

Spring 2012 Classes

# Business & Professional Studies

## Inside

**Part-time undergraduate degree completion program for working adults**

**Online certificates to prepare for or advance in business, leadership, management, and IT**

**Noncredit workshops/courses critical for on-the-job success**



**UNIVERSITY of VIRGINIA**  
SCHOOL of CONTINUING & PROFESSIONAL STUDIES



HR Director Tim Nicely has a master's degree and 20 years of experience but wanted to improve his management and finance skills. "I was looking for a part-time program with a significant online component. UVA's Leadership program was attractive because it could be completed...in 12 to 18 months."

## University of Virginia School of Continuing & Professional Studies

The School of Continuing and Professional Studies (SCPS) opens the doors of the University of Virginia to over 10,000 nontraditional adult learners. With academic centers located in **Abingdon, Charlottesville, Falls Church, Richmond, Roanoke, and Virginia Beach**, the School strives to meet the educational needs of the Commonwealth's citizens.

It is the mission of SCPS to be responsive to nontraditional learners by providing high quality educational opportunities that help them achieve their personal and professional goals. The commitment to serving a diverse community of learners is apparent in the programs and courses offered at convenient times and places. Students enrolled through SCPS have the option to learn in the classroom, online, and through other modes of delivery.

# Contents

- Degree Programs . . . . . 2
- Graduate Certificates / Series . . . . . 3-5
- Undergraduate / Post-Baccalaureate Certificates . . . . . 6-7
- Noncredit Certificates / Series . . . . . 8
- Credit Classes by Location . . . . . 9-11
- Noncredit Classes by Location . . . . . 12-13
- Credit Class Offerings . . . . . 14-23
- Noncredit Class Offerings . . . . . 24-29
- Customized Education . . . . . 30-31
- Deadlines, Registration, Payment, Tuition & Fees . . . . . 32-37

## SCPS Calendars

### Information Sessions

- TBA**
- BIS Degree**  
Please check our web site at [www.scps.virginia.edu](http://www.scps.virginia.edu) for the complete schedule of statewide Information Sessions to learn more about the Bachelor of Interdisciplinary Studies.
- DEC 3**
- Accelerated Master’s Degree in Systems Engineering Open House • 9am - 1pm**  
Darden Graduate School of Business  
Charlottesville

< DECEMBER 2011 >						
S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## Academic Calendar

### Spring Registration Opens

Thursday, December 1

### Spring Classes Begin

January, 2012

### Certificate Program Deadlines

See page 32.

### Bachelor of Interdisciplinary Studies

May 15 - Fall Admission Deadline

The School of Continuing and Professional Studies may cancel, modify, or make substitutions for any published class or program, may change instructors, and may change the dates and times a class is offered. Information published in this catalog is subject to change. Please use the Class Search at [www.virginia.edu/sis](http://www.virginia.edu/sis) for the most up-to-date and complete listing of classes offered through SCPS this semester.

## Bachelor of Interdisciplinary Studies

### *Charlottesville, Northern Virginia & Tidewater Community Colleges*

The Bachelor of Interdisciplinary Studies (BIS) is a part-time undergraduate degree program for working adults, with classes offered on-Grounds in Charlottesville, on the Chesapeake and Virginia Beach campuses of Tidewater Community College, and on the Alexandria campus of Northern Virginia Community College. In the Fall of 2012, classes will be offered on NVCC's Loudoun campus, as well as to residents of the greater Richmond region.

Students enter the BIS program as third year students, having completed 60 transferrable hours in core and prerequisite requirements. Applicants for the off-Grounds program offered with the Northern Virginia and Tidewater community colleges need to have earned at least fifteen (15) transferable credits from the host community college.

Evening, weekend, and online courses allow students to complete concentrations in business, the humanities, and social sciences or an individualized concentration.

Since 1999, the School of Continuing and Professional Studies has awarded the BIS degree to almost 350 graduates.

Applications are accepted for fall and spring admission.

Please note: Classes in the BIS program are not included in this catalog. Enrollment in these classes requires formal admission to the University and the BIS program.

## Master of Engineering

### *Online*

The leading universities in the Commonwealth of Virginia have developed the Commonwealth Graduate Engineering Program (CGEP), a distance learning program to make master's degrees in several engineering disciplines easily available to qualified engineers and other technical professionals. Across the program, students receive courses through live interactive video conferencing as well as online, asynchronous instruction. Through various teaching tools, they interact with faculty and other students and access programmatic materials.

At the University of Virginia, all courses are now offered over the internet, either in a live or asynchronous format. Participating students are required to have their own computer and access to the internet with an "unlimited data" plan. Classes are scheduled in late afternoon and early evening hours, making it convenient for working professionals to complete their coursework and earn graduate degrees in chemical engineering, civil and environmental engineering, electrical and computer engineering, materials science and engineering, mechanical and aerospace engineering, and systems engineering.

Please visit <http://cgep.virginia.edu/> for program details, as well as admission requirements and application deadlines.

## Accelerated Master's Degree in System Engineering

### *Charlottesville*

Designed for technical professionals and managers, the Accelerated Master's Degree in Systems Engineering (AMP) is a hands-on, practical program with a dual emphasis on engineering and business skills. Students learn problem-solving and analytical skills that can be applied immediately to maximize existing resources and uncover breakthrough opportunities in their organizations.

This unique, accelerated, one-year program can be completed by attending classes every other weekend on Friday and Saturday in Charlottesville. Applications are now being accepted for a May 2012 cohort.

Please visit [www.sys.virginia.edu/accelerated/index.html](http://www.sys.virginia.edu/accelerated/index.html) for program details, as well as admission requirements and application deadlines.

## eMarketing

### *Online*

This 5-course (15-credit) graduate certificate provides the practical knowledge and hands-on skills development using the integrated web, email, and database technologies needed to acquire and retain customers in today's marketing environment. The program is appropriate for marketing professionals in all stages of their professional development as well as career changers.

## Information Security Management

### *Falls Church*

This 6-course (18-credit) graduate certificate is designed to provide security managers with the essential tools needed to develop company standards, manage policies, and explore issues in the area of internal and external threat management. Courses cover security practices, methods in network security, and practical security management measures. The certificate is ideal for managers who have been charged with overseeing the security function. Participants from both private and public sectors benefit from the coursework that emphasizes industry standards and emerging technologies.

## Java 2 Enterprise Edition (J2EE)

### *Falls Church*

This 6-course (18-credit) graduate certificate provides the essential tools needed to develop applications that can accommodate multiple platforms. Coursework emphasizes concepts and techniques for building server-side applications for dynamic data-driven web sites. A knowledge and/or background of Java programming is required for the graduate classes. For those not familiar with Java, two bridge courses are offered as prerequisites: IT 3210 Introduction to Programming Using Java and IT 4210 Applying Data Structures Using Java.

## Leadership

### *Online*

This 6-course (18-credit) graduate certificate is ideal for those interested in management and leadership training. Participants establish a solid foundation of leadership competencies that can be applied immediately in the workplace. Work related projects and demonstrations add to this foundation and help each student build personal leadership skills. The program was designed for those relatively new to leadership positions, for those who must fulfill leadership roles within their organizations, or for those seeking to complete prerequisites for an MBA program.

## Leadership in Human Resources Management

### *Online*

This 5-course (15-credit) graduate certificate provides the knowledge and skills essential in top management positions. Coursework focuses on the principles and concepts of group and team behavior, leadership roles, the importance of organizational vision, values and ethics, assessing and capitalizing on human resources, and managing scarce resources in today's complex organizations. This hands-on program is ideal for human resource management professionals in the early to mid-level stages of their professional development. Typical students are working professionals who have completed a bachelor's degree, work in the field of human resources management, and are ready to assume greater responsibilities.

## National Criminal Justice Command College

### *Richmond*

The National Criminal Justice Command College provides an integrated, cutting-edge approach to criminal justice education through a framework of leadership and collaboration. Offered in partnership with the Virginia State Police, the 15-credit undergraduate/graduate certificate is an intensive 10-week program that is scheduled annually from mid-July through mid-September. The Command College is ideal for mid- and upper-level law enforcement supervisors in state, county, or municipal units, as well as for executives in corrections and corporate or private security. The curriculum is current, applicable, and appropriate for any size, style, or geographically located organization. Applications are being accepted for Summer 2012.

## Procurement & Contracts Management

### *Online*

This 8-course (24-credit) graduate certificate provides advanced training in the field of procurement and contracts management. Coursework focuses on the core competencies recognized by the National Contract Management Association. The certificate is ideal for mid-level and senior professionals looking to stay ahead of the competition, advance in their career, or increase their earning potential. Students with no prior procurement and contracting experience are advised to enroll in PC 4010 before beginning courses in this certificate.

## Project Management

### *Online*

This 8-course (24-credit) graduate certificate provides a core framework and information on how to apply a wide range of tools in order to be an effective project manager. Coursework focuses on the core competencies recognized by the Project Management Institute. The certificate is ideal for individuals who are required to manage projects but possess a limited understanding of project management as a discipline.

## Public Administration

### *Online*

This 5-course (15-credit) graduate course series provides the essential knowledge and skills needed to meet the administrative and management challenges of today's public sector and nonprofit organizations. Courses build the knowledge base necessary for decision making, planning, administrative effectiveness, budgeting, and critical thinking, as well as the management and leadership skills essential for success. The courses are ideal for employees working in public or nonprofit organizations, career changers interested in entering the public or nonprofit sectors, and in-service or pre-career students interested in beginning a career in public service.

## Teaching ESL to Adults

### *Falls Church*

This 6-course (18-credit) graduate certificate provides the pedagogical tools to effectively teach English to adult learners. Participants learn to:

- Design and implement ESL curriculum for adult learners
- Apply current research and theory in the classroom
- Teach adult ESL in a variety of academic settings
- Design activities and lessons for diverse and multi-level adult ESL classrooms
- Incorporate student needs, interests, and background knowledge into curriculum development

# Technology Leadership

## Online

This 6-course (18-credit) graduate certificate offers a solid foundation of leadership competencies that can be used immediately in the workplace. It includes work-related projects and demonstrations that help each student build effective personal leadership skills. The certificate is ideal for technical professionals who currently serve in managerial or leadership positions, and for those interested in advancing to such positions in the future.

# Workforce Development

## Charlottesville/Online

This 3-course (9-credit) graduate certificate prepares workforce development professionals by:

- Exploring the necessary competencies and providing opportunities to hone those abilities
- Assessing strengths and weaknesses and developing an action plan for skill enhancement where necessary
- Providing a framework to apply the competencies in current work settings and job responsibilities

Coursework combines live classroom and web-based instruction, self-directed learning, and a practicum experience in the workplace.

The prerequisite course, NCED 103 Introduction to Workforce Development Professional Competencies, is being offered in Spring 2012. See page 29 for details.

# Alternate Route to Teacher Licensure

## Charlottesville, Falls Church, Richmond, Roanoke

A series of graduate-level professional development courses in education is offered to assist individuals in meeting the professional studies requirement for the alternate route to teacher licensure in the Commonwealth of Virginia. The courses are intended for individuals with a minimum of an undergraduate degree (BA/BS) who are interested in obtaining a license to teach at the middle and secondary school level.

Prospective teachers must complete a four-part process in order to receive a license to teach in Virginia. The alternate licensure process is the responsibility of the individual. The University of Virginia does not submit licensure requirements for individuals enrolled in professional studies courses. Application for licensure is made by the school system employing the provisional licensure applicant. For a detailed listing of all requirements, visit the Virginia Department of Education website at [www.doe.virginia.gov](http://www.doe.virginia.gov).

State Requirement	University of Virginia 3-Credit Graduate Course
1. Human Growth & Development	EDLF 7160 Life Span Development OR EDLF 7200 Child Growth & Development
2. Curriculum & Instructional Procedures	PSED 6503 Curriculum, Instruction & Assessment
3. Classroom & Behavior Management	PSED 6505 Classroom Management
4. Foundations of Education	EDLF 7601 Social Foundations of Education
5. Reading in the Content Area	EDIS 7710 Reading in the Content Areas
6. Language Acquisition	EDIS 7720 Word Study: Language Structures & Phonics

Total credit hours required by Virginia: 15 for secondary school endorsements  
18 for middle school endorsements

## Accounting

### *Charlottesville, Falls Church*

This 10-course (30-credit) undergraduate/post-baccalaureate certificate prepares individuals to assume greater responsibility for the accounting function. Coursework provides a foundation in accounting, auditing, taxation, commercial law, and managerial finance. The certificate is ideal for those individuals new to the accounting profession, as well as for mid-level professionals looking to stay ahead of the competition, advance in their career, or increase their earning potential.

The certificate program includes courses that are both required and recommended as preparation to sit for the Certified Public Accounting (CPA) examination. The Virginia State Board of Accountancy currently requires CPA applicants to have a baccalaureate degree from an accredited college or university with a total of 120 semester hours in accounting and business subjects distributed as follows:

- 24 semester hours in accounting including financial or intermediate accounting, management/cost accounting, taxation, and auditing. (Introductory accounting courses cannot be considered in determining whether a person has obtained the number of semester hours required for an accounting concentration or equivalent.)
- 24 semester hours in business subjects at the graduate or undergraduate level.

The coursework must be completed prior to application to sit for the CPA exam. Many individuals who have completed our Certificate in Accounting have successfully passed the exam and are now CPAs.

## Human Resources Management

### *Online*

This 10-course (30-credit) undergraduate/post-baccalaureate certificate addresses the functional areas of human resources, including the management of organizations, organizational development, and legal and ethic issues. Elective courses allow students to delve deeper into specialized areas, polish communication skills, and explore relevant topics. The certificate is appropriate for those just entering the field of human resources management.

## Information Technology

### *Online*

This 7-course (19-credit) undergraduate/post-baccalaureate certificate provides essential training for liberal arts graduates, career changers, and other professionals looking to enter both entry-level and mid-level positions in systems analysis, information architecture, web design and development, technical sales and marketing, quality assurance, client liaison and customer services, technical writing, and administration. Coursework introduces the concepts, terminology, business processes, and computer applications that staff at all organizational levels must understand to effectively interact in a high tech environment.

## Information Technology, Concentration in Web Content Development

### *Online*

This 7-course (19-credit) undergraduate/post-baccalaureate certificate provides essential training for liberal arts graduates, career changers, and other professionals looking to enter both entry-level and mid-level positions in systems analysis, information architecture, web design and development, technical sales and marketing, quality assurance, client liaison and customer services, technical writing, and administration. Coursework introduces the concepts, terminology, business processes, and computer applications that staff at all organizational levels must understand to effectively interact in a high tech environment. With the concentration in Web Content Development, students expand their knowledge of web site technologies.



**Sally Anthony, digital strategist for Genworth Financial, wanted to boost her online marketing skills. Her boss suggested UVa's e-Marketing certificate and Sally agreed it was a good fit. "What I like...is that it's not about writing papers, but learning skills and techniques that can help you do your job better."**

## National Criminal Justice Command College

See Graduate Certificates, page 4.

## Post-Bac Pre-Med

### *Charlottesville*

The Post-Baccalaureate Pre-Medical Program is a full-time, one-year certificate program designed for college graduates with strong academic records who have made a late decision to pursue a career in medicine. It provides the science courses students need to be eligible for medical school admission. Applications are now being accepted for Summer 2012.

## Procurement & Contracts Management

### *Online*

This 10-course (30-credit) undergraduate/post-baccalaureate certificate provides students with the principles for effective procurement and contracts management essential to all organizations. Coursework focuses on the core competencies recognized by the National Contract Management Association. The certificate is ideal for those individuals just entering the field of procurement and contracts management.

## Certified Financial Planning

### *Falls Church*

The Certificate in Certified Financial Planning is designed to provide individuals with the skills and knowledge necessary for obtaining CFP™ Certification. This noncredit program is registered with the Certified Financial Planner Board of Standards, Inc. and includes seven classes that address the core competencies in financial planning, insurance, investment planning, income tax planning, retirement planning, estate planning, and ethics.

The program is ideal for finance and insurance professionals, attorneys, and career changers with an undergraduate or advanced degree. College seniors, who have met program entry requirements, are eligible for admission to the program.

## Entrepreneurship

### *Charlottesville*

This noncredit course series, developed in partnership with the Tayloe Murphy Center at the UVa Darden School of Business, consists of 30 hours of coursework through case studies of Virginia businesses. These real-world cases will provide insight into entrepreneurship relevant to aspiring entrepreneurs, entrepreneurs leading small and medium-sized businesses, and rising leaders within those firms.

## Nonprofit Management

### *Charlottesville*

The Certificate in Nonprofit Management offers noncredit courses in the areas of board development, finance, fundraising and marketing, human resources and leadership, legal issues, and planning and operations. Students can customize their program by enrolling in courses that are most relevant for their current work or for meeting their career or volunteer aspirations. The certificate requires the completion of 35 contact hours, and can be earned in one term. The certificate is designed to provide nonprofit leaders, staff, board members, and volunteers the training needed to meet their organization's mission efficiently and effectively. The curriculum offers a selection of both overview and skill-based courses so that generalists and specialists can benefit from earning the certificate.

## Public Relations

### *Falls Church*

The Certificate in Public Relations provides a solid foundation in the fundamental functions of public relations. The noncredit certificate includes eight courses designed to provide the public relations practitioner, small business owner, and those interested in entering the field of public relations with the knowledge, skills, and abilities critical for success.

# Credit Classes by Location

		Abingdon	Charlottesville	Falls Church	Richmond	Roanoke	Virginia Beach	Online
<b>Accounting / Undergraduate</b>								
ACCT 2010	Introductory Accounting			✓				
ACCT 2020	Introductory Accounting II			✓				
ACCT 3110	Intermediate Accounting I			✓				
ACCT 3120	Intermediate Accounting II		✓	✓				
ACCT 3140	Cost Accounting			✓				
ACCT 4450	Federal Taxation I							✓
BUS 3430	Survey of Commercial Law			✓				
<b>Accounting / Graduate</b>								
ACCT 5210	Introductory Auditing			✓				
ACCT 5250	Advanced Auditing			✓				
ACCT 5310	Selected Topics in Advanced Accounting		✓	✓				
ACCT 5330	Accounting for Non-Business Organizations			✓				
ACCT 5410	Fraud Examination		✓	✓				
ACCT 5460	Federal Taxation II			✓				
ACCT 7300	Accounting Theory			✓				
<b>Alternate Route to Teacher Licensure</b>								
EDIS 7710	Reading in the Content Areas			✓				✓
EDIS 7720	Word Study: Language Structures & Phonics						✓	✓
EDLF 7160	Life Span Development			✓				
EDLF 7200	Child Development						✓	
EDLF 7601	Social Foundations of Education			✓	✓			
PSED 6503	Special Topics: Curriculum, Instruction & Classroom Assessment			✓		✓		
PSED 6505	Special Topics: Classroom Management			✓				✓
<b>Computer Animation</b>								
ARCH 5422	Computer Animation: Design in Motion		✓					
<b>eMarketing</b>								
PSMT 6020	Strategic Database Marketing							✓
PSMT 6080	Mobile Marketing Strategies							✓
<b>Engineering</b>								
CE 6010	Computational Methods in Civil Engineering							✓
ChE 6447	Biochemical Engineering							✓
ECE 6502	Fundamentals of Nanoelectronics							✓
EDE 6502	Photovoltaics							✓
MAE 6430	Statistics for Engineers & Scientists							✓
MAE 6592	Multiphase Flow							✓
MSE 6020	Defects & Microstructure in Materials							✓
MSE 6080	Chemical & Electrochemical Properties							✓
MSE 6320	Deformation & Fracture of Structural Materials							✓
SYS 6026	Quantitative Models of Human Perceptual Information Processing							✓

# Credit Classes by Location

		Abingdon	Charlottesville	Falls Church	Richmond	Roanoke	Virginia Beach	Online
<b>ESL Adult</b>								
PSED 6514	Special Topics: English Linguistics							✓
PSED 6514	Special Topics: Adult ESL Curriculum Development			✓				
PSED 6514	Special Topics: Sociolinguistics			✓				
<b>Human Resources Management</b>								
HR 4010	Management of Organizations							✓
HR 4030	Organizational Change & Development							✓
HR 4050	Legal & Ethical Issues in Human Resources							✓
<b>Information Security Management</b>								
BUS 5020	Security Policy Development & Assessment			✓				
BUS 6000	Applied Wireless Network Security			✓				
<b>Information Technology</b>								
IT 3200	Introduction to Information Technology							✓
IT 3250	User Requirements & Quality Assurance							✓
IT 3260	Project Management							✓
IT 3320	Advanced Web Technologies							✓
IT 3340	Fundamentals of E-Business & Web Marketing							✓
<b>Java 2 Enterprise Edition</b>								
IT 5020	Server-Side Web Applications with Java			✓				
IT 5040	XML and Web Services			✓				
<b>Leadership in Human Resources Management</b>								
HR 5020	Staffing & Career Management		✓					
HR 5050	Organizational Change & Development							✓
HR 5060	Transformational Leadership in Human Resources Management							✓
<b>Leadership / Technology Leadership</b>								
BUS 5320	Communications & Team Development							✓
PSPM 5030	Introduction to Project Management							✓
<b>Procurement &amp; Contracts Management / Undergraduate</b>								
PC 4010	Procurement & Contracting							✓
PC 4020	Contract Administration							✓
PC 4040	Government Contract Law							✓
PC 4050	Negotiation of Contracts & Modifications							✓
PC 4120	International Purchasing & Business Transactions							✓
PC 4240	Subcontract Management							✓

Abingdon  
Charlottesville  
Falls Church  
Richmond  
Roanoke  
Virginia Beach  
Online

<b>Procurement &amp; Contracts Management / Graduate</b>							
PC 5010	Procurement & Contracting Principles & Administration			✓			✓
PC 5020	Advanced Cost & Price Analysis						✓
PC 5050	Seminar for Acquisition Personnel						✓
PC 5100	Contracting by Negotiation						✓
PC 5110	Construction Contracting						✓
PSPM 5030	Introduction to Project Management						✓
<b>Project Management / Undergraduate</b>							
PSPM 4010	Project Management – The Basics		✓				
PSPM 4020	Project Management – The Initiation & Planning		✓				
PSPM 4030	Project Management – Execution, Controlling & Closure		✓				
<b>Project Management / Graduate</b>							
PC 5010	Procurement & Contracting Principles & Administration						✓
PSPM 5030	Introduction to Project Management						✓
PSPM 5210	Project Risk Management						✓
PSPM 5220	Leadership & Human Resources Management						✓
PSPM 5230	The Project Manager & Managing Project Teams		✓				
PSPM 5240	Introduction to Purchasing for Project Managers						✓
PSPM 5300	Project Management Body of Knowledge Review						✓
<b>Public Administration</b>							
PSPA 5020	Public Organization Management						✓
PSPA 5030	Public Budgeting & Financial Management						✓

# Noncredit Classes by Location

		Abingdon	Charlottesville	Falls Church	Richmond	Roanoke	Virginia Beach	Online
<b>Certified Financial Planning</b>								
NCPR 500	Personal Financial Planning			✓				
NCPR 503	Income Tax Planning			✓				
NCPR 504	Retirement Planning			✓				
NCPR 505	Estate Planning			✓				
NCPR 506	Capstone Course in Financial Planning			✓				
<b>Engineering Review</b>								
NCPR 100	Fundamentals of Engineering			✓				
NCPR 102	Electrical Engineering Review			✓				
NCPR 103	Mechanical Engineering Review			✓				
<b>Entrepreneurship</b>								
NCBM 284	Why Run Your Own Business?		✓					
NCBM 285	The Pros & Cons of Expanding Your Business		✓					
NCBM 286	Finding Your Place: The Geography of Business		✓					
NCBM 287	Leading Entrepreneurial Growth		✓					
NCBM 288	Business Offense I: Growing Revenues		✓					
NCBM 289	Business Defense I: Operational Effectiveness		✓					
NCBM 290	The Human Factor: Finding, Hiring & Rewarding People		✓					
NCBM 291	Financing Your Business		✓					
NCBM 293	Business Offense II: Marketing & Advertising		✓					
NCBM 294	Shared Strength: Partnerships & Alliances that Build Your Business		✓					
<b>Meeting &amp; Event Planning</b>								
NCPD 108	Meeting & Event Planning		✓	✓	✓			
NCPD 118	Advanced Meeting & Event Planning			✓				
<b>Nonprofit Management</b>								
NCBM 160	Successful Grant Writing Strategies	✓	✓	✓				
NCBM 172	Foundations of Fundraising	✓	✓	✓				
NCBM 184	Starting a Nonprofit Organization in Virginia	✓	✓	✓				
NCBM 222	Introduction to Budgets	✓	✓	✓				
NCBM 227	Influence without Authority		✓					
NCBM 253	Developing a Marketing Plan		✓					
NCBM 255	The Board Chair's Job Made Easy	✓	✓	✓				
NCBM 266	The Power of Ideas: Creativity for Everyone		✓					
NCBM 268	Leading Effective Meetings		✓					
NCBM 269	Career Assessment & Development		✓					
NCBM 271	Foundations of Confidence		✓					
NCBM 277	Building the Board to Raise Money	✓	✓	✓				
NCBM 304	Putting Evaluation Results to Work		✓					

		Abingdon	Charlottesville	Falls Church	Richmond	Roanoke	Virginia Beach	Online
<b>Public Relations</b>								
NCBM 109	Media Relations			✓				
NCBM 110	Public Relations Ethics & Law			✓				
NCBM 115	Image Management			✓				
NCBM 238	Internal Communications			✓				
<b>Workforce Development</b>								
NCED 103	Workforce Development Professional Competencies		✓					

## Accounting / Undergraduate

### Introductory Accounting I

ACCT 2010

Provides an introduction to the language of business. Covers the role of financial data; the accounting model for capturing financial data; and problems of measuring and reporting income, assets, liabilities, and equities.

#### **Falls Church**

Marshall Kasten / Tuesdays / 7-10 pm / January 24-May 1 / 3 UG credits / required

### Introductory Accounting II

ACCT 2020

Prerequisite: ACCT 2010. Covers financial accounting topics with an emphasis on managerial considerations and financial analysis, cost accumulation, allocation, and product cost methods. Also included are attention-directing and problem-solving contributions of accounting to managerial planning and control and evaluation of performance, planning, cost behavior, and special decisions.

#### **Falls Church**

Noel Montesa / Mondays / 6:30-9:30 pm / January 23-April 30 / 3 UG credits / required

### Intermediate Accounting I

ACCT 3110

Prerequisite: ACCT 2020. Provides an intensive study of generally accepted accounting principles for asset valuation, income measurement, and financial statement presentation for business organizations.

#### **Falls Church**

Leon Hutton / Thursdays / 6:30-9:30 pm / January 26-May 3 / 3 UG credits / required

### Intermediate Accounting II

ACCT 3120

Prerequisite: ACCT 3110. This continuation of Intermediate Accounting I emphasizes accounting for the equities of a firm's investors and creditors. Special problem areas in financial accounting, including accounting for leases, pensions, and income taxes will be covered.

#### **Charlottesville**

Rebecca Adams / Tuesdays / 6:15 - 9:15pm / January 24-May 8 / 3 UG credits / UVa Zehmer Hall Center / required

#### **Falls Church**

Cory Kirchert / Saturdays / 9 am-12:30 pm / January 28-May 5 (no class March 10, April 7) / 3 UG credits / required

### Cost Accounting

ACCT 3140

Prerequisite: ACCT 2020. Addresses analysis of cost behavior and volume profit relationships; responsibility accounting and reporting flexible budgets; and the use of standard costs to guide and control performance.

#### **Falls Church**

William Cardine / Tuesdays / 6:30-9:30 pm / January 24-May 1 / 3 UG credits / required

### Federal Taxation I

ACCT 4450

Prerequisite: ACCT 2020. This Web-based, asynchronous course provides an analysis of the federal income tax law and its application to individuals. A study is made of problems covering personal and business tax situations.

#### **Online**

Gary Dittmer / January 23-May 5 / 3 UG credits / elective

### Survey of Commercial Law

BUS 3430

Covers basic legal principles of American law related to commercial transactions with an emphasis on contract law, sales, secured transactions, negotiable instruments, business associations, real and personal property, as well as the regulation of business.

#### **Falls Church**

Ed Funk / Thursdays / 6:30-9:30 pm / January 26-May 3 / 3 UG credits / elective

## Accounting / Graduate

### Introductory Auditing

ACCT 5210

Prerequisite: ACCT 3120. Examines auditing methodology through a study of auditing standards. Includes the nature of evidence, program planning, work papers, internal control evaluation, types of audit tests and audit reports.


#### **Falls Church**

Karen Young / Tuesdays / 6:30-9:30 pm / January 24-May 1 / 3 GR credits / required

### Advanced Auditing

ACCT 5250

Prerequisite: ACCT 5210. Builds on the concepts and practice examples from introductory auditing to provide students with an in-depth understanding of professional standards, the audit process, advanced audit techniques, and the auditor's role in

Courses with a  (mouse) symbol are being offered online.

ensuring that publicly issued financial statements are fairly presented. Additionally, there will be more extensive coverage of other types of engagements that public accounting firms undertake including assurance services, attest engagements, and audits of governmental entities.

#### **Falls Church**

*Karen Young / Wednesdays / 6:30-9:30 pm / January 25-May 2 / 3 GR credits / elective*

### **Selected Topics in Advanced Accounting**

ACCT 5310

Prerequisites: ACCT 3120. A study of accounting and financial reporting for partnerships, business enterprise segments, home office/branch office, foreign transactions and translation, business combinations and other intercorporate investments, and consolidated statements.

#### **Charlottesville / DVC to Falls Church**

*Rebecca Adams / Thursdays / 6:15 - 9:15pm / January 26–May 10 / 3 GR credits / UVa Zehmer Hall / elective*

### **Accounting for Non-Business Organizations**

ACCT 5330

Prerequisite: ACCT 3120. This course covers financial accounting for governmental and not-for-profit organizations. The theory and techniques of accounting and reporting for various funds and groups of accounts is studied.

#### **Falls Church**

*Richard Evans / Thursdays / 6:30-9:30 pm / January 26-May 3 / 3 GR credits / elective*

### **Fraud Examination**

ACCT 5410

Prerequisite: ACCT 5210. Focuses on the principles and methodology of fraud detection and deterrence; examines how and why occupational fraud is committed; explores how fraudulent conduct can be deterred, and discusses how allegations of fraud should be investigated and resolved.

#### **Charlottesville / DVC to Falls Church**

*Ralph Traylor / Wednesdays / 6-9pm / April 11–July 18*

### **Federal Taxation II**

ACCT 5460

Prerequisite: ACCT 4450. Provides an analysis of the federal income tax law and its application to corporations, shareholders, partnerships, partners, estates, and gift transactions.

#### **Falls Church**

*Thomas Hughes / Fridays / 6:30-9:30pm / January 27-May 4 (no class March 9, April 6) / 3 GR credits / elective*

### **Accounting Theory**

ACCT 7300

Prerequisite: ACCT 3120. Explores theories underlying financial measurements of events that effect reporting entities. Covers historical development of accounting thought and how it has been influenced by social, political, and economic forces.

#### **Falls Church**

*Gary Brooks / Mondays / 6:30-9:30 pm / January 23-April 30 / 3 GR credits / elective*

## **Alternate Route to Teacher Licensure**

### **Reading in the Content Areas**

EDIS 7710

In this course, participants explore how students comprehend and learn with text and how teachers assist them in these processes. Students will explore the nature and meaning of comprehension, strategic teaching and learning, and will examine what it means to learn with texts. The emphasis will be on the development of ways to think about the use of comprehension and content reading strategies within the context of effective instruction.

#### **Falls Church**

*Angela Kheradmand / Tuesdays / 5-8:30pm / January 25-May 9 / 3 GR credits / 90 points*

#### **Online**

*Stefanie Copp / January 23–April 27 / 3 GR credits / 90 points*

#### **Online**

*Suzanne Fladd / January 23–April 23 / 3 GR credits / 90 points*

### **Word Study: Language Structures & Phonics**

EDIS 7720

This course explores a combination of theoretical and practical issues surrounding the most fundamental skill in reading – access to the word in print. It assumes a basic knowledge of the reading process, such as familiarity with the alphabetic principle and prerequisites for learning to read. Provides hands-on opportunities to make conceptually-based word study tasks for developmental needs in phonetics, spelling, and vocabulary acquisition.

#### **Virginia Beach**

*Teresa Vedder / Tuesdays / 4:30-9:00pm / January 24, 31; February 7, 14, 21, 28; March 6, 13, 20, 27 / 3 GR credits / 90 points*

#### **Online**

*Kimberly Warburton / January 23–April 27 / 3 GR credits / 90 points*

#### **Online**

*Corrie Kelly / January 23–April 27 / 3 GR credits / 90 points*

## Life Span Development

EDLF 7160

This course will focus on biological, psychological and social development from birth through older adulthood. Topics will be presented via discussion of underlying theory, research, and application, with attention to how gender, race, SES, and cohort impact development. Concepts of consistency and change will be stressed. .

### Falls Church

Laurie McClurg / Fridays/ 5-9:30pm / Saturdays / 9am-5pm / January 20, 21, 27, 28, February 10, 11, 25 (make up Feb 24) / 3 GR credits / 90 points

## Child Development

EDLF 7200

An introductory course in which prominent theories of child and adolescent development are introduced, supporting research considered, and applications for teaching, counseling, and parenting explored. Topics include: child development as a field of study, research strategies and ethics in the study of children, the human genome, biologically influenced development, constructing knowledge, cognitive development, socio-cultural influences, development of moral autonomy, and the life cycle.

### Virginia Beach

Herbert Richards / Fridays / 4-7:30pm / Saturdays / 9am-2pm / March 9, 10, 23, 24, April 20, 21, May 4, 5 / 3 GR credits / 90 points

## Social Foundations of Education

EDLF 7601

This is an introduction to the study and the nature of education in American society. The course will emphasize contemporary education issues, and topics will be addressed from historical, comparative, political, philosophical and sociological perspectives.

### Falls Church

Sharon Shaffer / Thursdays / 5-9:15pm / January 19-April 19 (no class February 2, March 8, 29, April 5) / 3 GR credits / 90 points

### Richmond

Daniel Driscoll / Fridays / 5-9:15pm / Saturdays / 9am-4pm / February 10-11, 24-25, March 16-17, 30-31 / 3 GR credits / 90 points

## Special Topics in Curriculum, Instruction and Classroom Assessment (Curriculum, Instruction & Assessment)

PSED 6503

This course focuses on the underlying principles of planning curriculum (the content to be taught), determining the most effective instruction techniques (ways of teaching that content for optimal student learning), and aligning content with assessment (how we know what the student knows). The course is not content or grade-level specific. The

class will originate in Falls Church and be connected via digital videoconferencing to Roanoke.

### Falls Church / DVC to Roanoke

Betsy Goodman / Tuesdays / 5:30-9:30pm / January 10-March 20 (make up date Mar 27) / 3 GR credits / 90 points

## Special Topics in Classroom Community, Student Success & Special Needs (Classroom Management)

PSED 6505

The single most common difficulty beginning teachers have is classroom management. This course is designed for those entering teaching through an alternate route to licensure or for practicing teachers, who want to improve their skills or seek licensure renewal. It will provide the skills and knowledge necessary to complete a useable classroom management plan.

### Falls Church

Pamela Roland / Friday / 5-9pm / Saturday / 9am-5pm / January 20, 21, February 10, 11, March 2, 3, 23, 24 (make up date Apr 13, 14) / 3 GR credits / 90 points

### Online

Robin (Amrit) Kasten Daryanani / February 6-March 12 / 3 GR credits / 90 points

## Computer Animation

### Computer Animation: Design in Motion

ARCH 5422

This hands-on workshop in moviemaking explores techniques in three-dimensional computer animation with composite video, sound editing and capture. Tutorials include methods of constructing computer models of the built and natural environment, the dynamic simulation of light, air, wind, water, fabric, hair, springs, hinges and other physical phenomenon. Applications may be found in diverse areas such as design, art, drama, computer science, the physical sciences, and education.

### Charlottesville

Earl Mark / 9 am -5:30 pm / January 5, 6, 9-14 / 3 GR credits / Campbell Hall 105

## eMarketing

### Strategic Database Marketing

PSMT 6020

Explores ways to identify, retain, and build customer loyalty to generate sales that drive higher profits to the bottom line. Explores how to use databases to deliver these results. Topics include database design, data warehouses, data mining, and marketing techniques such as customer lifetime value, and recency-frequency-monetary analysis.

### Online

Page Duffy / Synchronous: Wednesdays / 7-8:30pm / January 4-April 4 / 3 GR credits / required

## Mobile Marketing Strategies

PSMT 6080

Provides an understanding of mobile marketing strategies, as well as practical knowledge of how to implement mobile marketing campaigns. Includes building a mobile web site, creating text message campaigns, other mobile methods such as QR codes and integrating mobile campaigns within the marketing mix.

### Online

Page Duffy and Kim Dunshinski / Synchronous: Thursdays / 7-8:30pm / January 26-May 3 / 3 GR credits / elective

## Engineering

These courses will be taught by Blackboard Collaborate (formerly Elluminate Live) synchronously to the student's desktop. For updated information on the courses, please visit the Commonwealth Graduate Engineering website at <http://cgep.virginia.edu/s2012sch.html>

Classes begin Wednesday, January 18 and end Tuesday, May 1.

## Computational Methods in Civil Engineering

CE 6010

Winston Lung / Mondays, Wednesdays / 6:30-7:45 pm

## Biochemical Engineering

ChE 6447

Eric Fernandez / Tuesdays, Thursdays / 2-3:15 pm

## Fundamentals of Nanoelectronics

ECE 6502

Avik Ghosh / Mondays, Wednesdays / 3:30-4:45pm

## Photovoltaics

ECE 6502

Mool Gupta / Tuesdays, Thursdays / 2-3:15pm

## Multiphase Flow

MAE 6592

Eric Loth / Mondays, Wednesdays / 5-6:15 pm

## Defects & Microstructure in Materials

MSE 6020

Elizabeth Opila / Tuesdays, Thursdays / 3:30-4:45pm

## Chemical & Electrochemical Properties

MSE 6080

Giovanni Zangari / Mondays, Wednesdays / TBA

## Deformation & Fracture of Structural Materials

MSE 6320

Richard Gangloff / Tuesdays, Thursdays / 5-6:15pm

## Quantitative Models of Human Perceptual Information Processing

SYS 6026

Gregory Gerling / Tuesdays, Thursdays / 6:30-7:45 pm

The following course is planned as an online course (asynchronous).

## Statistics for Engineers & Scientists

MAE 6430

Larry G. Richards / Asynchronous

## ESL - Adult


### Special Topics in Foreign Language and ESOL Instruction (English Linguistics)

PSED 6514

The course will introduce the scientific study of language and explore how linguistic insights can best prepare teachers who address the needs of English language learners. The course will address the sounds of language (phonetics and phonology), the structure of words and sentences (morphology and syntax) and how these features are used to convey meaning (semantics and pragmatics). Participants will also examine language variation and change. The course will encourage students to apply this knowledge of the features of language to the everyday use of English and to its acquisition by language learners in school settings.

### Online

Thom Cullen / January 9-March 17 / 3 GR credits / 90 points /

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## Special Topics in Foreign Language & ESOL Instruction (Adult ESL Curriculum Development)

PSED 6514

This course provides a survey and analysis of second language curriculum and syllabus design, a study of and practice with teaching methods and techniques in the adult ESL classroom, an exploration the role of action research for continued teacher development within second language curricula, as well as an examination of language program administration issues. More specifically, it will familiarize students with theoretical and practical issues related to the selection of content and the development of corresponding instructional materials for adult ESL courses. It will offer information on available assessments and assessment design for adult ESL learners. It will provide the student with an opportunity to engage in a project tailored to the teaching setting of the individual student's interest that highlights select curriculum planning issues.

### *Falls Church / Blended*

*MaryAnn Florez / Saturdays / 10am-3pm / January 14, February 11, March 17, plus online January 17-March 16 / 3 GR credits / 90 points*

## Special Topics in Foreign Language & ESOL Instruction (Sociolinguistics)

PSED 6514

No prerequisite. This course explores the interdependence between language and social phenomena. Topics will include information on sociolinguistics and society, including language policy, language communities, language attitudes, and language status. It also includes topics on culture, dialects, regional and social language variations, language codes, and pidgin languages, as well as sociolinguistics and anthropology, including ethnography of communication, male/female language, and language registers.

### *Falls Church*

*Monica Maxwell-Paegle / Saturdays / 9am-4:30pm / January 28-March 3 / 3 GR credits / 90 points /*

## Human Resources Management

### Management of Organizations

HR 4010

Prerequisite for Certificate candidates. This blend of science and artistry will introduce the student to the fundamental issues and skills of management. The major issues covered in this course will be what is commonly referred to as the "management functions": (1) defining manager's roles, (2) planning, (3) organizing, (4) leading, (5) controlling, (6) delegating, (7) giving and receiving feedback, and (8) managing change.

#### *Online*

*David Penkrot / January 23-May 6 / 3 UG credits / required*

### Organizational Change & Development

HR 4030

Prerequisite: HR 4010. Analysis of the key concepts and theories in organizational behavior and organizational development. Focuses on the student's development of the diagnostic skills necessary to effectively manage organizational change. Also deals with specific issues such as downsizing.

#### *Online*

*Bill Combs / January 23-May 6 / 3 UG credits / required*

### Legal & Ethical Issues in Human Resources

HR 4050

Prerequisite: HR 4010 required for students in the Certificate program. The goal of the course is to introduce students to the major legal and ethical issues facing the human resources practitioner. The class will focus on such topics as discipline and wrongful discharge, disability, sexual harassment, and privacy rights. It will also examine the ethical issues of the modern workplace—conflicts involved with race and ethnicity, tensions between job demands and family responsibilities, and the rights of the individual worker vs. the prerogatives of the employer. The central objective is to provide students with the knowledge and techniques necessary for handling legal and ethical dilemmas in the human resources arena. It will teach the skills for analyzing legal conflicts between employer and employee and offer techniques for investigating them. Finally, students will learn methods for resolving such disputes and develop perspectives on emerging areas of contention.

#### *Online*

*Elizabeth Minthorne / January 23-May 6 / 3 UG credits / required*

## Information Security Management

### Security Policy Development & Assessment

BUS 5020

Examines the steps required in policy development including risk assessment, identification of internal and external threats, legal and privacy issues, creating reports, and escalation procedures. Related topics such as access controls, security standards, and policy implementation are covered in depth. Students are required to attend weekly virtual classes in addition to the in-class sessions.

#### *Falls Church / Blended*

*Randall Sylvertooth / Wednesdays / 6:30-9:30pm / January 25-March 14 / 3 GR credits / required*

### Applied Wireless Network Security

BUS 6000

This course provides students with practical, real-world experience with the various wireless network security core competencies. Specifically, the course provides the most popular hacking, cracking, and wireless security network analysis tools on a CD ROM and trains students to use them to test and secure wireless networks. Mobile computing security for 3rd generation (3G) and 4th generation (4G) “smart” phones, the iPad and its progeny, will also be studied. Students are required to attend weekly virtual classes in addition to the in-class sessions.

#### *Falls Church / Blended*

*David Ward / Wednesdays / 6:30-9:30pm / March 21-May 9 / 3 GR credits / elective*

## Information Technology

### Introduction to Information Technology

IT 3200

Explore fundamental concepts, theory, and technology involved in information systems. Topics include client server technology, computer organization, operating systems, basic programming concepts, and Internet technologies.

#### *Online*

*Lisa Wentzel / January 23-May 5 / 3 UG credits / required*

### User Requirements & Quality Assurance

IT 3250

Develop the skills needed to understand user requirements, meet customer needs, and ensure client satisfaction. The importance of quality assurance is emphasized through instruction and class exercises.

#### *Online*

*Lisa Wentzel / January 23-May 5 / 3 UG credits / required*

### Project Management

IT 3260

Introduces the basic concepts of project management, project planning and control features, and the importance of interpersonal relations in a dynamic project environment. Also emphasizes the application of project management techniques to practical situations.

#### *Online*

*Karl Williams / January 23-Feb 20 / 1 UG credit / required*

### Advanced Web Technologies

IT 3320

Survey emerging technologies and the tools available for Web professionals. Students are introduced to emerging programming languages like ZML and the many tools used to display content.

#### *Online*

*Paula Worthington / January 23-May 5 / 3 UG credits / elective for Web Content Concentration*

### Fundamentals of E-Business & Web Marketing

IT 3340

Web content professionals play a critical role in establishing a company's brand on the Internet. This capstone course gives students an overview of how business is conducted online with a review of e-commerce terminology and standard industry practices. Concentration is given to sharpening Web marketing skills and developing strategies to reach your intended audience.

#### *Online*

*William Gooch / January 23-May 5 / 3 UG credits / elective for Web Content Concentration*

## Java 2 Enterprise Edition

### Server-Side Web Applications with Java

IT 5020

Examines techniques for building server-side applications for dynamic data driven Web sites. Topics include data access objects, HTTP response data, Java Servlets, and Serverpages.

#### Falls Church

Kiran Chittargi / Saturdays / 9 am-noon / January 21-May 5 (no class April 7) / 3 GR credits / required

### XML & Web Services

IT 5040

Explores concepts, technology, and applications of XML as they apply to Web-based J2EE application development. Topics include XML, Namespaces, DTDs, Simple Application Programming Interface. Students will demonstrate web services using Jbuilder, KWebLogic, and Altova XML Spy.

#### Falls Church

Selvamohan Neethiraj / Tuesdays, January 24-May 1 / 3 GR credits / required

## Leadership in Human Resources Management

### Staffing & Career Management

HR 5020

Examines the processes and techniques that establish and govern the flow of interrelated organizational staffing activities. Includes case studies covering the latest staffing models and systems, economic conditions that impact staffing, laws and regulations, strategy and planning, measurement, job analysis, internal and external recruiting, and decision making.

#### Charlottesville

Kathy Ball / Mondays / 6-9pm / January 23- April 30 / 3 GR credits / required / UVa Zehmer Hall

### Organizational Change & Development

HR 5050

Prerequisite: HR 4010 or one year of Human Resources Management experience. Students will learn the social, structural, and process aspects of organizational systems as they affect, and are affected by, groups, other organizations, and the environment. Students will learn the behavioral concepts and theories that form the foundation of Organization Development (OD), the process of change management, and the OD techniques and interventions designed to improve organization effectiveness. Concepts and processes such as power and influence, conflict, inter-group

behavior, decision-making, communication, teams, and leadership are examined in terms of their relationship to organization effectiveness. Students will develop skills to apply the concepts, theories, and techniques to case scenarios and, ultimately, to actual change situations within their work organization.

#### Online

Sheri Bias / January 23-May 5 / 3 GR credits / required

### Transformational Leadership in Human Resources Management

HR 5060

The purpose of the course is to prepare leaders and managers to meet their organizations' simultaneous need for stability and change. The course reviews (1) the components of the leadership process (goals, leader, followers, and activities); (2) the psychological, behavioral, sociological, and cognitive underpinnings of leadership strategies from which the managerial, transformational, political, and professional dimensions of leadership develop; and (3) the necessary elements to lead change processes and transform organizations. It provides practitioners with skills to (1) envision the future; (2) develop coherence; (3) build organizational capacity; and (4) continuously improve their organizations.

#### Online

Elizabeth Minthorne / January 23-May 5 / 3 GR credits / required

## Leadership / Technology Leadership

### Communications & Team Development

BUS 5320

Today's leaders must be skilled in both communicating with diverse audiences and maintaining effective teams in order to succeed in a technology organization. Communications topics include addressing technical and nontechnical audiences using presentations, interpersonal skills, and writing skills. Team development instruction focuses on managing teams, identifying and understanding the leadership role, the importance of shared leadership, product teams, and team decision making.

#### Online

DBora Schrett / January 23-May 5 / 3 GR credits / required

### Introduction to Project Management

PSPM 5030

See *Project Management*, page 23.

## Procurement & Contracts Management / Undergraduate

### Procurement & Contracting

PC 4010

An introduction to the procurement and contracting processes, exploring fundamental principles and techniques in detail. Emphasis is upon government procurement, but the student is also provided with an understanding of procurement methods and subcontracting in the private sector. Uses the FAR (Federal Acquisition Regulations) as a text.

**Online**

*Gladis Griffith / January 23-May 5 / 3 UG credits / required*

### Contract Administration

PC 4020

Prerequisite: PC 4010 or equivalent experience. Covers the technical and fundamental procedures basic to contract administration. Examines both theory and practice, emphasizing enforcement of contract terms and conditions, cost overruns, change orders, disputes and appeals, financial analysis, contract authority and interpretation, production surveillance, quality assurances, and audit.

**Online**

*John Ford / January 23-May 5 / 3 UG credits / required*

### Government Contract Law

PC 4040

Prerequisite: PC 4010. Introduces government contract law, contract clauses and provisions, legal aspects associated with contracting, and administering contracts.

**Online**

*Peter McKeen / January 23-May 5 / 3 UG credits / required*

### Negotiation of Contracts & Modifications

PC 4050

Prerequisite: PC 4030. Covers the techniques of negotiation. Focuses on the organization and operation of the procurement team, preparation and conduct of negotiations of contracts, and contract modifications by the team concepts.

**Online**

*Scott Cook / January 23-May 5 / 3 UG credits / required*

## International Purchasing & Business Transactions

PC 4120

Prerequisite: PC 4010. Analyzes the basic regulations and principles of international procurement, organizational structure, financing, cooperative programs, supply-support arrangements, co-production agreements, consortiums, research and development agreements, distribution systems, and analysis of current problems and trends.

**Online**

*Mary Ann Wangemann / January 23-May 5 / 3 UG credits / elective*

### Subcontract Management

PC 4240

Prerequisite: PC 4010 or equivalent. This course is designed to cover the technical, business, and contractual issues surrounding subcontract management from both the buyer and seller perspectives. It is intended for both commercial and federal students.

**Online**

*Joseph Harrison / January 23-May 5 / 3 UG credits / elective*

## Procurement & Contracts Management / Graduate

### Procurement & Contracting Principles & Administration

PC 5010


Prerequisite: PC 4010 and PC 4020 or equivalent experience. Contract administration topics are covered as well as some of the basics necessary for contracts and acquisition personnel. Uses many of the elements of both PC 4010 and PC 4020 and applies them to case studies.

**Falls Church**

*Jonathan Kosarin and Robert Perkins / Wednesdays / 6:30-9:30pm / January 25-May 2 / 3 GR credits / required*

**Online**

*Michael Giboney / January 23-May 5 / 3 GR credits / required*

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## Advanced Cost & Price Analysis

PC 5020

Prerequisite: PC 4030. Covers basic contract types and how to determine the costs for each. Includes how a business functions financially and how pricing decisions are made for a specific commodity; market versus cost-based pricing decisions; methodologies used in the development of cost analysis studies; and life cycle costing.

### Online

Mary Ann Wangemann / January 23-May 5 /  
3 GR credits / required

## Seminar for Acquisition Personnel

PC 5050

Prerequisite: Completion of all required courses or permission of instructor. This course includes current research and advances and provides an opportunity to develop skill in critical evaluation of theories and their application in solving problems.

### Online

Peter McKeen / January 23-May 5 / 3 GR credits /  
required

## Contracting by Negotiation

PC 5100

Prerequisite: PC 4010 or equivalent. The purpose of this course is to provide students with a detailed explanation of contracting by the negotiation method as provided in the current Federal Acquisition Regulation (FAR) Part 15. It provides for an intensive review of policy and procedures in contracting by negotiation.

### Online

George Powers / January 23-May 5 / 3 GR credits / elective

## Construction Contracting

PC 5110

Prerequisite: None. Covers the fundamentals of contracts for construction, architect-engineering services, and two-phase design-build projects.

### Online

George Powers / January 23-May 5 / 3 GR credits /  
elective

## Introduction to Project Management

PSPM 5030

See *Project Management / Graduate*, page 23.

## Project Management / Undergraduate

### Project Management – The Basics

PSPM 4010

Highlights the five basic processes of project management and the key practices for project success. Increases awareness for novice practitioners of the fundamental skills of delivering a project on time and on budget with the desired quality. Explores the key practices they need to use to improve the performance of their projects.

#### Charlottesville

James Potter / Tuesdays / 6:15–9:15pm / January 17 –  
February 14 / 1 UG credit / UVa Zehmer Hall  
OR

James Potter / Thursdays / 8:30am–12:30pm / February 2 –  
February 23 / 1 UG credit / UVa Zehmer Hall

### Project Management – The Initiation & Planning

PSPM 4020

Focuses on the key elements to make a project start-up succeed, including Project Charter, Project Management Plan, Project Execution Plan, Project Monitoring Plan, Project Control Plan, Change Control Plan, and the plans for Project Phase Transitions.

#### Charlottesville

James Potter / Wednesdays / 8:30am–12:30pm /  
February 29, March 7, 14, 21 / 1 UG credit /  
UVa Zehmer Hall

### Project Management – Execution, Controlling & Closure

PSPM 4030

Covers the key management elements for project execution including Scope, Time, Cost, Quality, People, and Vendors. Reviews the critical area of Project Control, including Project Matrix, Project Monitoring, Risk Management, Change Control and Project Communications.

#### Charlottesville

James Potter / Thursdays / 8:30am – 12:30pm /  
April 12 – May 3 / 1 UG credit / UVa Zehmer Hall

## Project Management / Graduate

### Procurement & Contracting Principles & Administration

PC 5010

See *Procurement and Contracts Management/Graduate*,  
page 21 .

## Introduction to Project Management

PSPM 5030

Introduces students to the various aspects of the project life cycle. Exposes students to the Project Management Institute's Project Management Body of Knowledge, other industry project life cycles, and a variety of project management best practices.

**Online**

*Ed Kropp / January 23-May 5 / 3 GR credits / required*

## Project Risk Management

PSPM 5210

Introduces students to various concepts and techniques that can be used to effectively manage project risk (cost, schedule, technical, quality, managerial, organizations, etc.)

**Online**

*Andrew Jernell / January 23-May 5 / 3 GR credits / required*

## Leadership & Human Resources Management

PSPM 5220

Introduces the strategic role human resources must play in project management. Students will focus on decisions from the perspective of the project manager. Topics include managers' roles, planning, organizing, delegating, giving and receiving feedback, and managing change.

**Online**

*Joseph Harrison / January 23-May 5 / 3 GR credits / required*

## The Project Manager & Managing Project Teams

PSPM 5230

Covers the importance that project teams play within organizations; the challenges facing project teams and tools to confront those challenges; the role of the project manager; and tools that the project manager can use to overcome those challenges.

**Charlottesville**

*James Potter / 9am-5pm / January 4, 5, 6 and January 11, 12, 13 / 3 GR credits / required / UVa Zehmer Hall*

## Introduction to Purchasing for Project Managers

PSPM 5240

This course covers the important role that contracting and purchasing plays in the project environment. Students will gain an understanding of contracting techniques that allow projects to meet or

exceed project goals; the challenges facing a project team in the area of contracting; and the legal context of contracts.

**Online**

*Steven Soares / January 23-May 5 / 3 GR credits / elective*

## Project Management Body of Knowledge Review

PSPM 5300

This course provides an in-depth review of the Project Management Institute's required Body of Knowledge to successfully prepare for the Project Management Professional exam (PMP). The major function of the PMP credentialing program is to ensure competence and professionalism in the field of project management.

**Online**

*William Yates / January 23-May 5 / 3 GR credits / elective*

## Public Administration

### Public Organization Management

PSPA 5020

This course is designed to familiarize students with the literature of public organization management as it pertains to public and quasi-public organizations. The literature to be read covers historically important works in the field, major current schools of thought and writers in organization theory and behavior. In this course we will examine a number of different ways of viewing organizations. Each way provides a lens that highlights different aspects of organization management.

**Online**

*Celeste Greene / January 8-March 18 / 3 GR credits / required*


### Public Budgeting & Financial Management

PSPA 5030

This is a web based course designed to expose students to the theoretical foundations and applied practices of public budgeting and financial management of public organizations. The course will focus on the issues of budgeting and finance in a broad sense and as it pertains to public administration specifically.

**Online**

*TBD / March 19 - May 27th / 3 GR credits / required*

Courses with a  (mouse) symbol are being offered online.

## Certified Financial Planning

### Personal Financial Planning

NCPR 500 / \$650

Introduces the concepts of the financial planning process, client/planner interactions, time value of money applications, personal financial statements development and assessment, cash flow and debt management, and asset acquisition. Other topics and an overview of practice management concepts will be discussed.

#### **Falls Church**

*Jean Schwarz / Wednesdays / 6:30-9:45pm / January 25-May 2 / noncredit / required*

### Income Tax Planning

NCPR 503 / \$650

Focuses on principles and current law and practice of income taxation and its impact on financial planning for individuals, couples, and families in their roles as investors, employees, and business owners. Prerequisites: financial accounting, macroeconomics, statistics.

#### **Falls Church**

*Jim Simos / Thursdays / 6:30-9:45pm / January 26-May 3 / noncredit / required*

### Retirement Planning

NCPR 504 / \$650

Focuses on preparation for retirement. Includes topics on the importance of retirement planning, an evaluation of the clients' needs, and an understanding of Social Security and Medicare, and qualified and non-qualified retirement plans.

#### **Falls Church**

*Jim Simos / Mondays / 6:30pm-9:45pm / January 23-April 30 / noncredit / required*

### Estate Planning

NCPR 505 / \$650

Focuses on the efficient conservation and transfer of wealth consistent with the clients' goals. It is a study of the legal, tax, financial and non-financial aspects of this process. Covers topics such as trusts, wills, probate, advanced directives, charitable giving, wealth transfers and related taxes.

#### **Falls Church**

*Sheffield Richey / Tuesdays / 6:30pm-9:45pm / January 24-May 1 / noncredit / required*

### Capstone Course in Financial Planning

NCPR 506 / \$650

Prerequisites: Financial Accounting, Macroeconomics, Statistics. Engages students in critical thinking and decision-making about personal financial management topics in the context of the financial planning process. Focuses on refining and developing skills

needed for personal financial planners when working with individuals, families, and business owners in meeting financial needs and objectives.

#### **Falls Church**

*Sheffield Richey / Thursdays / 6:30pm-9:45pm / January 26-May 3 / noncredit / required*

## Engineering Review

### Fundamentals of Engineering

NCPR 100 / \$600

Prepare for the EIT examination. This course will prepare each participant for the morning and afternoon section of the general exam by reviewing; ethics, mathematics, economics, mechanics, and electricity. Chemistry is also covered in class but independent work is required. Independent work will also be required on the subject of computers. Textbooks are required at the first class meeting.

#### **Falls Church**

*Jay Maji, Kris Sarma / Saturdays / 9am-12:30 pm / January 21-March 24 / noncredit*

### Electrical Engineering Review

NCPR 102 / \$695

Gain the practical knowledge and insight into the theory to help you improve performance and prepare for the Professional Engineering (PE) exam. Topics include circuit analysis concepts and signal wave forms; power measurements and power factor corrections; DC and AC machines and transformers; transmission lines; power systems, amplifiers, feedback circuits, and control systems; non-linear and switching circuits, digital logic and computers; and engineering economics. Textbooks required at first class meeting. Tuition includes fee for class notes.

#### **Falls Church**

*Syama Chaudhuri / Wednesdays / 6:30-9:30 pm / January 25-March 28 / noncredit*

### Mechanical Engineering Review

NCPR 103 / \$695

Prepare for the Professional Engineering (PE) exam. Learn to identify and solve practical problems in these topics: heating, ventilating and air conditioning, fluid statics and dynamics, hydraulic machines, fans, thermodynamics, power cycles, compressible fluid dynamics, combustion, heat transfer, mechanics of materials, machine design, dynamics, vibrations, engineering economics. Related problems from other disciplines are reviewed. Textbooks required at first class meeting. Tuition includes fee for class notes.

#### **Falls Church**

*Jay Maji, Kris Sarma / Thursdays / 6:30-9:30 pm / January 26-March 29 / noncredit*

## Entrepreneurship

The following classes are offered on Mondays, beginning January 30. It is recommended that classes be taken in chronological order.

### Why Run Your Own Business?

NCBM 284 / \$100

The course explores the process of deciding to start a venture, either as a current or potential entrepreneur. Allows participants to consider the costs and benefits of self-employment and entrepreneurship and considers the role of business plans in a new venture. Will allow participants to reflect on their own entrepreneurial tendencies and whether or not entrepreneurial venture is the best fit for them.

*Charlottesville*

*Monday, January 30 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours*

### Financing Your Business

NCBM 291 / \$100

The successful entrepreneur understands the dynamics of securing capital, managing credit, and leveraging other forms of financing to advance the firm. This course will examine how to get funding, including traditional bank funding and grants and subsidies and help participants understand the lending process from the perspective of lenders as well. Participants will also examine the dynamics of credit management and learn best ways to assess the net worth of their firm and financial position.

*Charlottesville*

*Monday, February 6 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours*

### Business Offense I: Growing Revenues

NCBM 288 / \$100

Building revenues for a business requires an understanding of your customer base, selling, and customer retention. This course will provide students the opportunity to understand what it means to find their “best” customers, and then sell their business to these customers in the most effective ways. The course will also consider customer service and customer retention as key business strategies.

*Charlottesville*

*Monday, February 13, 2011 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours*

### Finding Your Place: The Geography of Business

NCBM 286 / \$100

Understanding where to locate a new venture or opportunities for expanding geographically (or relocating) an existing venture is a challenge that many business leaders face. This course will help students assess locational advantages and disadvan-

tages, including physical infrastructure, customer base, access to suppliers, technology needs and other considerations. Will also include a discussion of community involvement and when and how to engage the firm in supporting the local community.

*Charlottesville*

*Monday, February 20 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours*

### Business Offense II: Marketing & Advertising

NCBM 293 / \$100

Understanding how to appropriately allocate resources to business promotion through marketing and advertising is critical to business success. In this course, business leaders will learn how to determine when and how to advertise, including what is most effective based on their market and business, what forms of advertising make the most sense, and how to get unpaid promotion in addition to paid advertising. Participants will be able to assess the marketing needs and opportunities for their business and determine how to make the best strategic and cost-effective choices.

*Charlottesville*

*Monday, February 27 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours*

### The Human Factor: Finding, Hiring & Rewarding People

NCBM 290 / \$100

Managing employees can be a challenge in any business setting, and this course will explore the ins and outs of managing human resources for greater business success. This will include not just concerns with low-performing employees, but how to manage top performers to enable them to be ever more successful. The course will consider questions of compensation and employee motivation, as well as performance evaluation and self evaluation.

*Charlottesville*

*Monday, March 5 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours*

### Business Defense I: Operational Effectiveness

NCBM 289 / \$100

Even the most successful business could be more profitable with some key changes and this course seeks to highlight those opportunities for growth. This course will help business leaders understand how to improve their overall operational effectiveness by managing for greater profit, managing cash flow, and understanding their profit per product.

*Charlottesville*

*Monday, March 12 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours*

## Shared Strength: Partnerships & Alliances that Build Your Business

NCBM 294 / \$100

The course will examine opportunities for business growth and success through strategic partnerships and business to business relationships. This will include an examination of choosing business partners when starting a new venture and in an ongoing firm, exploration of how to secure high quality and appropriate professional services such as accountants or attorneys at reasonable expense, and how to negotiate deals and contracts. Participants will think strategically about new partnership opportunities and what these might mean for their business.

### Charlottesville

Monday, March 19 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours

## Leading Entrepreneurial Growth

NCBM 287 / \$100

The course gives students the opportunity to consider what is necessary to lead successful and productive growth within their business, with a focus on development of individuals within the firm. This will include a discussion of management and leadership roles and how best to structure a firm for growth and success from a leadership standpoint, as well as understanding how to capitalize on talents within the firm to enable staged growth.

### Charlottesville

Monday, March 26 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours

## The Pros & Cons of Expanding Your Business

NCBM 285 / \$100

Understanding the opportunities for business expansion and growth beyond a firm's internal development is essential for the successful entrepreneur. This course will present students the opportunity to explore franchising, from both perspectives, as well as how to appropriately find and value acquisitions as opportunities for business expansion. Students will have the tools necessary to evaluate growth plans and when a firm is ready for business expansion.

### Charlottesville

Monday, April 2 / 6-9pm / UVa Zehmer Hall / 3.0 contact hours

## Meeting & Event Planning

### Meeting & Event Planning

NCPD 108 / \$650

Introduces students to the expanding profession of meeting and event planning that is properly recognized as a specialized and multifaceted area of expertise. Every meeting and event requires careful preparation, design, and management, whether the client is a commercial business, a nonprofit organization or association, or a private party. It is an area of opportunity that spans a broad range of industries and organizations including corporate enterprises, professional membership associations, the hospitality industry, sporting and entertainment venues, and civic arenas and convention centers.

### Charlottesville

Wednesdays / January 25-March 28 / 6-8pm / UVa Zehmer Hall / noncredit

### Falls Church

Tuesdays / April 17-June 19 / 6:30-9:30pm / noncredit

### Richmond

Tuesdays / February 7-April 24 / 6-9pm / noncredit

## Advanced Meeting & Event Planning

NCPD 118 / \$650

Prerequisite: NCPD 108 Meeting and Event Planning or experience in the field is recommended. Explores the unique skills and knowledge required to become a successful meeting and event planner. Includes hands-on experience designing and staging an actual event. Examines event requirements and tips for site selection, managing vendors, budgets, contracts, and negotiations.

### Falls Church

Tuesdays / January 24-March 27 / 6:30-9:30pm / noncredit

## Nonprofit Management

### Successful Grant Writing Strategies

NCBM 160 / \$200

Are you responsible for raising funds for your organization? Is your organization entering into public and/or private partnerships? This class will provide a detailed introduction to grant writing and will cover all of the stages of the grant writing process. Instruction will be combined with practical exercises emphasizing preparing a program proposal.

Instructor: Laurie Rogers, MA, consults with nonprofit organizations on grant writing and fundraising.

### Richmond / DVC to Abingdon, Charlottesville

Wednesdays / May 9, 16 / 9am-12pm / UVa Zehmer Hall / noncredit / 6.0 contact hours

## Foundations of Fundraising

NCBM 172 / \$200

Successful fundraising requires an organization to have a clear mission, vision and strategic plan. This class will focus on additional basic elements needed to support effective fund development strategies: the functions and roles of a development office, an annual fund, the role of the board, planned giving, special events, and fund raising software. Participants will have the opportunity to design a fund development program specific to their nonprofit organization.

Instructor: Laurie Rogers, MA, (see “Successful Grant Writing Strategies”)

**Richmond / DVC to Abingdon, Charlottesville**

Wednesdays / April 11, 18 / 6-8 pm / UVa Zehmer Hall / noncredit / 6.0 contact hours

## Starting a Nonprofit Organization in Virginia

NCBM 184 / \$200

The focus of this class will be on the steps to start a nonprofit from the development of an idea or focal area to maintaining compliance of tax-exempt status requirements. Participants will leave with a variety of resources to assist in the start-up of a nonprofit in Virginia. Those new to nonprofits may also gain valuable information from this class.

Instructor: Deborah Barfield Williamson, JD, MPA, has over 15 years experience in legal issues, governance and management of nonprofit organizations.

**Richmond / DVC to Abingdon, Charlottesville**

Wednesdays / May 9, 16 / 6-9 pm / UVa Zehmer Hall / noncredit / 6.0 contact hours / DVC

## Introduction to Budgets

NCBM 222 / \$100

Budgets represent one of the most important elements in the control environment and effective management of a nonprofit organization. This course will examine different alternatives in developing budgets, characteristics of an effective budget and tools available to assist with the process.

Instructor: P. Frank Berry, CPA, has over 20 years experience in accounting and finance.

**Charlottesville / DVC to Abingdon, Richmond**

Wednesday, May 2 / 6-9pm / UVa Zehmer Hall / noncredit / 3.0 contact hours

## Influence without Authority

NCBM 227 / \$200

You believe you have good ideas, but are frustrated because you feel you are not being heard. This class offers the opportunity to develop your ability to be heard on processes, policies and outcomes even when you are not in a position of power.

Participants will learn how to frame ideas, find sources of alliance, avoid self-sabotage, and assess the values of an organization and its leadership.

Instructor: Camille Wright Miller, PhD, has over 15 years of organizational consulting experience.

**Charlottesville**

Wednesday, April 11 / 9am-4pm / UVa Zehmer Hall / noncredit / 6.0 contact hours

## Developing a Marketing Plan

NCBM 253 / \$200

Whether you are starting your own business or work for an organization, developing an effective marketing plan is crucial to achieving revenue growth and profitability. Participants will develop a plan that highlights the unique value of their products or services to customers, and will learn how to avoid the common pitfalls. This knowledge can be applied to their day-to-day job immediately.

Instructor: Saeed Eslambolchi, has over 20 years of marketing experience in both the public and private sector.

**Charlottesville**

Wednesday, March 7 / 9am-4pm / UVa Zehmer Hall / noncredit / 6.0 contact hours

## The Board Chair's Job Made Easy

NCBM 255 / \$100

The Board Chair is a key leader in any nonprofit organization. Working hand-in-hand with the Executive Director, the chairperson ensures that a long-term plan for the organization exists, that the board oversees the management and maturation of the organization, and that the board evolves in its role to provide a supportive governance framework. In this workshop, the board chairs will learn how to inspire others around them, to develop a positive working relationship with others, and to move both the organizations and the board toward their respective goals.

Instructor: Alyson Ball, MBA. After over 20 years of private sector experience, now consults with nonprofit boards and organizations.

**Charlottesville / DVC to Abingdon, Richmond**

Wednesday, March 28 / 6-9pm / UVa Zehmer Hall / noncredit / 3.0 contact hours

## **The Power of Ideas: Creativity for Everyone**

NCBM 266 / \$100

The ability to generate new ideas strengthens our organizations, fuels our economy and improves our lives. Creative problem solving is a skill that anyone can develop and enhance. Come explore the creative problem solving process and discover several tools to help generate ideas.

Instructor: Rachel Brozenske, MBA, is vice president of an organizational development consulting firm.

### **Charlottesville**

*Monday, April 30 / 5:30-9pm / UVa Zehmer Hall / noncredit / 3.5 contact hours*

## **Leading Effective Meetings**

NCBM 268 / \$200

Do you know how to design and conduct a meeting that will leave participants motivated to return to future meetings? The goal of this class is to prepare and equip participants to lead groups to productive outcomes. The content and techniques provided apply to all group settings, including staff, team, taskforce or committee meetings. Participants will learn how to design meetings that foster inclusion, encourage communication and enhance group decision making – resulting in a greater commitment of members to the purpose and work of the group.

Instructor: John Lord, MPA, has 30 years of organizational and human resource development experience.

### **Charlottesville**

*Wednesday, April 4 / 9am-4pm / UVa Zehmer Hall / noncredit / 6.0 contact hours*

## **Career Assessment & Development**

NCBM 269 / \$250

Leaders need to be able to help employees take charge of their career and chart their career path. This class will engage participants in assessing their own career journey and help them develop the ability to help others. Participants will use the Strong Vocational Interest Inventory and Schein Career Anchors as career assessment tools. Each participant will receive one hour of career coaching after the class.

Instructor: Kathy Ball, MS, has over 30 years of experience in human resource management.

### **Charlottesville**

*Mondays / May 7, 14 / 9am-12pm / UVa Zehmer Hall / noncredit / 6.0 contact hours*

## **Foundations of Confidence**

NCBM 271 / \$200

At the core of every individual lies his or her foundation of confidence which often determines personal and professional outcomes. Crises of confidence or “head games” can rattle even the most accomplished leader; there are challenges, setbacks, competition, and stress. Learn how to overcome negative chatter and comparisons, self-doubt, and the fear of rejection. Strengthen communication skills and learn how to define success by personal progress, acknowledging accomplishments, and establishing beliefs based on reality, not perception.

Instructor: Novella Thompson, MA, CPT is a Consultant & Life Strategy Coach with over 17 years experience in counseling, teaching, and training executives.

### **Charlottesville**

*Wednesday, March 21 / 9am-4pm / UVa Zehmer Hall / noncredit / 6.0 contact hours*

## **Building the Board to Raise Money**

NCBM 277 / \$100

Nonprofit organizations need a Board that can help them be successful in today’s competitive environment. The right folks must be assembled, armed, and ready to assist the organization with fundraising and enhancing the organization’s reputation in the community. In this class, participants will learn how to get the right folks at the table while engaging members in donor development and fundraising.

Instructor: Amy Nisenon has over 15 years experience with philanthropic and corporate sectors.

### **Richmond / DVC to Abingdon, Charlottesville**

*Wednesday, March 14 / 6-9 pm / UVa Zehmer Hall / noncredit / 3 contact hours*

## **Putting Evaluation Results to Work**

NCBM 304 / \$200

This interactive course focuses on program evaluation and its importance to nonprofit business decision-making. After reviewing the overall process, participants will learn how to draft a comprehensive program evaluation plan, review the major steps in implementing that plan and explore ways in which evaluation results can be utilized to inform strategy and operations.

Instructor: Thomas Jones, MSW, has over 30 years experience in the public and nonprofit sectors.

### **Charlottesville**

*Friday, March 16 / 9am-4pm / UVa Zehmer Hall / noncredit / 6.0 contact hours*

## Public Relations

### Media Relations

NCBM 109 / \$460

Coursework provides a structured approach to developing critical media relations skills by demonstrating practices and techniques using in-class exercises, discussions, and lectures. Topics include competitive positioning, timely media relations, targeting the media, current trends, interview dynamics, and much more.

#### **Falls Church**

*Dennis Deuschl / Tuesdays / 7-9:30pm /  
March 20-May 1 / noncredit / elective*

### Public Relations Ethics & Law

NCBM 110 / \$460

This course covers law that pertains to public relations practitioners. Learn how these laws affect business, various publics, and ethical standards for public relations practitioners when values and practices come into conflict. Introduces the public relations professionals' code of conduct to help students begin to develop their own personal guidelines within this framework.

#### **Falls Church**

*Christian Klein / Mondays / 7-9:30pm /  
March 19-April 30 / noncredit / required*

### Image Management

NCBM 115 / \$460

Image Management is a tool used by public relations professionals to build or strengthen a company's image in the eyes of the public. Successful image management also creates favorable expectations and makes your company more visible when exploring new markets and attracting new clients. Learn about the power of public relations and corporate image using the latest practices and techniques to create favorable public impressions, establish a recognizable image, and develop an effective imaging plan.

#### **Falls Church**

*TBA / Thursdays / 7-9:30pm / January 26-March 8 /  
noncredit / elective*

## Internal Communications

NCBM 238 / \$460

Prerequisite: Professional experience (some supervisory experience recommended but not required) or permission of the instructor. Today's successful leaders possess excellent communications skills and know the need for a proactive internal communications program to deliver, clearly articulated messages to all employees using various channels of business communications. This course will give students a comprehensive view of the role, scope, and importance of a powerful internal communications program. The course will also help the students develop skills to deliver highly effective, succinct internal communications to a variety of audiences.

#### **Falls Church**

*Kirsten Fatzinger / Wednesdays / 7-9:30pm /  
March 21-May 2 / noncredit / elective*

## Workforce Development

### Workforce Development Professional Competencies

NCED 103 / \$750

Designed to enhance your skills as a successful workforce development practitioner, this premier program includes 40-hours of noncredit course work in:

- Community, Business & Economic Development
- Customer Focus
- Managing Your Business Unit
- Leadership & Exerting Influence
- Planning & Continuous Improvement
- The Profession of Workforce Development

#### **Charlottesville**

*May 14-18 / 8am-5pm / noncredit / 40 contact hours*



## Strategic Partnerships for Customized Employee Development

### **What are your organization's mission and goals? What are the most important issues you are facing?**

Let us help you maintain your competitive edge with customized leadership, management, and technology programs designed to provide solutions to your organization's challenges.

### **How can we help retain your best employees? How can we help you make them mobile within your organization?**

Our employee-focused education programs help you increase the perceived value of your organization and its commitment to strong employee support and motivation. Plus, we can help you develop a workforce that is agile and mobile—critical elements in responding to the challenges of our current economic conditions. Even in the best of times, though, you want to retain the best employees.

### **Why customize a program with UVa SCPS?**

With a custom program from the University of Virginia School of Continuing and Professional Studies, you receive content that is based on our expertise in curriculum development and delivery that has been tailored to meet your organization's needs and culture. Content can be delivered in a variety of ways including online, classroom-style (at UVa or onsite), or hybrid approaches. We deliver the content through half-day workshops to semester-long courses, building in as much flexibility and personal contact as your organization requires. Our programs combine outstanding full-time UVa faculty with experienced adjunct instructors—all of whom understand the importance of combining critical theories and concepts with practical, immediately implementable solutions. We understand the adult learner.

Many of the programs and courses listed in this catalog can be customized to meet your organization's professional development needs. To explore working with SCPS to develop tailor-designed programs and courses for your business or organization, please contact one of our regional outreach directors.

### **Experience with International Organizations**

SCPS has experience customizing and delivering programs for working professionals from organizations outside the United States who travel here for professional development opportunities. In the past year, this has included professionals from the fields of journalism, information technology, banking, education, law enforcement, and more. We can coordinate visa issues and interactions with appropriate agencies for international employees who may need to travel for development program opportunities.

### **Experience with Federal, State & Local Governments**

SCPS has a long history of partnering with government entities to aid them in achieving mission objectives. We have an in-depth knowledge of government needs and contracting. Our experience in government trends and issues ensures development of successful strategic plans and outstanding programs in areas from leadership to national security.

### **Long-standing partnerships continue with:**

- Bureau of Alcohol, Tobacco, Firearms & Explosives
- Defense Contract Management Agency
- Drug Enforcement Administration
- Fairfax County Schools
- Federal law enforcement and intelligence agencies
- International Parking Institute
- Naval Air Systems Command
- Virginia State Police

### **Businesses & Organizations with which we have partnered:**

- BAE Systems
- Capital One
- Northrop Grumman
- Southern Virginia Higher Education Center
- Virginia Community College System
- Workforce Investment Boards

**Central Region** / Donna Klepper / 434.982.5315 / [dklepper@virginia.edu](mailto:dklepper@virginia.edu)

**Eastern Region** / Kathy Cullen / 804.662.7464 / [kac7j@virginia.edu](mailto:kac7j@virginia.edu)

**Northern Region** / Cathy Anderson / 703.536.1127 / [cla3bw@virginia.edu](mailto:cla3bw@virginia.edu)

**Western Region** / Louise Chagnon / 540.767.6204 / [lchagnon@virginia.edu](mailto:lchagnon@virginia.edu)

## Application & Admission to Certificate Programs

Students can enroll in courses without applying for admission to earn the certificate. However, a maximum of two courses that will count towards satisfying the requirements for the certificate may be taken prior to admission.

Applications are accepted online, and must include the following:

- Proof of high school diploma or equivalent for those applying to an undergraduate certificate
- College transcript for those applying to a graduate certificate
- Résumé
- Letter of recommendation
- Statement of purpose
- Application for Virginia In-State Education Privileges, if seeking in-state tuition eligibility
- \$60 Application fee, payable by credit card only

## Certificate Programs

December 15 - Spring Admission Priority Deadline

April 15 - Summer Admission Priority Deadline

## National Criminal Justice Command College

June 1 - Application Deadline

Please visit [www.scps.virginia.edu/applying-registering](http://www.scps.virginia.edu/applying-registering) for additional information.

## New Students

New students must request permission to enroll at the University, prior to registering for classes. You are considered a new student if you were not enrolled for classes at the University in the previous three semesters (e.g., if you are enrolling for a spring class you need to request permission to enroll if you were not enrolled in classes during the previous fall, summer, or spring terms). New students must complete the following steps for Enrollment and then Registration. All steps must be completed.

### Step 1 Enroll

Complete the online Permission to Enroll Form. You need to complete five sections: biographical, contact, academic, professional, and honor code, as well as Virginia residency for in-state tuition. All required fields are noted with an \*.

### Step 2 Set Up UVa Email

Within 24-72 hours, you will receive an email with instructions for establishing access to the University's online resources, including instructions on establishing a UVa email account and gaining access to SIS. Failure to complete the steps outlined in the email will delay your ability to access University electronic resources, including electronic payment.

### Step 3 Register

Register for your class using the Student Self Service (see exceptions listed below) through the Student Center in SIS OR by completing the Class Registration Form.

You cannot use the Student Self Service if you have not been admitted to a degree program but are planning to register for subject areas: EDIS, EDLF, CHE, CE, ECE, MSE, MAE, SYS. You must complete and submit the Class Registration Form. <http://www.scps.virginia.edu/uploads/classregistration.pdf>

## Returning Students

Returning students do not need to request permission to enroll at the University if they were enrolled in classes during the last academic year (e.g., if you are enrolling for a spring class you do not need to request permission to enroll if you were enrolled in classes during the previous fall, summer or spring terms).

Depending on your career and plan, returning students may be able to use the Student Self Service through the Student Center in SIS to register for classes.

### Returning Students who can use Self Service in SIS

- Returning students registering for classes in the following subjects: ACCT, BUS, CJ, HR, IS, IT, PC, and those course subjects beginning with NC and PS.
- Returning students who have been admitted to the School of Engineering and Applied Science graduate degree program for Spring 2012 or earlier

### Returning Students who cannot use Self-Service in SIS

- Returning students not admitted to a degree program but are planning to register for subject areas: EDIS, EDLF, CHE, CE, ECE, MSE, MAE, SYS. You must complete and submit the Class Registration Form. <http://www.scps.virginia.edu/uploads/classregistration.pdf>

Whether or not you register online through the Student Center in SIS or by using the paper form, or are sponsored by your employer or organization, your class registration will trigger and post charges in the SIS. Within 24 hours after you register, use your SIS login to check your Student Center. Go to the Finances section to view what you owe. See How to Pay for methods of payment, including payment information for specific programs.

To register, please visit [www.scps.virginia.edu/applying-registering](http://www.scps.virginia.edu/applying-registering)

If you have questions, please contact us at 1-800-346-3882 or email [SCPSregistration@virginia.edu](mailto:SCPSregistration@virginia.edu). For other information related to being a student at SCPS, please visit [www.scps.virginia.edu/audience/students](http://www.scps.virginia.edu/audience/students)

## How to Pay for Your Class

Payment of your class tuition and fees is due prior to the start of your class. Failure to make payment will result in a financial hold on your student account, preventing future registrations and access to transcripts. You can pay for your class using one of these payment options:

### **e-Check or Credit Card**

e-Check (electronic debit from your checking or savings account) and Credit Card payments can only be completed through the Student Information System (SIS) using QuikPay@UVA, an advanced, secure online payment system. Through SIS, you will be able to pay by e-Check or Credit Card using American Express, Discover, or MasterCard (VISA is not accepted\*). With QuikPay@UVA, all credit card payments are processed by NelNet Business Solutions and charged a 2.75% nonrefundable service fee. There are no service fees for e-Checks.

*\*VISA's association rules will not permit NelNet to charge a percentage service fee and would require UVA to charge the same fee for ALL transactions, including e-Check or paper check.*

Credit card payments cannot be made by phone or in person. This process ensures the security of your personal and credit card information.

### **Check/Money Order**

To pay by check or money order, you can mail or bring your payment to one of our Academic Centers. Please include the class title on your check, made payable to the University of Virginia. Cash is not accepted.

### **Employer/Sponsor**

If you are requesting that a business/organization be billed for tuition, a letter of authorization or Purchase Order must be noted on the Online Permission to Enroll Form and Class Registration Form. You are responsible for all tuition and fees associated with your class enrollment. You are responsible for payment of your bill by your employer/sponsor and will be billed on your student account for unpaid tuition and/or fees in the event of default by your employer/sponsor or failure to meet the employer/sponsor criteria.

A letter of authorization must be on company letterhead and include student name, class title, and tuition being paid for by the employer / sponsor, along with a contact person, billing name, address, phone number, and email. An authorization signature and tax id number must be included. Letters must be submitted to the appropriate Academic Center no later than the first day of class.

Checks and Purchase Orders are accepted. Employer/sponsor payments made by credit card (American Express, Discover, MasterCard and VISA) will be done by contacting the University's Accounts Receivable Department. The contract number obtained from the University of Virginia invoice will be required when contacting the AR Department.

## Holidays

All SCPS Academic Centers will be closed on:

- Thanksgiving, November 23-25
- Christmas, December 22-26
- New Year's, December 30-January 2
- Martin Luther King Day, January 16
- Spring Break, March 9

## Tuition Rates

	In-State Rates / Credit Hours					
	1	2	3	4	5	6
<b>Undergraduate</b>	\$308	\$616	\$924	\$1232	\$1540	\$1848
<b>Graduate</b>	\$351	\$702	\$1053	\$1404	\$1755	\$2106
<b>Commonwealth Graduate Engineering</b>	\$455	\$910	\$1365	\$1820	\$2275	\$2730
	Out-of-State Rates / Credit Hours					
	1	2	3	4	5	6
<b>Undergraduate</b>	\$720	\$1440	\$2160	\$2880	\$3600	\$4320
<b>Graduate</b>	\$740	\$1480	\$2220	\$2960	\$3700	\$4440
<b>Commonwealth Graduate Engineering</b>	\$740	\$1480	\$2220	\$2960	\$3700	\$4440

### Notice to On-Grounds Students

If University students normally enrolled on Grounds in fall and spring terms wish to enroll in any courses offered by the School of Continuing and Professional Studies, the University will charge the fall/spring term tuition and fees for fall/spring courses and the summer session tuition and fees for summer courses.

### Board Approved Fees

Application Fee (degrees & certificates) .....	\$60
Returned Check Fee .....	\$50

### Mandatory Comprehensive Fees

Credit Classes .....	\$17 per credit hour
Noncredit Classes .....	\$17 per noncredit registration

## Class Cancellation

The School of Continuing and Professional Studies may cancel, modify, or make substitutions for any published class or program, may change instructors, and may change the dates and times a class is offered.

SCPS offers all classes with the expectation of a particular minimum number of paid students. The School reserves the right to cancel a class seven days prior to the published start of the class. Additional paid registrations will be considered, if the number of paid registrations is sufficient for the class to be offered, not later than seven calendar days before the published first day of the class.

If SCPS cancels a class, the School will contact students to determine if they wish to exchange their registration in the cancelled class for registration in another class that is being offered during the same term. If a student has registered and paid for a class which SCPS cancels, then:

The student may elect to register in an alternative class during the same term. Tuition and fees will be applied to the alternative class and the student will be responsible for any difference in tuition and fees.

**Or**

The student will be dropped from the class and a refund will be issued. Fees charged by the processor of credit card transactions, currently Nelnet, are not University fees and are not refundable.

## Refund Policy

Refunds are determined and processed by SCPS in accordance with the following policies and schedules:

- Tuition and fees are refunded according to the applicable schedules listed below
- Fees charged by the processor of credit card transactions, currently Nelnet, are not University fees and are not refundable
- If payment is made by check, there is a 10-day waiting period after the check is posted before a refund can be processed
- In the event that SCPS issues a refund in error, it reserves the right to reclaim such funds

### Refund schedule for SCPS credit classes

(includes classes offered for Commonwealth Graduate Engineering Program, CGEP)

Drop & Withdraw Timeframe	% of Refund	% Charged	Grade
Before a class begins	100%	0%	No grade recorded
After first class but before second class	80%	20%	W
After second class	0%	100%	W

### Refund schedule for SCPS web-based (online) and classroom/Internet (hybrid or blended) classes

Drop & Withdraw Timeframe	% of Refund	% Charged	Grade
Before a class begins	100%	0%	No grade recorded
No more than 7 days after the published start of the class	80%	20%	W
8 or more days after the published start of the class	0%	100%	W

### Refund schedule for SCPS noncredit classes

Drop & Withdraw Timeframe	% of Refund	% Charged	Grade
No fewer than 7 days prior to the published start of the class	100%	0%	No grade recorded
6 or fewer days prior to the published start of the class	0%	100%	W

## Add / Drop

Many of our students can use the self-service feature in the Student Information System (SIS) to “add” a class. For those not able to use self-service, a Class Registration Form must be completed so that SCPS Registration Staff can add the class in the SIS.

Likewise, students can use the self-service feature in the SIS to drop a class. However, if they are requesting a refund, they must also complete and submit the SCPS Drop/Refund Request Form.

The following actions DO NOT constitute an official drop of a class:

- Ceasing to attend a class
- Notifying the instructor
- Notifying the employer/sponsoring agency
- Dropping through self-service in the SIS after classes begin without also completing the SCPS Drop/Refund Request Form

# Learning Environments

## Classroom/Internet

You will see the terminology Classroom/Internet to define the mode of instruction in the Student Information System. You may also see this type of class referred to as hybrid or blended. These classes combine both face-to-face (F2F) and online instruction. There will be required F2F classes, as well as online class meetings. Most class materials, course activities, assignments, and discussions will be online.

## In Person

You will see the terminology In Person to define the mode of instruction in the Student Information System. You may also see this type of class referred to as live or classroom-based. These classes provide only face-to-face (F2F) instruction, and may include lectures, discussion, and seminar-style formats. These classes may include some online components.

## Televised

You will see the terminology Televised to define the mode of instruction in the Student Information System. You may also see this type of class referred to as DVC (digital video conferencing). These classes originate on Grounds or at sites across Virginia, and are transmitted to one or more receiving sites using digital video. Classes are transmitted in real time to allow for student and faculty interaction and engagement.

## Web Based

You will see the terminology Web Based to define the mode of instruction in the Student Information System. You may also see this type of class referred to as online or Internet based. All instruction in these classes occurs in an online environment, synchronously or asynchronously, or both. Face-to-face (F2F) meetings are not required for the course. The instructor provides all materials, course activities, assignments, and discussions in an online environment.

## Is My Class Synchronous or Asynchronous?

- Same Time/ Same Place: ..... Synchronous In Person
- Same Time/ Different Place: ..... Synchronous Televised / Synchronous Web Based
- Different Time/ Different Place:..... Asynchronous Web Based

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**Inside**

Part-time undergraduate degree completion program for working adults

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Noncredit workshops/courses critical for on-the-job success

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