial information and extract data from financial statements for reporting and decision-making purposes. Fundamental concepts of corporate financing and capital markets are also explored allowing students to learn to use relevant models and tools to achieve organizational objectives and efficiencies.

Prerequisites: None

LED 610: Leadership in Practice

Credits: 3

Leadership is essential for navigating the complexities of today's dynamic business and organizational environments. This course is designed to empower students with the tools, insights, and strategies needed to excel as effective and adaptable leaders. By examining key leadership theories, exploring trust-building and collaboration, and engaging in self-reflection, students will enhance their leadership capabilities to inspire and guide others in achieving shared goals. Whether applied to business, non-profits, or global organizations, the principles and practices explored in this course will help students develop a leadership approach that is impactful, ethical, and responsive to contemporary challenges.

Prerequisites: None

MGT 610: Ethics and Decision Making

Credits: 3

Although some ethical viewpoints are considered universal and consistent across cultures, others are of a local or personal nature. As ethical perceptions evolve and change due to interactions with different people and contexts, the ability of business leaders and managers to make ethical decisions and respond appropriately is paramount for contemporary organizations. This subject assists students in critically exploring the ethical viewpoints and moral standards that are relied upon to reach conclusions and make ethical decisions within a business and organizational context.

Prerequisites: None

MGT 620: People and Culture

Credits: 3

In today's global business environment, managers and leaders must be equipped with the proper mindset and approaches to ensure an organizational culture that is diverse, equitable and inclusive. Students will explore how human, cultural and social dynamics influence organizational culture, individuals, and teams. Through this exploration, students will formulate strategic approaches to balance organizational and human demands in an increasingly diverse and global environment.

Prerequisites: None



MGT 625: Managing Diverse Workplaces

Credits: 3

In this course, students will learn how diverse backgrounds, cultures, and experiences impact organizations and examine the common challenges and opportunities of a diverse workplace. Throughout the subject, students will develop leadership and management skills to build diverse teams that are high performing. Specifically, students will study how to identify staff differences which inform the design of effective management policies, procedures, and positive working environments.

Prerequisites: None

MGT 630: Business Strategy

Credits: 3

This subject provides students with a comprehensive and critical understanding of strategy fundamentals and the role it plays in improving business performance. Students will examine a variety of strategic frameworks and concepts from various organizational contexts conducive to fostering a competitive advantage, driving growth, and improving business performance. Students will also have the opportunity to develop business strategies and plan a strategic change for their own organization.

Prerequisites: None

MGT 640: Managing Change

Credits: 3

Organizations often need to implement changes affecting their processes, products, and people to keep pace with the ever-changing business ecosystem. In this class, students will develop a broad understanding of relevant change management theories and practical strategies for managing change. This class will focus on operations, organizational behavior and management challenges, especially in the context of rapid digitalization. Lastly, students will learn to critically assess if an organizational change is beneficial and whether stability is attainable or desirable in contemporary companies or organizations.

Prerequisites: None

MGT 645: Organizational Change

Credits: 3

In this course, students will consider the multiple dimensions and models of organizational change. Specifically, discussions will focus on how politics, power, resistance, culture, and structure can impact organizations as they grow and change. Students are given opportunities to proactively plan and manage an organizational change such as new policy adoption, new product development, or some form of innovation.

Prerequisites: None

MGT 650: Digital Operations and Project Management

Credits: 3

As organizations face variability and uncertainties, managers need to be able to respond to those challenges with effective processes and structures. This subject provides students with a broad understanding of the role operations and project management plays within an organization and the challenges and techniques used to solve them. Throughout the class, students will learn how to create project resources such as project plans, work breakdown structures, cost management plans, and risk assessment schedules that foster a competitive advantage.

Prerequisites: None



MGT 660: Big Data for Managers

Credits: 3

Over the past decades, companies have experienced massive growth in the data they are generating, collecting, and analyzing. In this course, students will examine how enormous volumes of data – known as big data – can lead to growth opportunities, operational efficiency, and competitive advantages. Students will explore how big data provides opportunities to improve business decision-making, understand customers and markets, create intelligent products, improve business operations and find sources of revenue. Students will also learn to develop big data strategies including how to select data sources, data analytics, technology and data infrastructure, and build a data culture in your organization.

Prerequisites: None

MGT 670: Global Business Challenges

Credits: 3

This course introduces students to the challenges of managing and working in the contemporary global economy. The course focuses on international business management as a wider paradigm for doing global business, how managers can assess country risk, plan market entry strategies, structure internal and external relations, and position themselves in an increasingly competitive global environment.

Prerequisites: None

MGT 675: The Global Economy

Credits: 3

In this subject, students will come to understand the new paradigm of business – globalization and the global economy. Students will be introduced to various economic theories and analyze globalization in the world and political economy. From there, students will explore how globalization has impacted people, countries/societies, technology and institutions. Key themes include poverty and inequality, environment, security, and the institutions' role. In addition, students will develop an ability to articulate and interpret global trends representing strategic and operational challenges and opportunities.

Prerequisites: None

MGT 680: Corporate Social Responsibility

Credits: 3

Corporate Social Responsibility (CSR) is more than a business trend – it's a cornerstone of modern business strategy. Today's organizations must balance profitability with ethical, social, and environmental responsibilities to thrive in an interconnected global economy. In this course, students will explore the history, evolution, and impact of CSR, gaining insights into how organizations create shared value for stakeholders while addressing pressing global challenges. Through case studies, practical applications, and strategic analysis, students will learn to design, implement, and measure CSR initiatives that foster long-term success and societal impact.

Prerequisites: None

MKT 610: Marketing and Communications

Credits: 3

With increased access and connectivity to products and services from around the globe, customers have become very educated and increased their power and choice. As a result, entrepreneurs and marketers must move towards a customer-centric marketing approach. In this subject, students will critically examine marketing from a customer-driven perspective and learn to create meaningful value for clients and customers. Other topics include identifying target audiences, building product strategies, creating customer engagement, providing customer service, and using customer feedback.

Prerequisites: None



MKT 620: Global Market Strategy

Credits: 3

Global marketing strategies have become increasingly important with the globalization of businesses and markets. During this course, students will examine the implications of a global versus marketing strategy and the challenges and opportunities of entering international markets. Specifically, students will focus on how to evaluate the external environment including the market attractiveness and competitive strength. Students will also study key approaches to branding and communicating to global markets as well as selecting pricing and managing global placement and international distribution channels.

Prerequisites: None

SPC 600: Space Leadership and New Frontiers

Credits: 3

John F. Kennedy will always be remembered as the visionary leader who challenged a nation to land a man on the moon. Following in the great footsteps of Kennedy and his astounding leadership and bold vision, students will develop the mindset, skills and behaviors required to lead forward-thinking and sustainable companies and organizations. Students will uniquely build their leadership knowledge and skills through the study and analysis of visionary leaders in the space industry.

Prerequisites: None

SPC 610: The Space Economy

Credits: 3

In this course, students will explore the growth and evolution of the space economy and its integration into society and the economy. Specifically, students will examine future trends and changing dynamics of the space industry and gain a better understanding of the global space ecosystem. As a result, students should gain an understanding of how space supports sustainable socio-economic development. Students will also examine how entrepreneurs, managers, investors, and innovators can develop new commercial space systems while maximizing the net benefit to society.

Prerequisites: None

SPC 620: Space Technologies

Credits: 3

The rapid progress made in space technology has led to extraordinary accomplishments and an explosion of businesses seeking to exploit the opportunities offered by the space ecosystem. To begin, students will study the evolution of the space sector including the concept of Space 4.0 and the challenges and opportunities commercial entrepreneurs or businesses may experience as they enter this market. Furthermore, students will discuss how commercial space enterprises can maximize opportunities and leverage emerging technologies.

Prerequisites: None

SPC 630: Space Law and Government

Credits: 3

As space-based technologies are developed, it is critical to understand how law and regulations interact with these developments. This course introduces students to the compelling roles governments play in sustaining the space sector and how the emergence of new actors is causing new challenges and opportunities. Throughout the course, students will study the basic concepts of international space law which govern the conduct of space activities. Following this foundational information, students will examine important international treaties and applicable ethical considerations.

Prerequisites: None



COST INFORMATION

All cost information provided below is in United States Dollars (\$USD)

Graduate cost per credit hour for 2025-2026 is \$480.00 for Executive Master of Business Administration and \$400.00 for Global MBA and MBA (Space Leadership)

Degree Program Costs	Executive Master of Business Administration	Global MBA	MBA (Space Leadership)
Registration Fee	\$ 200	\$ 200	\$ 200
Tuition	\$14,400 (\$480 x 30 credits)	\$12,000 (\$400 x 30 credits)	\$12,000 (\$400 x 30 credits)
Books and Supplies (included in tuition)	-	-	-
Program Total Cost	\$14,600	\$12,200	\$12,200

Tuition includes the cost of all course/technology access, academic and administrative support, textbooks and materials, library subscription, and proctoring costs.

Required Fees

- Registration Fee \$200

See Cancellation and Refund Policy for refund information applicable to these fees.

Attention California Residents: As of April 1, 2024, students will not be charged a mandatory contribution to the California Student Tuition Recovery Fund (STRF). This may be subject to change, at the discretion of the of the California Bureau for Private Postsecondary Education. See California Appendix for more information regarding the STRF. Should this fee be charged in the future, it is non-refundable.

Optional Services Fees

- Students are charged a \$500 Transfer Credit Fee per course accepted for transfer.
- Students are charged an Assessment of Prior Experiential Learning fee equal to the full tuition cost per course accepted for credit.

If students cancel enrollment prior to beginning their program, these fees will be 100% refunded. Once students' first term begins, Transfer Credit and Experiential Learning Transfer fees are non-refundable.

Scholarships

Kennedy University of Leadership provides merit-based scholarships to students who demonstrate academic potential, professional experience, leadership capacity, and alignment with the University's mission. Scholarships may cover up to 50% of tuition costs.

Eligibility criteria include:

- Academic Preparation: Students are evaluated holistically based on prior academic



preparation, professional experience, leadership potential, and motivation for graduate study. GPA may be considered as one factor among several but is not used as a sole determinant of eligibility.

- **Professional Experience and Leadership Potential:** Applicants are assessed on relevant work experience, career progression, and demonstrated leadership or initiative.

To apply, students must complete an online application, submit a scholarship form, and provide an essay and supporting documentation (such as academic transcripts and a professional résumé or CV). Scholarship eligibility and awards are determined through a structured review process by University staff.

To retain a scholarship, students must maintain Satisfactory Academic Progress (SAP) and comply with all academic and conduct requirements.

Variable Pricing

Kennedy University offers tuition reductions based on specific eligibility criteria:

- **100% Tuition Reduction** → Available for students with refugee status (as documented by the U.S. Refugee Admissions Program) or asylum status (as documented by the U.S. Citizenship and Immigration Services)
- **65% Tuition Reduction** → 50% reduction in tuition for students with individual income below USD \$70,000 (or USD \$140,000 household combined), verified through financial documentation such as tax returns or official income statements.
- **50% Tuition Reduction** → Available for students from developing countries, as identified by the United Nations based on the latest classifications. A list of eligible countries is available on the UN website or upon request.
- **Corporate Partnership Tuition Reduction** → Available for employees of companies with a formal corporate partnership agreement with KUL. Eligible employees receive a fixed program tuition of \$2,500 for the programs. Employment and partnership status must be verified at the time of enrollment.
- **Partner Pathways Tuition Reduction** → Available for students admitted through approved global partners (e.g., international agencies or institutional partners). Eligible students receive a 50% tuition reduction. Partner admission status must be verified at the time of enrollment.

Full-time students from Developing Nations may apply for extended monthly payment plans of up to 18 months.

Payment Information

All program fees and tuition charges are payable in \$USD.

The payment process is managed via the secure Flywire invoicing and payment platform. Following completion of an Enrollment Agreement, students will receive an email with a copy of their invoice as well as a link to access the Flywire platform where students can make a payment, via bank transfer or card.

Program tuition fees can be paid annually, each semester, or in monthly installments.

- Annual payments are due on the first day of the first term of the year



- Semester-based payments are due on the first day of the term
- Monthly payments are due on the first day of term and then on consecutive monthly anniversary dates for the duration specified in Enrollment agreement.

Students are not charged interest or fees for selecting a term or monthly payment plan. Students are not provided a discount for payment in annual installments. Students are not charged a fee for late payment.

Students who fail to make their payment within 7 days of the due date will receive a reminder and are subject to withdrawal and suspension from their course. Access to the classroom will be reinstated within 5 business days following full payment.

Employment Pathways Payment Plan (for Eligible Students)

The University offers an Employment Pathways Payment Plan for students who are unemployed or transitioning between jobs at the time of enrollment. Eligibility is determined and documented at enrollment.

The University confirms which category applies to each student (U.S.-Based, Developed Nations, or Developing Nations) when the student enrolls and records it in the student's file.

Under this plan, students agree to the following payment terms:

- » **U.S.-Based Students:** USD \$150 per month for the first six (6) months
- » **Developed Nations (Non-U.S.):** USD \$150 per month for the first six (6) months
- » **Developing Nations:** USD \$80 per month for the first six (6) months

Upon gaining employment or at the end of the initial six-month period (whichever occurs first), the remaining tuition balance will be distributed evenly across the remaining months of the program.

If a student has not gained employment within six months, the student may begin paying the remaining tuition balance or request a deferral of studies for up to one year, subject to University approval.

All tuition and fees must be paid in full prior to graduation. This payment plan does not guarantee employment.

Cancellation and Refund Policy

California residents: Please see the appendix below for CA-specific cancellation and refund policies. The following applies to students from all other states and those outside the United States.

Cancellation Policy

Students may withdraw from their program at the University at any time by submitting a Withdrawal Form to the Registrar by email. Students who withdraw from the program within five calendar days of signing their Enrollment Agreement receive a refund of all monies paid (tuition and Registration fee). Students who withdraw more than five days after signing their Enrollment Agreement but prior to the program commencement date will receive a refund of all monies paid minus the Registration Fee (\$150 of the Fee total).



It is the student's responsibility to notify the University of their intention to withdraw via the Withdrawal Form. Lack of engagement (via Canvas learning platform, via coaches or otherwise) is not proof of withdrawal and will not automatically grant the right for a refund. Exceptional circumstances will be considered on a case-by-case basis.

Refund Policy

Students who withdraw after the program commencement date will be provided a prorated refund, up to 20% of a semester, based on the number of days completed divided by the total days in the semester. Students who withdraw after 20% of the semester is completed (after day one of week four) are not eligible for a refund.

Refunds are made using the original method of payment, within 30 days of the date of withdrawal. Refunds are expected to take up to 5-10 business days, depending on payer's responsiveness to Flywire's compliance process as required to satisfy Anti-Money-Laundering regulations.

Example: If a student, enrolled on Global MBA, who has a term-based installment plan already paid for their first term (\$4,000USD) withdraws from the program on day 15 of the 16-week term, the student is issued a \$3,480 refund.

Total tuition paid _____	\$4,000
Percent of term completed (15 days completed / 112 rounded to closest whole number) _____	13%
Amount Retained _____	\$520
Refund amount due to student _____	\$3,480

Students who pay annually will receive a 100% refund for any semester they have paid for, but not started and will receive a pro-rated refund as described above for their current semester. Students who pay monthly are subject to the pro-rated refund schedule as described above for the current semester and, if the amount paid to date is less than the amount due to the University after refund calculation, the student is obligated to pay this remaining balance.

For the purpose of determining the amount of the refund, the date of the student's withdrawal shall be deemed as the date of receipt of dully completed Withdrawal Form as per process described above, or as of the date the institution terminates the student's enrollment due to non-attendance, failure to maintain satisfactory progress; failure to abide by the rules and regulations of the institution; and/or failure to meet financial obligations.



POLICY INFORMATION

Credit Hour Definition

Kennedy University of Leadership courses are defined by semester credit hour. Students are generally expected to complete 45 hours of student work per semester credit hour, which includes approximately 15 hours of academic engagement and 30 hours of preparation. Thus, students should expect to complete at least 135 hours of student work in a three semester credit hour course.

Grading Policy

Kennedy University of Leadership maintains academic standards appropriate to graduate-level education while recognizing that student performance may vary across courses. Academic performance is evaluated using the full range of grades from **A** through **F**. Grade distributions are not based on a predetermined curve.

At KUL, a grade of **C** represents **average performance** and is considered **passing at the course level**. However, satisfactory academic standing and degree completion are determined by a student's cumulative grade point average (GPA) rather than performance in a single course.

Graduate students must maintain a **minimum cumulative GPA of 3.0** to be eligible for graduation.

Grade Point Average

The Grade Point Average (GPA) is calculated by multiplying the number of credit hours for each course attempted by the grade point value assigned to the final grade earned. The total grade points are divided by the total number of credit hours attempted, with the result rounded to two decimal places.

The cumulative GPA includes all credit-bearing courses attempted at Kennedy University of Leadership. When a course is repeated, only the higher grade earned is applied toward the cumulative GPA calculation.



Grading Scale and Descriptions

Earned Grades	Description
A (4.0), A- (3.7)	Indicates work that exceeds graduate-level expectations and demonstrates superior mastery of course learning outcomes.
B+ (3.3), B (3.0)	Indicates work that meets graduate-level expectations and demonstrates consistent and satisfactory achievement of course learning outcomes. These grades fully count toward degree credit.
B- (2.7)	Indicates marginally satisfactory graduate-level performance. This grade may count toward degree completion in limited quantity, as defined in the University's Academic Standing and Progression policies.
C+ (2.3), C (2.0), C- (1.7)	Indicates average graduate-level performance. These grades are considered passing at the course level but may impact cumulative GPA and academic standing
D (1.0)	Indicates work that is well below graduate-level expectations. D-level work does not count toward degree credit and is considered failing for graduate study.
F (0.0)	Indicates failure to meet minimum course requirements. The course must be retaken to fulfill degree requirements.

Unearned Grades	Description
I – Incomplete	Assigned when a student is unable to complete course requirements due to circumstances beyond their control. The student is allowed a grace period (not to exceed four weeks) to finish the work without penalty.
R – Repeated Course	Assigned by the Registrar when a course has been retaken to replace a previously earned grade.
W – Withdrawal	Indicates that the student withdrew during the withdrawal period or was administratively withdrawn due to non-attendance or other documented reasons.
P – Passing Grade (Appeal Outcome)	Assigned when a student's appeal for grade review is upheld. This grade does not impact the GPA.

Summative Assessment Late Submission Policy

Each summative assessment at KUL has one attempt associated with it. Students may submit an assessment late and there is a 5% grade deduction per day of late submission.

Summative Assessment Authorized Extension Policy

The University understands that during the program, students may experience circumstances outside of their control which may adversely impact their ability to complete an assessment or which may compromise their performance. In such cases, students may request an Authorized extension.



Students wishing to make an application must submit an Authorized Extension Application, available via Canvas, as soon as possible but no later than 24 hours before the submission deadline. If an application is not received within the specified time periods, the application may not be approved.

Grade Appeal Policy

Students may appeal a grade if one of the following circumstances applies:

1. The student believes that the grade did not accurately reflect his or her achievement because the instructor did not provide or did not follow the instructor's syllabus instructions for how the grade was to be determined.
2. The student believes that the grade did not accurately reflect his or her achievement because the instructor's evaluation applied criteria or standards different from the other students in the class.
3. The student believes that the grade did not accurately reflect his or her achievement because the instructor applied methods in some way that the faculty review committee would consider unusual for the faculty of the University.

Grade Appeal Procedure

1. The student must first contact the instructor and discuss his or her concerns, making every effort to resolve the matter.
2. If a satisfactory resolution is not achieved, the student must appeal in writing to the Registrar stating the circumstances of the class and the reason for the appeal, and must provide supporting evidence. A form is available on Canvas Learning Management System and students may seek guidance from their coach.
3. Only appeals received by the Registrar within 30 days from the date on which final grades were submitted for the class(es) involved will be considered.
4. Appeals will be evaluated by a faculty committee charged with this task and resolved within 60 days from the date the appeal was filed. All parties will be notified of the outcome in writing.

Outcome of the Grade Appeal Process

One of two possible outcomes applies:

1. If the faculty committee concludes that the grade was properly determined, the grade stands.
2. If the faculty committee concludes that the grade was not properly determined, a pass (P) or a failed grade (F) grade will be awarded. A pass grade indicates the student has met the minimum competencies required and the course counts toward a degree but has no effect on the student's GPA. The F grade indicates that the student did not meet the minimum competencies required and the course does not count toward a degree until it is retaken.

Satisfactory Academic Progress

Whether or not a student is making satisfactory academic progress (SAP) toward the completion of his or her program is evaluated based on the following criteria:

- Maintaining a satisfactory **3.00** GPA
- Maintaining a minimum course completion pace



Student records are evaluated regularly against these criteria. The purpose of the SAP policy is to identify and alert students as early as possible if they are not demonstrating satisfactory academic progress and help them develop a plan for accomplishing their academic goals.

Minimum Course Completion Pace

Students must maintain a satisfactory course completion pace of 67%. Completion pace is defined as the number of courses successfully completed / number of courses attempted. Attempted but not completed courses include courses where the student received an F, I, W, or R grade.

Transfer credit accepted from other institutions through experiential learning count as attempted and completed courses. When students repeat a course for grade improvement, both attempts will count as part of completion pace calculations.

Course Failures and Retakes

If a student fails more than two (2) courses during the program, whether by failing the same course multiple times or different courses, they will be dismissed from the program upon the third failed course.

Students who retake a failed course must pay the applicable course fee.

Program Extension Policy

Program duration is up to 18 months for full-time students and up to 36 months for part-time students. If a student is unable to complete their program within the stated maximum timeframe due to extraordinary circumstances, he or she can contact the University Registrar to discuss a reasonable timeframe extension. Extensions will only be granted based on extraordinary circumstances, based on a review of relevant documentation or correspondence.

The University, at its sole discretion and to facilitate the most efficient path to program completion.

The University, at its sole discretion and to facilitate the most efficient path to program completion, may require the student to either continue under the terms of the current Enrollment Agreement, or sign a new Enrollment Agreement for enrollment into the current version of the student's degree program.

Enrollment Changes

Directed Study

Under special circumstances, a course may be completed by a student under the direction of a faculty member. Students must contact the University Registrar at registrar@KennedyU.education to secure approval for directed study enrollment in advance of the semester in which the course is to be completed. Students are expected to complete all normal requirements for the course and demonstrate competency through completion of the set assessments or an alternative evaluation method provided by the faculty. All other University policies apply.



Deferral Policy

Students may request to defer their enrollment to a future intake or transfer to another program, subject to the following:

- **Eligibility:** Deferral requests must be submitted within six weeks of the original program start date. A paid registration fee is required, and only one deferral is permitted per program application.
- **Timing:** Students may defer to the next intake or the one after. All deferrals must be within 12 months of the original start date. Further deferrals require reapplication.
- **Program Changes:** Deferrals to a different program may require a new application and payment of a new registration fee. Tuition already paid (minus the registration fee) will be credited toward the new program.
- **Fees:** The registration fee is valid for one deferral. Tuition will be charged at the rate applicable at the time of commencement.

Students must complete and submit the official Deferral Form to registrar@kennedyu.edu.

Interruption of Studies Policy

Students may request a temporary break in their studies due to personal, medical, professional, or financial circumstances. To be eligible, students must have completed at least two courses prior to submitting a request. All requests must be made using the official Interruption of Studies Form and include relevant supporting documentation.

The maximum interruption period is 12 months for full-time students and 24 months for part-time students. Requests for longer periods require formal withdrawal and reapplication. Interruptions should ideally begin at the end of a module. If a student interrupts mid-module and later returns to repeat that portion, additional tuition fees may apply.

Students are responsible for understanding how an interruption may affect any financial aid, loan repayment status, or government benefits they are receiving. Students should consult their financial aid provider or relevant agency before submitting a request.

Academic Discipline

Students who are not maintaining satisfactory academic progress (SAP) are subject to academic discipline as described below. If a student re-establishes SAP at any point, he or she will be returned to good standing and academic discipline will be lifted. Measures of academic discipline include academic warning, academic probation, and academic dismissal.

If Kennedy University of Leadership determines at any point during the academic disciplinary process that SAP cannot be re-established within a reasonable time frame, it reserves the right to dismiss the student. Factors considered as part of this determination include, but are not limited to, the number of failing grades, past academic performance, the number of withdrawn or dropped courses, and any academic conduct violations. In particular, students will likely be subject to academic dismissal if their GPA falls below 1.0 or if they withdraw from the majority of their coursework during any stage of academic discipline. See the Academic Dismissal policy below for more information.



Academic Warning

If at any point a student's satisfactory academic progress (SAP) falls below the acceptable minimums, he or she will be placed on academic warning for the following term. The Registrar's Office will notify the student and the student's coach of this status as well as the possible consequences associated with failure to re-establish SAP within the allowed timeframe.

Academic Probation

If after academic warning the student has failed to re-establish satisfactory academic progress (SAP), he or she will be placed on academic probation for the following term. The Registrar's Office will notify the student and the student's coach of this status as well as the possible consequences associated with failure to re-establish satisfactory progress within the allowed timeframe. If deemed necessary by the coach, a student's academic course plan may be revised including adjustments in enrollment pace and requiring the student to repeat courses for grade improvement.

Academic Dismissal

If the student has failed to re-establish satisfactory academic progress (SAP) after the above stages of academic discipline have been exhausted, the student will be subject to academic dismissal. The Academic Dean will notify the student in writing of the dismissal. A student who is subject to academic dismissal may reapply to the University no sooner than six months after dismissal. The Admissions department will be informed of the student's past academic performance with the University and may require additional admission documentation from the student. Readmission will be granted only if there is a strong likelihood that the student possesses the motivation and capacity to successfully complete the academic requirements.

The University reserves the right to either reinstate the student in his or her original program or in the version currently available at the time of admission, whichever is mutually beneficial to the student and the University. Coursework previously completed at Kennedy University of Leadership may or may not be carried over to the student's new program depending on the grade earned and its impact on the student's GPA as well as the age of the credit.

Student Academic Honor Code

Kennedy University of Leadership defines the word honor as academic integrity, moral and ethical conduct, and pride of membership in a community that values academic achievement and individual responsibility. University students are expected to conform to a high standard of honesty and integrity in their academic work. The fundamental assumption under which the University operates is that work submitted by a student is a product of his or her own effort. If facts or circumstances are raised which call this assumption into question in a particular case, the student may expect to be subject to disciplinary procedures with penalties up to and including dismissal from the University. A student may be required to produce all sources and documentation related to a work in question. If applicable, the final grade in a course may not be recorded until an investigation has been concluded.

Honor Code Statement

All students of Kennedy University of Leadership are responsible for knowing and adhering to the academic integrity policy of this institution. Violations of this policy may include cheating, plagiarism, the aid of academic dishonesty, fabrication, lying, bribery, and threatening behavior. In incidents of academic misconduct those students who are found to be in violation of the academic integrity policy may be subject to both academic sanctions (assignment grades, course grades, additional



assignments and the like) from the faculty member involved and non-academic sanctions given by the designated academic leadership (including but not limited to University probation, suspension, or dismissal). By logging into the University's learning management systems students are agreeing to abide by the Student Honor Code.

Types of Honor Code Violations

Plagiarism: Portrayal of another's work or ideas as one's own

- Purchasing a paper from any source such as the Internet, and turning it in as if it were one's own work
- Improperly citing references on a references page or within the text of a paper
- Incorporating AI-generated content into any academic work without proper citation

Cheating: Using unauthorized notes or study aids, allowing another party to do one's work as one's own, or submitting the same or similar work in more than one course without permission from the course faculty staff.

- Taking any form of assessment (whether formative or summative) for another person
- Looking at another person's assessment (draft or final) for suggestions for own work
- Using unauthorized notes during an assessment

Fabrication: Falsification or creation of data, research, or resources, or altering graded work without the prior consent of the course instructor

- Making up a reference for a references page
- Making up statistics or facts for academic work

Aid of Academic Dishonesty: Intentionally facilitating plagiarism, cheating, or fabrication

- Partially or completely helping another person do a quiz or any form of assessment
- Collaborating with others on work that is supposed to be completed independently

Bribery: Providing, offering, or taking rewards in exchange for a grade, an assignment, or the aid of academic dishonesty.

- Paying a student to do work on one's behalf
- Attempting to pay a teacher to change a grade

Threat: An attempt to intimidate a student or staff member for the purpose of receiving an unearned grade or in an effort to prevent the reporting of an Honor Code violation.

Lying: Deliberate falsification with the intent to deceive in written or verbal form as it applies to an academic submission.

Reusing Work Policy

Self-plagiarism is defined as reusing a significant, identical, or nearly identical portion of a student's



own work without acknowledging that s/he has done so, or without citing the original work. One example of self-plagiarism is turning in the improved version of the same assessment for the student's second attempt (as per the grading policy). Further example is when a student uses the same part of the assessment (or the assessment as a whole) for two courses without getting permission from a faculty member.

During his/her studies at KUL, a student may be asked to write on the same topic in multiple courses. In this case, his/her writing is expected to reflect new insights and conclusions to demonstrate critical thinking and intellectual growth. The University recognizes that there may be times when there may be some overlap in assignments in different courses.

In cases where a student would like to use previous work from another course, he/she must

- (1) receive permission to use previous work from the instructor of the current course AND
- (2) appropriately cites the recycled work. If the student fails to follow this protocol, then the submitted work, recycled from another course, will be considered plagiarized. To cite or quote previous work, the previous coursework should be cited as an unpublished paper with the student as the author. Students are expected to use APA 7th edition formatting and citation style.

PLEASE NOTE: Academically dishonest behaviors include, but are not limited to, the brief examples described above. If a student has a specific concern about what constitutes academic dishonesty we encourage him/her to speak with his/her instructor or if he/she does not feel comfortable doing so then he/she may contact the Academic Dean for further clarification.

Academic Consequences of Cheating or Plagiarism

Students are responsible for creating their own work and are prohibited from using the works of others without proper citation. Students are expected to familiarize themselves with, and follow the University's plagiarism policy as presented within on Canvas Learning Management System.

Cases involving violations of the plagiarism policy will be treated as confidential. No discussions will take place other than those needed to determine responsibility or appropriate sanction. There is no statute of limitations precluding any University staff from acting on the discovery of alleged violations during the term or subsequently, including after the student has graduated. University subscribes to URKUND, a plagiarism detection system that instantly identifies unoriginal content. If reviewed by URKUND, an assignment should contain no more than 10% unoriginal content.

A faculty member who finds proof of plagiarism will first discuss with the student the nature of the case, including its moral implications and its academic ramifications, and seek input from the student as to the circumstances. Faculty members are encouraged to consult with the Academic Dean. Plagiarism normally results in a failing grade for the plagiarized work. The faculty member also has the right to fail the student in the course. He or she may end the matter with his or her own action, if it is a non-flagrant or unintentional occurrence, or pass the case on to the Academic Dean.

The Academic Dean may elect to proceed with a review of the questionable material by the University Librarian. The Academic Dean will report flagrant violations to the review committee with any recommendations for suspension or expulsion. Alternatively, the Academic Dean may have the student work with a designated University representative who will assist the student as he/she completes an acceptable assignment.

Students have the right to present their cases to the review committee before it deliberates. The decision of the review committee is final. If the faculty member involved is a member of the review



committee, he/she does not participate while the appeal is being considered. The faculty review committee chaired by an elected faculty member will investigate flagrant cases and make any recommendations for suspension or expulsion to the Academic Dean. The decision of the Academic Dean is final.

Normally, expulsion from Kennedy University of Leadership for plagiarism is permanent; a student may not re-enroll. However, in very rare circumstances a student may be re-admitted. He/she must make a written request for re-admittance, explaining his/her case for re-admittance. This shall include evidence of changes that suggest plagiarism will not be repeated. The burden of proof is on the student. This evidence will be reviewed by a committee of faculty convened for the purpose. The committee will make the final decision on re-admittance using whatever criteria it deems appropriate to the case at hand, in keeping with applicable laws and regulations.

Student Code of Conduct

Kennedy University of Leadership (KUL) expects its students to conduct themselves in a manner that does not bring the reputation of KUL into disrepute. Where a student's conduct does not meet the expectations outlined in the Student Code of Conduct, the Non-Academic Dismissal policy may be applied. KUL seeks to provide a safe and inclusive environment for all students, and therefore it takes breaches of this code of conduct seriously. If you are experiencing behavior that contradicts this code of conduct, (e.g. harassment, sexual misconduct, bullying through social media), please report the allegations to KUL staff immediately. KUL will look to provide support to you as appropriate through its procedures (this may include offers of mental health support and/or referral to external support). Due to the online nature of its programs of study, KUL pays particular attention to netiquette describing the rules of conduct for respectful and effective communication in online settings.

Professionalism

- It is expected that you act in an honest way and that you will abide by the law.
- You should familiarize yourself with and adhere to approved KUL policies and procedures.
- Attend and engage with your program of study and proactively seek support when needed.
- Where applicable, adhere to relevant professional standards relating to personal and professional conduct.
- You are an ambassador for KUL at all times.
- KUL expects that you will act responsibly and respectfully online.
- You should behave in a manner which upholds the good reputation of KUL, whether online or face-to-face.



NETIQUETTE TIPS

Make yourself look good online

One of the best things about the virtual world is the lack of judgment associated with your physical appearance, sound of your voice, or the clothes you wear (unless you post a video of yourself singing Karaoke in a clown outfit.) You will, however, be judged by the quality of your writing, so keep the following tips in mind:

- *Always check for spelling and grammar errors*
- *Know what you're talking about and state it clearly*
- *Be pleasant and polite*

Know where you are in cyberspace

"Netiquette varies from domain to domain." (Shea, 1994) Depending on where you are in the virtual world, the same written communication can be acceptable in one area, where it might be considered inappropriate in another. What you text to a friend may not be appropriate in an email to a classmate or colleague.

Share expert knowledge and back it up

The Internet offers its users many benefits; one is the ease in which information can be shared or accessed and in fact, this "information sharing" capability is one of the reasons the Internet was founded. So in the spirit of the Internet's "founding fathers," share what you know! When you post a question and receive intelligent answers, share the results with others. Are you an expert at something? Post resources and references about your subject matter.

Do your video meetings justice

Check your device's audio and video before the meeting to ensure that they work. Create a background that is uncluttered so it isn't disruptive, or selecting a background offered by the video meeting platform. Choose a professional screen name (your first and last name is a good option; avoid nicknames or any screen name that could be offensive or unprofessional). Join the meeting on time. Mute yourself when you're not speaking. Do not talk over other meeting participants.

Kindness

- You should recognize everyone is an equal member of the community whether faculty, student, administrator, learning experience team member, IT support or any other staff.
- Everyone should be extended the same respect and support.
- It is expected that you should not be judgmental about others – not blame or stigmatize groups or individuals, for example, if they should become unwell with Covid-19 or are not able to follow all protective behaviors due to reasons of disability or medical exemption.
- You are expected to help your fellow students whether in person or online, without posing a risk to yourself, especially if they are in difficulties or don't understand procedures. For example, you can offer help by directing your fellow student to the appropriate support service (e.g. Coaches).



NETIQUETTE TIPS

Remember the Human

When communicating electronically, whether through email, instant message, discussion post, text, or some other method, during your study, practice the Golden Rule: Do unto others as you would have others do unto you. Remember, your written words are read by real people, all deserving of respectful communication. Before you press "send" or "submit," ask yourself, "Would I be okay with this if someone else had written it?"

Adhere to the same standards of behavior online that you follow in real life

While it can be argued that standards of behavior may be different in the virtual world, they certainly should not be lower. You should do your best to act within the laws and ethical manners of society whenever you inhabit "cyberspace." Would you behave rudely to someone face-to-face? On most occasions, no. Neither should you behave this way in the virtual world.

Don't abuse your power

Just like in face-to-face situations, there are people in cyberspace who have more "power" than others. They have more expertise in technology or they have years of experience in a particular skill or subject matter. Maybe it's you who possesses all of this knowledge and power! Just remember: knowing more than others do or having more power than others may have does not give you the right to take advantage of anyone.

Be forgiving of other people's mistakes

Not everyone has the same amount of experience working in the virtual world. And not everyone knows the rules of netiquette. At some point, you will see a stupid question, read an unnecessarily long response, or encounter misspelled words; when this happens, practice kindness and forgiveness as you would hope someone would do if you had committed the same offense. If it's a minor "offense," you might want to let it slide. If you feel compelled to respond to a mistake, do so in a private email rather than a public forum.

Respect

- You should recognize the importance and value of equality and diversity in KUL community by treating all members of KUL with dignity and respect both in person and through alternative means so that they do not feel as though they are being harassed or bullied.
- You should conduct yourself in a manner that does not harm or does not have the potential to harm others. This includes refraining from:
 - » Abusive or unreasonable conduct e.g. acts of bullying or harassment; including harassment related to the protected characteristics
 - » Physical misconduct e.g. punching, kicking, slapping, biting, pushing or shoving;
 - » Sexual misconduct (see Non-Academic Dismissal);
 - » Threats of injury or violence upon others;



- » Activities which may constitute a hate crime;
 - » Activities related to the incitement of, or participation in, acts of terrorism;
 - » Activities that willfully and deliberately spread misinformation;
 - » Activities which foster blame narratives (i.e. apportioning blame without factual basis).
- Respecting the right of others to hold opinions that are different to your own. KUL encourages respectful discourse and discussion. Where there are disagreements or debate, it is expected that students use appropriate language at all times including respecting protected characteristics.

NETIQUETTE TIPS

Respect other people's time and bandwidth

Electronic communication takes time: time to read and time in which to respond. Most people today lead busy lives, just like you do, and may not be able to engage with learning platform with the same frequency as you. As a virtual world communicator, it is your responsibility to make sure that the time spent reading your words isn't wasted. Make your written communication meaningful and to the point, without extraneous text or superfluous graphics or attachments that may take forever to download.

Help keep flame wars under control

While "flaming" is not necessarily forbidden in virtual communication, "flame wars," when two or three people exchange angry posts between one another, must be controlled or the camaraderie of the group could be compromised. Don't feed the flames; extinguish them by guiding the discussion back to a more productive direction.

Respect other people's privacy

Depending on what you are reading in the virtual world, be it an online class discussion forum, cohort WhatsApp group chat or elsewhere, you may be exposed to some private or personal information that needs to be handled with care. Perhaps someone is sharing a sensitive situation at work relevant to an assignment? What do you think would happen if this information "got into the wrong hands?" Embarrassment? Hurt feelings? Loss of a job? Just as you expect others to respect your privacy, so should you respect the privacy of others. Be sure to err on the side of caution when deciding to discuss or not to discuss virtual communication.

Non-Academic Dismissal

Individuals who violate the University's stated Student Code of Conduct will be disciplined and potentially subjected to further corrective action up to and including termination or expulsion. Therefore, Kennedy University of Leadership expects that all relationships among students, staff, faculty and other members of the University community will be free of discrimination and harassment.

If a student is subject to non-academic dismissal, they have a right to appeal the decision. Appeals must be submitted in writing and must substantively address all the University-stated grounds for dismissal. This appeal will be reviewed within 30 days of receipt by the Registrar and all decisions are final.



Complaint/Grievance Policy

Kennedy University of Leadership is committed to providing students, faculty, administrators, and other institution staff and stakeholders with a safe environment and positive experience. If a member of the University community has a concern, they are encouraged to first direct their concern to the individual involved in an informal manner. Should the issue not be resolved at that point, not be resolved to the complainant's satisfaction, or should the member not feel comfortable directing the complaint or the person(s) involved, they are encouraged to register a Formal complaint with the Kennedy University of Leadership.

A complaint is an educational issue or condition that a student believes to be unfair, inequitable, discriminatory, or a hindrance to his or her education. The University seeks to resolve complaints quickly and to the satisfaction of the aggrieved party.

Filing a Formal Complaint with Kennedy University of Leadership

To file a complaint with the University, whether it be regarding academic or administrative matters, students must submit a completed Complaint form to the Registrar by email. If the complaint involves the Registrar, students submit fully completed Complaint form to the Academic Dean by email. The Academic Dean. The contact details for key University staff as well are provided on student Canvas Learning Management System.

The Complaint form template is also available on Canvas. All complaints must be received in writing, and include a detailed description of the concern, specific reference to any institutional policy or procedure involved, and the requested resolution that the individual seeks.

Complaint Resolution Process

Complaints are reviewed with the intent to remedy the concern in accordance with institution policies. Complaints are responded to within 30 days of receipt. When a complaint is filed against a specific faculty or coach team member or another University staff member, they will be afforded the opportunity to provide a written response, which will be considered as part of the resolution process.

If, after receiving a response, the individual is not satisfied with the resolution, they can appeal the decision to the institution's President. The President or nominee, who had not been involved in previous stages of complaints resolution, will review the complaint, initial response, and any additional information provided by the complainant and will provide a final resolution within 14 days of appeal. The decision of the President or nominee is final.



Registering a Complaint with External Agencies

While Kennedy University of Leadership encourages institution community members to direct their complaints directly to the institution, they may register their complaint with the Florida Commission for Independent Education via their [Student Concerns](#) process or may contact them according to the following methods:

Mail:

Commission for Independent Education 325 W. Gaines Street, Suite 1414

Tallahassee, FL. 32399-0400

E-mail: CIEINFO@fldoe.org

Toll-free telephone number: (888) 224-6684

Fax: 850-245-3238

Student Services

Kennedy University of Leadership offers support to students before they become enrolled as University students. The University Admission Department staff and coaches work together to guide students to the most suitable outcome. At the point of application, each student's circumstance is assessed individually to ensure they are prepared for the study of KUL programs.

Following student's enrollment, they are allocated a Coach to guide them through the entire degree program. The Coach team offer guidance and support on all University policies and procedures as well as devising an individualized Game Plan for each student which is monitored and followed. Barriers to study as well as strengths are identified and later used by Coaches to support students in the way they need. Our coaches also facilitate sessions on academic skills, particularly useful for people who have been out of academia for some time. Soft skills such as time or stress management, teamwork or conflict management are also part of the coaching support should the student need it.

Disability Accommodation Policy

This policy describes the roles of individuals at Kennedy University of Leadership in ensuring that students with disabilities receive appropriate accommodations in their instructional activities, as mandated by Federal and State law and by University policy.

The fundamental principles of nondiscrimination and accommodation in academic programs were set forth in Section 504 of the federal Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990, Title II; and their implementing regulations at 34 C.F.R. Part 104 and 28 C.F.R. Part 35 respectively.

These laws establish that students with disabilities may not, on the basis of their disabilities, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any Kennedy University of Leadership program or activity. Further, Kennedy University of Leadership must make sure that its academic requirements do not discriminate or have the effect of discriminating against persons with disabilities. Academic requirements that are justifiably essential to a student's program of instruction are not considered discriminatory. Academic accommodations to which a student may be entitled include changes in the length of time allowed to complete the degree program requirements, substitution of specific courses required for the completion of degree requirements, and adaptation of the manner in which specific courses or examinations are conducted.



At Kennedy University of Leadership the Compliance Manager primary functions are:

1. advising Kennedy University of Leadership about policies and procedures related to the provision of academic accommodations for students with disabilities,
2. recommending steps to be taken by Kennedy University of Leadership related to the provision of accommodations for instructors with disabilities,
3. developing mechanisms for increasing the understanding of the faculty with respect to disabilities and their accommodation in an academic setting, and
4. assisting Kennedy University of Leadership in resolving any disagreements with faculty that might arise concerning particular accommodations in an academic setting.

The Compliance Manager is the senior administrative officer responsible for Kennedy University of Leadership's policies affecting persons with disabilities. The Compliance Manager ensures that these policies are both educationally sound and responsive to the needs of students with disabilities.

If there is disagreement by faculty over the appropriateness of a particular academic accommodation, the Compliance Manager (in consultation with the institution's Academic Dean) makes a final determination in the matter.

Accommodation Request Process

Students who wish to be considered for accommodation should self-disclose their disability to the Compliance Manager by submitting an Accommodation Request Form, with recent documentation (not more than three years old) of such from a licensed Medical Professional. The Form and related documentation must be submitted to the Compliance Manager via email to compliance@KennedyU.education or via mail. The request will be reviewed and students will be notified of the institution's decision within 14 business days of receipt. If approved, accommodations will be designed to assist students in successfully completing coursework. These accommodations will then be implemented in students' coursework and/or communicated to faculty members in a timely manner.

Filing a Complaint

Students who wish to file a complaint regarding disability accommodations must be able to establish that he or she appropriately requested, in a timely manner, the desired accommodation. The student should refer to the institution's Complaint Policy for filing complaints regarding disability accommodations or any other concerns.

Employment Placement

Kennedy University of Leadership assists students with career preparation services including interview skills and resume writing, and can assist in contacting recruitment and career coaching services. University programs also include employment coaching support throughout the curriculum. Examples include applied industry projects rooted in real-world problem solving opportunities with real companies, such as presenting/pitching solutions to potential employers. The University does not guarantee employment placement.



CALIFORNIA POLICY APPENDIX

Student Tuition Recovery Fund (STRF)

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 1747 North Market Blvd., Suite 225, Sacramento, California, 95834, (916) 574-8900 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or are enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.



To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

Note: Authority cited: Sections 94803, 94877 and 94923, Education Code. Reference: Section 94923, 94924 and 94925, Education Code.

As of April 1, 2024, students will not be charged a mandatory contribution to the California Student Tuition Recovery Fund (STRF). This may be subject to change, at the discretion of the of the California Bureau for Private Postsecondary Education. See California Appendix for more information regarding the STRF. Should this fee be charged in the future, it is non-refundable.

Complaint Policy

Any questions a student may have regarding this enrollment agreement that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833; PO Box 980818, West Sacramento, CA 95798-0818, www.bppe.ca.gov, Telephone and Fax #'s: (888) 370-7589 or by fax (916) 263-1897, (916) 431-6959 or by fax (916) 263-1897.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 toll-free or by completing a complaint form, which can be obtained on the bureau's internet web site www.bppe.ca.gov.

California Cancellation Policy

In addition to the Cancellation Policy above, please note that withdrawal may also be effectuated by the student's conduct, including, but not necessarily limited to, a student's lack of attendance.

California students who withdraw from the program within seven calendar days of signing their Enrollment Agreement receive a refund of all monies paid (tuition and fees). Students who withdraw more than seven days after signing their Enrollment Agreement but prior to the program commencement date will receive a refund of all monies paid and Registration Fee (\$75 of the Fee total).

California Refund Policy

Students who withdraw after the program commencement date will be provided a prorated refund, up to 60% of a semester, based on the number of days completed divided by the total days in the semester. Students who withdraw after 60% of the semester is completed (after day four of week 10) are not eligible for a refund. Refunds are made using the original method of payment, within 30 days of the date of withdrawal. Refunds are expected to take up to 5-10 business days, depending on payer's responsiveness to Flywire's compliance process as required to satisfy Anti-Money-Laundering regulations.



Example: If a student who has a term-based instalment plan already paid for their first term (\$4,000USD) withdraws from the program on day 15 of the 16-week term, the student is issued a \$3,480 refund.

Total tuition paid _____	\$4,000
Percent of term completed (15 days completed / 112 rounded to closest whole number) _____	13%
Amount Retained _____	\$520
Refund amount due to student _____	\$3,480

Students who pay annually will receive a 100% refund for any semester they have paid for, but not started and will receive a pro-rated refund as described above for their current semester. Students who pay monthly are subject to the pro-rated refund schedule as described above for the current semester and, if the amount paid to date is less than the amount due to the University after refund calculation, the student is obligated to pay this remaining balance.

For the purpose of determining the amount of the refund, the date of the student's withdrawal shall be deemed as the date of receipt of dully completed Withdrawal Form as per process described above, or as of the date the institution terminates the student's enrollment due to non-attendance, failure to maintain satisfactory progress; failure to abide by the rules and regulations of the institution; and/or failure to meet financial obligations.