

Keystone College



2015-2016 Graduate Catalog

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Right to Revise

The provisions of this catalog are not to be regarded as an irrevocable contract between the students and the College. This catalog attempts to present information about the College's graduate program for the 2015-2016 academic year as accurately and completely as possible. However, for educational or financial reasons, the College reserves its right to change at any time any of the provisions, statements, policies, curricula, procedures, regulations or fees found in this catalog. Such changes will be duly published in the next print version of the catalog available at www.keystone.edu/academics/catalog. Students, faculty and staff of the College are responsible for all information and deadlines contained in this catalog.

Vision of the College

Keystone College will transform lives by inspiring and empowering a community where learning flourishes.

Mission of the College

Keystone College educates students in a liberal arts tradition that values civility, integrity, and curiosity, fostering a global perspective on cultural diversity, environmental sustainability, and life-long learning.

Core Values of the College

Keystone College embraces the values of integrity, curiosity, civility, and learning.

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ACCREDITATION AND MEMBERSHIPS

Keystone College is accredited by the Middle States Association of College and Secondary Schools Commission on Higher Education, 3624 Market Street, Philadelphia, Pa. 19104, 267-284-5000; approved by the Pennsylvania State Board of Education; and approved for veterans' benefits. It is a member of the College Entrance Examination Board, College Scholarship Service, The American College Testing Program, the Commission for Independent Colleges and Universities, the Pennsylvania Association of Colleges and Universities, Northeastern Pennsylvania Independent Colleges, The Council for Advancement and Support of Education, the College and University Personnel Association, and the Council of Independent Colleges.

APPLICATION PROCEDURES

Keystone College accepts applicants for graduate programs which begin each fall. Applications should be submitted by August 1. Admission to Keystone College's graduate programs is based on prior academic performance and the ability of the candidate to profit from and contribute to the academic and interpersonal life of the College.

Keystone College will consider applicants who meet the following criteria: completion of a baccalaureate degree with a cumulative grade point average of 3.00 or higher from a regionally accredited institution, with official transcripts from all schools attended; Satisfactory scores on the GMAT or GRE exams depending on the program of choice; a personal statement of intent to enroll, and a current resume or curriculum vitae. For additional program specific criteria, please refer to pages 13 and 16 of this Catalog. All application materials should be sent directly to the Graduate Admissions Office, One College Green, La Plume, Pa. 18440.

For international students the following is required:

- Transcripts (English translation is required) with proof of degree conferred
- Financial Statement (ISFS) with affidavit of financial support to pay
- TOEFL (Test of English as a Foreign Language) or IELTS (International English Language Testing System) Scores. An 80 TOEFL score is required. A 6.5 IELTS score is required

Matriculated Student

A matriculated student is one who has satisfied all admission requirements for a degree program and is taking courses leading to a degree.

Provisional Acceptance

Graduate students may be accepted provisionally. If accepted provisionally, students must earn a "B" or better in each of his/her first two courses to be fully accepted and remain in the program. Any additional requirements for full acceptance will be communicated to the student in writing and must be met by the date provided.

Transfer of courses

Graduate students may transfer no more than 9 credits toward their degree program. To be accepted for transfer credit, the course must have been taken at a regionally accredited institution no more than seven years prior to enrolling at Keystone College. Only courses taken at the graduate level in

which the student has earned a “B” or higher and apply to the student’s program will be considered for transfer. Grades of “P” or “S” do not qualify for transfer credit unless they are practicum courses. The credits earned will be accepted to fulfill the program requirements but will not be calculated into the grade point average or be considered as a repeat.

FINANCIAL INFORMATION

Tuition and Fees

Tuition and fees are determined annually by the College’s Board of Trustees and are published on the College’s website at www.keystone.edu/tuition_aid/tuitionfees.

Specific course fees will be assessed individually by course as specified in the Course Description section of this Catalog.

Required Fees

Application Fee: \$50 – The application fee is used to defray costs of processing an applicant’s credentials for admission to the College.

Registration Fee: \$25 – The one-time registration fee is charged at the beginning of a graduate student’s first term at the College. This fee helps pay the expenses for the student’s initial MyKC account and e-mail creation and registration process.

Graduation Fee: \$100 – This fee helps to defray the cost of evaluating the student’s academic record to determine eligibility for graduation, purchasing the student’s graduation regalia, printing the student’s diploma, and providing the commencement program and the graduate reception. Students who are unable to attend Commencement will receive their diplomas in the mail. (There is no reduction in the fee for graduates who do not attend commencement or pick up their regalia.)

WITHDRAWALS, REFUNDS, AND CREDITS

Withdrawal from the College

Student Initiated

Students may officially withdraw from the College by contacting their advisor and completing the necessary paperwork. The advisor will send the paperwork to the Registrar’s Office for processing. The date that the student communicates a decision to withdraw from the College to the advisor is the official withdrawal date. Backdating of withdrawal dates is not permissible. Students who withdraw from the College should refer to the Refund Policy below for financial information and to the Course Drop/Withdrawal Policy for academic information regarding the decision to withdraw.

College Initiated

A graduate student may be administratively withdrawn from the College for a variety of reasons including but not limited to code of conduct violations, financial issues, violations of policy and procedures, attendance policies, and academic sanctions. A student who is withdrawn from the College for any of these reasons is not entitled to any financial refund, regardless of the timing of the withdrawal.

Withdrawal from the College for Military Service

Students who are called to active military service during any semester or term should immediately contact the Veterans Affairs Certifying Official located in the Registrar's Office with a copy of the military orders. At that time, the Certifying Official will discuss all options with the student and an appropriate course of action will be determined.

REFUND POLICY

If a student completes the official withdrawal process before the first day of classes for the payment period (i.e., semester, term, etc.), Keystone College will refund 100% of all tuition and fees. Keystone College will return all respective Title IV awarded monies, in full, to the appropriate program accounts.

If a student withdraws from the College on or after the first day of classes, Keystone College will refund a percentage of tuition based on the official withdrawal date as outlined below. The charges retained on the student's account are in accordance with the return of Title IV Refunds Policy, as directed by federal regulations.

Tuition Refund Schedules

Segment of Semester	Refund
Withdrawal prior to the start date	100% of all tuition and fees
Withdrawal through week one	75%
Withdrawal through week two	50%
Withdrawal beyond the end of week two	No refund

Refunds Inclusive of Title IV Financial Aid

A student who withdraws on or before the 60% point of time in the period of enrollment or within a module, for which the student has been charged, is only eligible to receive the amount of Title IV Federal Aid earned during his or her actual enrollment. Keystone College must, per federal regulations, calculate a refund of Title IV Federal Aid to be returned to the Federal Department of Education under the federal refund calculation. Refunds of tuition and board, if applicable, for students as a result of an official withdrawal will be made according to the appropriate tuition refund schedule. Refunds of aid may result in a balance owed to the College.

If a semester of enrollment includes two modules (A & B) and a withdrawal occurs during module A and continued attendance is planned for module B then the student must notify the Office of Financial Assistance and Planning, in writing, of his/her plan for continued enrollment in module B. The preferred method of contact in such a situation is via a student's Keystone College issued email account. These schedules are listed further in this section. An unofficial withdrawal will be calculated at a maximum refund of 50%.

Any student who stops attending without completing the official process (see page 2) is considered to have unofficially withdrawn from the College.

The date used to calculate the refund of aid and tuition charges is the official withdrawal date as

determined by Keystone College.

Backdating withdrawal dates is not permissible.

Partial Withdrawal/Status Change (Withdrawal from currently enrolled credits/ courses while remaining enrolled in others)

After the last day to drop classes without notation from a term:

- No reduction in charges is granted to a student who withdraws from one or more courses but remains registered in at least one course; and
- No status adjustment is made from full-time to part-time with regard to charges and financial aid.

Complete and Partial Withdrawal/Status Change

The Title IV portion of the refund will be distributed to the Title IV programs, up to the full amount received from each program for the enrollment period in question. Title IV funds are returned to the appropriate accounts in the following order:

1. Direct Unsubsidized Loan
3. Perkins Loan
4. Direct Plus Loan
5. Other Title IV Programs as Applicable

Written examples of the applications of these refund policies are available, upon request, from the Financial Assistance and Planning Office.

STUDENT INVOICES/CLASS SCHEDULES

The Office of Student Business Services, located on the first floor of Ward Hall, is responsible for billing and collection of all tuition and fees.

The annual billing cycle for a student taking classes in the traditional schedule is based on two semesters beginning in August and January of each academic year.

Instruction for payment of semester/trimester/program bills is sent by mail to all registered students, with due dates indicated. Fall semester bills are sent in June for registered students, and weekly thereafter, depending on the date of registration. Spring semester bills are sent in November for registered students, and weekly thereafter if changes occur. Students who do not receive a semester bill are responsible for notifying the Office of Student Business Services by calling (570) 945-8369 or by e-mailing studentaccounts@keystone.edu. Student account information is also available to students via MyKC, the student portal.

Any outstanding balance that remains on a student's account after deduction of financial aid should be paid in accordance with the billing instructions. A specific due date is publicized on billing statements. Following registration, a monthly statement will be sent to each student's home address and will be available on MyKC throughout the term. This statement will show any outstanding balance, as well as charges incurred. In addition, for all balances not paid in full when due, the student is responsible for all costs incurred. This may include, but is not limited to, collection costs, litigation/attorney fees, and

court costs.

Students who are unable to pay in full by the due date may contact the Office of Student Business Services prior to the bill's due date to review the College's payment plan options.

Payment of the bill may be made in person or by mail. Checks or money orders should be made payable to Keystone College. The College also accepts VISA, MasterCard, and American Express.

FINANCIAL ASSISTANCE AND PLANNING

Keystone College is committed to helping as many qualified and eligible students as possible earn their degrees at our institution. To achieve this goal, Keystone has established a broad and effective financial aid assistance program.

Further information regarding financial aid may be obtained by calling (570) 945-8134 or 1-800-824-2764, option 2, or by writing to: Financial Assistance and Planning Office, Keystone College, One College Green, La Plume, PA 18440-1099, or by e-mailing: financialaid@keystone.edu.

Eligibility

To be eligible for financial assistance, students must demonstrate financial need and must be enrolled in a program of study that leads to a degree or certificate. The amount of financial need is determined by completing the Free Application for Federal Student Aid (FAFSA). The Free Application for Federal Student Aid may be completed online at www.fafsa.gov. International students are not eligible for state and/or federal financial programs. Please contact the Financial Assistance and Planning Office for details.

FINANCIAL ASSISTANCE PROGRAM DESCRIPTIONS

Federal Aid Programs

Students must meet the following requirements to be considered for any of the federal financial aid programs:

- Must have a high school diploma or GED.
- Must be enrolled as a matriculating student in an eligible degree/certificate program.
- Must be a U.S. citizen or eligible non-citizen.
- Must maintain satisfactory academic progress.
- If required, must be registered with Selective Service.
- Must not owe any refund on Federal Aid and not be in default on Federal education loans.
- Must not be incarcerated or have been convicted of any illegal drug offense that would make one ineligible for Federal Aid.

Financial Clearance for Continued Enrollment

Financial clearance is obtained by students through Student Business Services when their student accounts are considered to be in good financial standing. Financial clearance is needed to register for courses, apply for student housing, when applicable, maintain course registration and housing assignments, receive official College transcripts, participate in commencement, and receive a diploma. The College reserves the right to terminate the registration of a student who has an outstanding

financial obligation to the College, after sufficient notice has been given to the student. The College reserves the right to hold transcripts and diplomas as a result of nonpayment of obligations and to forward delinquent accounts to collection agencies and to levy a collection fee. Holds are removed upon satisfaction of the outstanding obligation. The terminated student may petition for reinstatement of enrollment by satisfying the indebtedness to the College and paying the \$50 reinstatement fee. The College does not guarantee that the previous course selections will be available upon reinstatement.

The privileges of registration, advance registration, receipt of a diploma, and receipt of transcripts of record are not available to students having outstanding obligations to the College. Obligations may take the form of unpaid monies, unreturned or damaged library books and equipment, parking fines, or other charges for which a student may become legally indebted to the College.

FEDERAL DIRECT UNSUBSIDIZED STAFFORD LOANS

The Federal Direct Unsubsidized Stafford loan program allows students to borrow low-cost fixed interest rate educational loans from the federal government. To be eligible for a Direct Stafford loan, students must be enrolled in at least 3 graduate credits (half-time enrollment). Repayment is necessary and begins 6 months after students leave school or fall below half-time enrollment. This loan is not need based. Interest begins accruing from the date of first disbursement. One can choose to pay the interest while in school, or can allow it to accrue, capitalized, and begin repayment the the grace period.

Interest Rate and Origination Fees for Graduate Unsubsidized Stafford Loans

- The current interest rate is 6.21% for loans disbursed after 7/1/14 and before 6/30/16.
- The origination fee for Federal Direct Stafford loans is approximately 1%.

Master Promissory Note (MPN)

First time Keystone College borrowers of Direct Stafford loans must sign a Master Promissory Note (MPN). The MPN is an agreement to pay back the loan to the federal government, with interest, according to the terms of the program. One must complete and sign the MPN at www.studentloans.edu.

Annual and Aggregate Limits

Federal regulations limit the amount of Direct Stafford loans one can borrow each academic year and over your entire student career or lifetime. Please note that other financial aid resources and cost of attendance restrictions may prevent you from borrowing up to the annual limit in any given year or period of enrollment.

Annual Limits for Direct Graduate Loans

Unsubsidized Stafford Loans \$20,500

Graduate PLUS Loan Cost of Attendance (COA) minus any other financial aid.

Aggregate Limits for Graduate Unsubsidized Stafford Loans \$138,500*

*This amount is inclusive of all undergraduate subsidized and unsubsidized direct loans and may not include more than \$65,500 of subsidized loans.

Federal Direct Graduate PLUS Loan

Graduate students are eligible to borrow under the Federal Direct Graduate PLUS Loan program,

pending consumer credit approval by the U.S. Department of Education. Students in professional degree programs must be enrolled in at least 3 credits. The maximum amount that can be borrowed is the Cost of Attendance (COA) minus any other financial aid.

The Federal Direct Graduate PLUS Loan borrower will be charged interest from the time the loan is disbursed until it is paid in full. Repayment begins six months after falling below half-time enrollment.

Interest Rate and Origination Fees for Graduate PLUS Stafford Loans

- The current interest rate is 7.21% for loans disbursed after 7/1/14 and before 6/30/16.
- The origination fee for Federal Direct Stafford loans is approximately 4%.

Credit Approval

If the student does not obtain consumer credit approval, they may still receive a loan if someone (such as a relative or friend who is able to pass the credit check) agrees to endorse the loan. The endorser promises to repay the loan if the student fails to do so. In order to endorse the loan, the endorser must complete all requirements set forth by the U.S. Department of Education. The student may also still receive a loan if he or she can demonstrate extenuating circumstances. For more information please contact the Office of Financial Assistance and Planning.

Master Promissory Note (MPN)

Students applying for a Graduate PLUS Loan must complete the Graduate PLUS MPN at www.studentloans.edu.

Federal Carl D. Perkins Loan

The Carl D. Perkins Loan is a low interest (5%) loan that is administered by Keystone College for students who demonstrate financial need. This loan is made through the Financial Assistance and Planning Office.

Keystone College is the lender and the loan is made with federal funding. You must repay this loan. Repayment begins nine months after graduation, withdrawal, or change to less than half-time status. Interest accrues in the student's name beginning in the tenth month after the student ceases to be enrolled on at least a half time basis. The maximum repayment schedule is ten years.

Master Promissory Note (MPN) for Perkins Loan

First time Keystone College borrowers of the Perkins loan must sign a Master Promissory Note (MPN). The MPN is an agreement to pay back the loan to the federal government, with interest, according to the terms of the program. You may obtain a copy of the MPN by contacting the Office of Financial Assistance and Planning.

Entrance/Exit Interview Requirement for Direct Loans and Perkins Borrowers

The Higher Education Amendments of 1986 stipulates that schools must conduct entrance and exit interviews for all students borrowing from the Stafford and Perkins loan programs.

Entrance interviews are conducted prior to the certification and crediting of the student's first loan. These interviews are intended to give new student loan borrowers pertinent information about the

terms and conditions of the loan, the borrower's responsibilities, and the importance of meeting repayment obligations. During entrance interview counseling, students will also receive sample repayment tables that can be used to estimate monthly payments and information on when loan repayment begins.

To satisfy the entrance interview requirement, a borrower must complete this requirement on-line through the internet at www.studentloans.gov and click on entrance loan counseling. Be sure to select Keystone College from the list of participating schools. Read and complete all required information. You may also complete your exit loan interview online at the same web site.

Prior to graduation or upon withdrawal from the College, all Stafford and Perkins borrowers must complete an exit interview. Exit interviews are designed to prepare the student loan borrower for repayment. During the interview, the borrower will receive information on repayment options, consequences of default, deferments, loan consolidation, and communication with the lender and/or loan servicer.

Exit loan counseling sessions are conducted each semester. The Financial Assistance and Planning Office receives a list each semester of those students eligible for graduation, which is used to contact each graduate to attend. Those students who withdraw will see their counselor as they come around with the withdrawal form and receive their counseling.

Work Study

Keystone College is proud to provide two types of work study. The first is the federal work study program which is need-based. As the Financial Assistance and Planning Office prepares the financial assistance package, if there is need, a student will receive an estimated federal work study award in the package. The second is the Keystone work study program which is funded solely by Keystone College. If a student does not have any need, he/she will be awarded an estimated Keystone work study amount. Please keep in mind that although a work study award is included in the financial assistance package, this is not a guarantee of employment. There are a variety of jobs available to students with various hours and responsibilities. Job descriptions can be viewed by making an appointment with the Student Success Center, Hibbard Campus Center.

Work study awards are not credited to a student's account. It is a job for which the student will receive a paycheck bi-weekly that can be used to cover educational and/or personal expenses while enrolled at least half-time.

All students who are new to the work study program must first document that they are eligible to work in the United States by completing the U.S. Department of Justice Form I-9. At the time they are completing the I-9 form, students must have two forms of identification with them. Acceptable forms of identification include: the student's driver's license and social security card; or birth certificate and driver's license; or social security card and student picture ID card.

FINANCING YOUR EDUCATION AT KEYSTONE COLLEGE

Keystone College provides several options to assist in covering the cost of education. The financial assistance package developed may not cover the entire cost to attend. Keystone College offers several

options for payment. Financial aid is not required for attendance.

Tuition Management Systems (TMS)

Keystone College participates in the Tuition Management Systems (TMS) payment program. This program offers families the ability to make monthly payments while the student is in college. This eliminates the need to make lump sum payments prior to the beginning of each semester. Families can budget an amount not to exceed total yearly charges less any financial aid that will be received. No interest is charged by TMS, rather there is a onetime minimal fee to participate each year.

You may contact Student Business Services for more information or TMS directly at 1-800-722-4867 or at www.afford.com.

Alternative Loan Programs

Many programs are available through lending institutions to families in need of additional funding for education. These alternative sources may be a line of credit to cover educational costs for four years, a supplemental loan processed on a yearly basis, or a home equity loan. In most cases, eligibility for supplemental loan programs is based on the personal credit history and financial circumstances of the student. Usually, a debt-income analysis is performed to determine the applicant's ability to repay the loan. Some applicants may find they need an endorser to gain approval for a supplemental loan. For additional information on these programs, contact the Financial Assistance and Planning Office or visit www.elmselect.com.

Payment/Aid Disbursement

Students receive a statement of account for each semester in which they are enrolled or plan to enroll. The statement reflects tuition, mandatory fees, room, and board. The statement will also include financial aid awards that are complete and/or have been received by the Student Business Services Office. Any balance due must be paid prior to the start of classes.

Donor-Supported Scholarships

Endowed and annual scholarships are funds that benefactors provide to Keystone College to award to students in accordance with the criteria established for each scholarship. The Financial Assistance and Planning Office awards most of these scholarships during the preparation of the financial assistance package; however, some do require a separate application process. All students who receive one of these awards are asked to respond to the benefactors through the Office of Institutional Advancement and receive instructions to complete the process.

SATISFACTORY ACADEMIC PROGRESS (FINANCIAL AID)

Satisfactory Academic Progress Requirements

Federal regulations require that educational institutions measure students' progress toward a declared educational objective, both quantitatively and qualitatively. In accordance with these requirements, Keystone College has established the following standards to measure a student's academic progress for financial aid. These standards will be applied uniformly to all students when determining their eligibility for Federal and/or Keystone College funding regardless of whether the student previously received these funds. Should a student fail to meet any of these requirements they are deemed ineligible to receive Federal and/or Keystone College funding until the deficiency is resolved by the student.

Satisfactory Progress for Financial Aid (SAP)

Satisfactory Academic Progress is defined as a measure of both qualitative and quantitative levels of a student's grade performance. Students who have not met the requirements are not eligible for Federal and/or Keystone College funding until the credit deficiency is resolved.

For the qualitative measurement a student must meet the following minimum Cumulative Grade Point Average (CGPA) requirements:

For all credits attempted: CGPA of 2.500 with a completion rate of 3/4 (75.000%)*

*All graduate transfer students will be treated as new students for the purpose of this policy.

For the quantitative measurement a student must demonstrate they are progressing towards completion of their program within a defined time frame. In order to meet this, a student must complete no less than 3/4 of the credits attempted. This calculation is cumulative and is based on all credits attempted and earned. Credits transferred into Keystone College are considered as attempted and earned for this purpose.

Maximum Semesters of Aid Eligibility

Students may not exceed 1.5 times the allotted amount of credits required for the conferral of a degree. Example: 30 graduate credits required for the degree program $\times 1.5 = 45$. In this example no federal aid may be used to earn this degree after 45 credits have been attempted.

Procedure for Checking Satisfactory Academic Progress for Financial Aid

At the end of each semester, aid recipients are reviewed to determine if they have met the minimum credit requirements as well as earned the appropriate CGPA. If they have not, a letter is sent to each student informing him or her that s/he is on FINANCIAL AID WARNING and is eligible for continued Federal funding throughout the following constitutive term. If the student again does not make progress, s/he is NOT eligible for Federal funding. Should progress not be met after a semester of warning the student may appeal to the Director of Financial Assistance and Planning. If the appeal is approved the student will be presented with an academic plan. If s/he has satisfied the requirements of the academic plan, s/he is considered to be making progress and the progress is then checked per semester moving forward.

Students Applying for Re-admittance to Keystone College

Any student looking to be readmitted to Keystone College will have his/her SAP reviewed. If, at that time, the student shows a deficiency in either requirement from previous semesters at Keystone College, the student will be deemed ineligible for Federal funding until the progress requirements are met. If deemed ineligible for financial aid the student will be held to the SAP standards of the policy.

Incomplete Work and Withdrawals

Any course for which a grade of "I," "IP," "W," or "WF" is recorded is used to calculate academic progress under the SAP policy. In addition, withdrawing from a course or courses may affect a student's academic progress if the withdrawal causes a student to fall short of the minimum credits required for that term's academic progress requirement. Since financial aid may have been previously

awarded for the course(s) dropped, students may need to earn the credits at their own expense in order to make academic progress and remain eligible for financial aid assistance.

Repeated Courses with regard to Financial Aid

Qualitative Standard: If a course is taken for a second time, the most recent grade will be figured into the student's CGPA.

Quantitative Standard: In determining eligibility for financial aid, each credit attempted is included in calculating total hours attempted.

Re-Establishing Eligibility for Financial Aid

Credit Deficiency (quantitative):

Students may resolve a credit deficiency by attending Keystone College sessions without utilizing aid, by taking credits at another regionally accredited institution as long as they will be accepted by Keystone College and used toward the student's degree objective.

Once a student has resolved the credit deficiency, it is the student's responsibility to notify the Financial Assistance & Planning Office and request that aid be reinstated.

Cumulative Grade Point Average Deficiency (qualitative):

Students may make up a CGPA deficiency by attending summer sessions or other sessions without utilizing aid. In order for a CGPA deficiency to be made up, classes must be taken at Keystone College. Classes taken at other institutions have bearing only on credit deficiencies and will not affect the CGPA deficiencies. Only credits transfer in – not the grade(s) earned. Once a student has reached the required CGPA, it is the student's responsibility to notify the Financial Assistance and Planning Office and request to be reinstated.

In both situations the Financial Assistance and Planning Office will verify that the deficiency has been made up and award aid if appropriate. If the Financial Assistance & Planning Office's findings are inconsistent with the student's, the student will be contacted and the results explained.

Financial Aid Appeals

Any student who has failed to meet the SAP academic progress policy requirements due to extenuating circumstances may appeal the termination of their financial aid. Appeals must be made in writing to the Director of Financial Assistance and Planning. The appeal must include the following:

1. Why the student failed to make academic progress.
2. What has changed that will allow the student to make progress.
3. Any/All supporting documentation must be submitted with the letter of appeal.

All appeals must be submitted no more than 14 days before the start of the next semester. Appeals may be granted upon one of two conditions:

1. The Director of Financial Assistance and Planning has determined the student will be able to make up their progress by the next evaluation period.
2. The Director of Financial Assistance and Planning (in conjunction with the Registrar) has developed an academic plan that will ensure progress is met within a specified time frame and the student

agrees to the conditions of the plan.

All such appeals will be reviewed on an individual basis and will take into consideration special circumstances and improved academic performance. A student may only be on Financial Aid WARNING for one semester unless there is an academic plan in place which specifies a later time frame. By federal regulations the Director of Financial Assistance and Planning may not place a student on Financial Aid WARNING for consecutive semesters without an academic plan.

Students may appeal for financial aid only ONE time. If a student can show documented proof of cause, an appeal may be made amended; a letter of appeal and supporting evidence will be necessary for an appeal amendment. Academic plans will be reviewed by the Director of Financial Assistance and Planning on the third (3rd) Monday of every month or 14 days prior to the start of the semester. Any appeal made after the 14th day prior to the start of the term will be declined (with exception given ONLY to amendments). Students will be notified via their Keystone College email of the decision no less than 7 days after a decision is made.

ATHLETICS

Intercollegiate Athletics

The program of intercollegiate athletics functions as an integral part of the total education process at Keystone College. In keeping with this, policies that guide the operation of the athletic program have been designed to complement the educational objectives of Keystone College.

Keystone College is a member of the NCAA at the Division III level and is also a member of the Colonial States Athletic Conference (CSAC).

Keystone's intercollegiate teams compete with other four-year institutions of comparable strength in men's and women's basketball, men's and women's soccer, baseball, softball, field hockey, men's golf, women's volleyball, men's and women's cross country, men's and women's indoor and outdoor track, men's and women's tennis, men's and women's lacrosse, and club cheerleading.

Eligibility for Athletics

To be eligible for intercollegiate athletic competition, a student must be enrolled full-time and carry a minimum of 9 graduate credit hours per semester (NCAA bylaw 14.1.8.1.6.4). The student must be in good academic standing as determined by the institution (NCAA bylaw 14.01.2.1). Intercollegiate athletic involvement is limited to 4 seasons of play within a 10 semester period (NCAA bylaw 14.2, 14.2.2). The student must satisfy all provisions of the eligibility rules stated by the National Collegiate Athletic Association (NCAA). The complete codes of eligibility standards are available for review in the Athletic Department and in publications distributed by the NCAA.

ACADEMIC AFFAIRS: INFORMATION AND REGULATIONS

Definition of Credit Hour

In accordance with federal policy, Keystone College defines a credit hour as an amount of work presented in the achievement of the intended learning outcomes and verified by evidence of student achievement that reasonably approximates:

1. One hour (50 minutes) of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fourteen weeks for one semester, or the equivalent. Courses with fewer than 42 credit hours of instructional time must add instructional clock hours to make them equivalent to the number of clock hours in a traditional 3-credit, 42 credit hour course.
2. At least an equivalent amount of work as required in paragraph (1) for other academic activities as established by the institution, including laboratory work, internships, field observations, studio work, and other academic work leading to the award of credit hours. Laboratories, internships, and field observations vary by program in terms of the number of hours required, but in general are 2-3 hours/week per credit.

For courses with non-traditional formats, e.g. accelerated, Weekend, online or hybrid, students are required to spend the equivalent amount of total time per credit hour as spent in traditional courses. However, the mix of time spent in direct instruction and time spent on assignments and other work, per week, will vary.

Credit Load (Part-Time/Full-Time Status)

For graduate students, a course load of at least three (3) credits is considered part-time. Ordinarily, part-time graduate students carry three or six credits per semester or academic session. A course load of nine (9) or more credits is considered full-time.

Attendance

Students are expected to attend and participate in all classes for which they are registered and are responsible for absences. A student's class syllabus, published by the faculty may establish attendance policies and certain criteria for engaged participation.

Graduation

To earn a graduate degree, students must have completed all program requirements with an overall GPA of 3.00 or higher and have earned no more than one grade of "C". No grade below "C" is acceptable for credit toward the degree. All candidates for graduation (students having completed all degree requirements and are entering their final semester of coursework) are required to register for GRAD 5110 when they register for their final semester of coursework.

Academic Standing

Students are in good academic standing if a cumulative grade point average of 3.00 is earned.

Quality of Work

Graduate students are expected to maintain a 3.00 cumulative grade point average (GPA). Any graduate student who fails a course (less than C) must repeat the course. Students who earn more than two grades of less than B- will be referred to the Graduate Review Board and may be dismissed from the program.

Time Limits/Continuous Enrollment

Students are expected to complete degree requirements within 6 years from initial matriculation. Graduate students are expected to maintain continuous enrollment throughout the academic year (August-July). Students who do not enroll for more than one calendar year from their last date of attendance and who are readmitted to the Program must comply with the degree requirements in place at the time of readmission.

Repeats

A student may repeat a course for which a grade of less than “B-” is earned. A student may repeat no more than two courses and each course may only be repeated once. The most recent grade counts in the calculation of the GPA, even if the first attempt was higher.

Graduate Grading Policy

<u>Grade</u>	<u>Quality Points</u>	<u>Numerical Value</u>
A	4.00	94-100
A-	3.67	90-93
B+	3.33	87-89
B	3.00	84-86
B-	2.67	80-83
C+	2.33	77-79
C	2.00	74-76
F	0.00	<74

Grade Point Average (GPA)

Term Grade Point Average (Semester GPA)

The term grade point average is calculated by dividing the number of quality points earned during the term by the number of credits attempted during the term. Only courses for which letter grades of “A,” “A-,” “B+,” “B,” “B-,” “C+,” “C,” or “F” have been earned are included. For a repeated course, only the most recent grade is used. Grades earned at other institutions are not included.

Cumulative Grade Point Average (Cumulative GPA)

The cumulative grade point average is calculated by dividing the number of quality points earned in all courses taken while at Keystone by the number of credits attempted for all courses taken while at Keystone. Only courses for which letter grades of “A,” “A-,” “B+,” “B,” “B-,” “C+,” “C,” or “F” have been earned are included. For a repeated course, only the most recent grade is used. Grades earned at other institutions are not included.

Other Grades

I (Incomplete)

This grade indicates that the student has not completed the course requirements at the time that grades were reported to the Registrar. The student must make arrangements with the instructor prior to the final exam if he/she wishes to receive a grade of incomplete. (Forms are available in the Office of the Registrar.) Instructors should agree to award a grade of incomplete only in the case of exceptional

circumstances. Mere inability to submit work on time, or missing the final exam, does not constitute valid reasons for a student to be awarded a grade of “I.” The deadline for the completion of the coursework is two weeks into the next semester or module. If the course work is not completed within the specified time frame, the incomplete grade will become an “F.”

IP (In Progress)

This grade indicates that a grade was not assigned at the time grades were printed. Use of an in-progress grade indicates that a course is continuing beyond the customary term. The deadline for completion of the course is two weeks into the next semester or module. If the coursework is not completed within the specified time frame, the in-progress grade will become an “F.”

W (Withdrew)

This grade indicates that the student withdrew from the course after the drop/add period. The grade is not included in the calculation of the semester or cumulative GPA.

WF (Withdrew Failing)

This grade indicates that the student withdrew from the course beyond the published deadline due to poor performance in the course. The grade is not included in the calculation of the semester or cumulative GPA.

#F (Failure due to Non-Attendance)

This grade indicates that a student stopped attending and did not officially withdraw from the course; thereby earning the failing grade due to poor performance. The #F is printed on the academic transcript and calculated into the GPA as an F.

Grade Reports

Grade reports for classes taken are available at the conclusion of the term or semester on MyKC the College’s on-line student portal.

Transcripts

By federal law, to obtain a transcript, the student must submit a signed, written request to the Office of the Registrar. Students may submit the request in person or by writing to: Office of the Registrar, Keystone College, One College Green, PO Box 50, La Plume, Pa. 18440-1099. Exceptions will be made for transcripts issued to parents or guardians who provide documentation that the student meets the federal guidelines as a dependent student, or upon subpoena by court order.

Keystone College does not fax transcripts or accept faxed requests for transcripts. Transcript requests will not be processed until the required fee is paid. Transcripts are usually processed within three to five days of receipt of the request.

A fee is charged for all transcript requests. No records will be released if the student’s financial account with the College has not been cleared.

Academic Policies

Academic Probation

A graduate student whose cumulative grade point average falls below 3.00, or who earns a second grade below B-, or any failing grade (less than C) will be placed on Academic Probation and referred to the Graduate Review Board (GRB) for further possible action. Written notification of this decision is sent to the student and the GRB at the end of the semester or module. If the GRB recommends additional consequences, it will notify the student of those additional consequences prior to the beginning of the next semester or module.

To be removed from Academic Probation, the graduate student must raise his/her cumulative grade point average to 3.00 or higher with the next three courses. Failure to do so may result in Academic Dismissal. Typically, no graduate student may be on probation for more than one semester or module.

Academic Dismissal

A graduate student who receives a third grade below B- or two failing grades (less than C), violates the Academic Honesty policy, or after one semester of Academic Probation does not return to good academic standing, will be referred to the GRB for review and possible dismissal.

Appeal of Academic Dismissal

Students may appeal the academic dismissal by submitting a letter to the Vice President of Academic Affairs within five (5) days of being dismissed.

Academic Reinstatement

Students may appeal to the Graduate Review Board for readmission after one year.

Grade Change

A final grade may not be changed after submission of the grade by the instructor to the Registrar's Office unless a clear and demonstrable mistake or miscalculation by the instructor is discovered. The submission of late or revised work by a student is not necessarily grounds for a legitimate change of grade, nor is retaking of an examination. Changes to final grades cannot be made beyond 6 weeks after the initial awarding of the grade. Requests for grade changes must be submitted to the Program Director with supporting information demonstrating that the change is warranted. If approved by the Program Director, the grade change will be forwarded to the Registrar's Office and processed.

Academic Grievance

In the case of an academic grievance, the following steps must be taken:

1. The aggrieved student must confer with the faculty member in question. If the grievance is not settled, then:
2. The aggrieved student must submit a written statement detailing the grievance to the Graduate Review Board. The Graduate Review Board shall convene a meeting with the student and faculty member. If the grievance is not settled, then:
3. The aggrieved student will submit a written statement of appeal to the Vice President of Academic Affairs. The Vice President of Academic Affairs will review all facts presented and proceedings

of the Graduate Review Board and make a determination. The decision of the Vice President of Academic Affairs is final.

- 4 In cases where a student is grieving an action, this procedure must be initiated by the student within one week of the occurrence and completed within two weeks. In cases of academic misconduct, the Vice President of Academic Affairs will initiate the process within one week of the occurrence and it must be completed within two weeks.

Academic Procedures

Adding Courses

Graduate students register for courses for the summer and fall semesters in April and for the spring semester in November. Students are encouraged to register promptly so as to ensure their seat in the class. Students may add courses until the day before the semester begins. Consult the Academic Calendar for semester start and registration dates.

Course Drop/Withdrawal

Graduate students may withdraw from individual courses prior to the end of the 10th week of classes. Withdrawals within the first 10 days of the semester will not appear on the student's record. Courses dropped after this time, but before the end of the 10th week of the regular semester will appear on the student's official transcript as a "W". Courses dropped after the end of the 10th week of the regular semester will appear on the student's official transcript as a "WF". Graduate students who wish to withdraw from a course must submit the completed course withdrawal form to his/her advisor for approval, and then to the Office of the Registrar for processing. Course withdrawals cannot be accepted in verbal form (phone calls, voice mails, etc.). Students are not permitted to withdraw from classes during the last week of the term. Students should consult with the Student Business Services Office and the Financial Assistance and Planning Office to discuss the financial implications of the withdrawal.

Course withdrawal deadlines for courses taught in 7-week modules are as follows:

- a. Drop prior to end of first week; not recorded on transcript.
- b. Withdrawal after the end of the first week of classes but prior to the end of the 5th week of classes; "W" recorded on transcript.
- c. Withdrawal after the end of the 5th week of classes; "WF" recorded on the transcript.

Withdrawal from the College

Please see page 2.

FERPA

Overview

The Family Educational Rights and Privacy Act (FERPA), also known as the Buckley Amendment, protects the privacy of a student's educational records. All of the rights under FERPA belong to the student, once he or she has enrolled in a post-secondary institution.

Waivers

No one other than the student is granted access to the student's educational records unless the student has granted that person permission through MyKC, the College's student portal. Students have the opportunity to grant and remove permissions at any point after their initial orientation at Keystone College. Persons identified by the student will have access to the student's educational records through a unique log on for MyKC. This access does not provide the ability for the designee to act on the student's behalf.

Other Types of Information

FERPA deals with students' educational records. The College maintains other records on current and former students (such as medical records, counseling records, employment records of students working for the College, and alumni records). These other records, while not specifically covered by FERPA, are still carefully safeguarded in order to protect privacy rights. Specifically, medical records are covered by HIPAA (Health Insurance Portability and Accountability Act) and Keystone's Health Services Office follows these regulations. In addition, our Office of Human Resources follows all regulations pertaining to the employment of a student. For information on records not covered by FERPA, the student should contact the appropriate office.

Amending Educational Records and Registering Complaints

Under FERPA regulations, Keystone College must allow students to inspect and review his or her educational records. A student may seek to amend those records if he or she thinks the records contain inaccurate or misleading information. However, the College is not required to consider requests for amendment that seek to change a grade or disciplinary decision, or to seek to change the opinions or reflections of a school official or other person reflected in an educational record. In addition, students have the right to file a complaint with the US Department of Education if they feel their rights under FERPA have been compromised. Any student wishing to pursue such issues should contact the Registrar's Office for appropriate processes, forms, and addresses. For more detailed information about FERPA, please visit the College's web site at www.keystone.edu.

Graduate Degree Programs

Accountancy (MAcc)

Master of Science

Curriculum Coordinator: Patricia Davis, Ph.D.

The Master of Science in Accountancy (MAcc) at Keystone College is a full-time, 30-credit hour, one year curriculum offered in an online format designed for the individual who wants to complete their degree and prepare to “sit” for the CPA exam.

The program is structured to allow students to work or continue with other responsibilities while obtaining the necessary coursework and research skills required for the CPA exam.

Students who complete the Keystone MAcc program will develop a greater understanding of accounting, taxation, auditing, ethical practices, forensic accounting, risk management and international accounting in their journey to become certified.

Program Format

The MAcc program will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet and Moodle in order to complete coursework

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from an accredited college or university with an overall GPA of 3.0 or higher. Applicants who do not hold a bachelor's degree in accounting or finance must complete the following undergraduate accounting courses (or their equivalent) with a grade of “B” or higher: Financial Accounting, Managerial or Cost Accounting, Intermediate Accounting I , Intermediate Accounting II, Individual Federal Taxes and Auditing to be considered for the program.

Schedule

The graduate cohort program will operate on a seven -week session with students completing 6 credits of study in each seven-week session. There will be two weeks off between sessions. Session schedules are available at *www.keystone.edu*.

Contact Information

For specific program and curriculum questions contact: Patricia Davis, Ph.D., coordinator of the MAcc program, at 570 945-8424 or *patricia.davis@keystone.edu*.

Application

In addition to the application materials required for all master's applicants, applicants to the MAcc program must also provide official GMAT scores of 430 or higher and a 300-word essay on a topic to be provided.

Course Requirements:

ACCT 5150 – International Accounting
ACCT 5200 – Graduate Writing and Research Methods
ACCT 5250 – Advanced Auditing
ACCT 5300 – Forensic Accounting
ACCT 6150 – Corporate and Partnership Taxation
ACCT 6200 – Corporate Law and Regulations
ACCT 6250 – Government and Fund Accounting
ACCT 6810 – CPA Review I
ACCT 6910 – CPA Review II
ACCT 6950 – Graduate Thesis

Course Descriptions

ACCT 5150 International Accounting: Introduces students to the international dimensions of accounting, financial reporting, and financial control. The perspective of International Financial Reporting Standards (IRFS) rather than Generally Accepted Accounting Principles (GAAP) will be the focus of the course. *3 credits.*

ACCT 5200 Graduate Writing and Research Methods: Designed for detailed research into a current topic in accounting theory, tax practice or international accounting. Helps student writers and researchers communicate complex and difficult material clearly to a variety of expert readers, including the academic community. Prepares the student for the demands of academic writing and research at the level of thesis or professional/ academic journals. Helps students to develop research capabilities with a focus on critical thinking, data collection, analyses and presentation skills. Research as the tool for the expansion of knowledge, the key principles of research design, and the role of research ethics is examined and discussed. Qualitative and quantitative research methods are compared and contrasted in terms of their strengths and limitations. *3 credits.*

ACCT 5250 Advanced Auditing: Assists students in the planning and performance of audits through the use of case studies and research. Generally accepted auditing standards (GAAS) will be utilized and students will employ current procedures and practices. *3 credits.*

ACCT 5300 Forensic Accounting: Designed for financial investigation with an understanding of economic theory, business information, financial reporting systems, accounting and auditing standards and procedures, data management and data analysis techniques. *3 credits*

ACCT 6150 Corporate and Partnership Taxation: Focuses on advanced topics in the income taxation of corporations and flow-through business entities (partnerships, subchapter S corporations, limited partnerships, etc.) including formation, allocations, distributions, redemptions, reorganizations and terminations. Additional advanced topics covered include: the personal holding company tax, issues related to brother-sister corporations, penalties for improper accumulation of surplus and consolidated tax returns. Develops skills in identifying and researching issues in taxation. *3 credits*

ACCT 6200 Corporate Law and Regulations: Covers the formation of corporate business structures, management responsibilities, and the Sarbanes-Oxley Act. Also covers mergers and acquisitions, corporate insolvency, liquidations, and corporate crime. *3 credits*

ACCT 6250 Government and Fund Accounting: Identifies various government funds and transactions and the preparation of financial statements for governmental accounting. Addresses fund accounting for not-for-profit organizations. *3 credits*

ACCT 6810 CPA Review I: Covers topics in Auditing and Attestation (AUD) and Regulations (REG) that are covered on the CPA exam. *3 credits*

ACCT 6910 CPA Review II: Covers topics in Financial Accounting and Reporting (FAR) and Business Environments and Concepts (BEC) that are covered on the CPA exam. *3 credits*

ACCT 6950 Graduate Thesis: All students must submit a thesis (3 credits) in partial fulfillment of the requirements for the MAcc degree. The thesis project will be designed and completed under the supervision of a faculty member who will serve as mentor for the project. A thesis supports a sustained critical examination of an approved topic in accounting or finance. The thesis will be completed and presented to members of the Graduate Review Board via Skype or other approved media technology at the conclusion of all coursework. *3 credits*

**Early Childhood Education Leadership
Master of Education
Curriculum Coordinator: Frances Langan, Ed.D.**

The Master's in Early Childhood Education Leadership is a 30-credit program, which prepares individuals to undertake leadership roles in multi-cultural, multi-ethnic 21st century schools to ensure optimal developmental outcomes for the nation's youngest constituents. Evidence-based approaches for organizing, leading, and advocating for quality early childhood curriculum and environments designed to promote children's success will be targeted. Professional educators will be prepared to shape early childhood programs, implement quality practices, engage diverse families, and strategize to address critical issues in the early childhood field.

The M.Ed. in ECE Leadership prepares individuals to take a leadership role in program development, pedagogical innovations, and best practices implementation, which holistically address positive child developmental outcomes in all domains.

Program Goals

As a result of engaging in the graduate program, individuals will:

- Utilize evidence-based approaches for organizing, leading, and advocating for quality early childhood curriculum and environments designed to promote children's success;
- Shape early childhood programs, implement quality practices, and engage diverse families to address critical issues in the early childhood field;
- Assume leadership roles in program development across educational venues;
- Implement pedagogical innovations and best practices, which holistically address positive child developmental outcomes in all domains;
- Enhance practice, refine skills, and deepened content knowledge in the areas of programming, supervising, assessing, regulating, and collaborating.

Program Format

The M.Ed. in Early Childhood Education Leadership will employ a cohort model and a hybrid instructional strategy. The cohort will comprise a minimum of 15 students and a maximum of 30 students. A requirement of six (6) credits per semester must be maintained including summers. The anticipated program length is 2 years.

Schedule

The cohort program will operate on a six-credit per semester schedule. Classes will meet once monthly on Friday evenings (6 p.m.-9 p.m.) and Saturdays from 9 a.m.-4 p.m. The remaining class time will be online.

Contact Information:

For specific program and curriculum questions contact: Fran Langan, Ph.D., coordinator of the ECE Leadership program, at 570 945-8471 or fran.langan@keystone.edu.

Application:

In addition to the application materials required for all master's applicants, applicants to the M.Ed. in ECE Leadership program must also provide official GRE scores as follows:

- Quantitative -153 (after August 1, 2011)
- Verbal – 158 (after August 1, 2011)
- Quantitative 500 (prior to July 2011)
- Verbal 500 (prior to July 2011)

In addition, the following current clearances are required:

- PA DPW Child Abuse Clearance
- PA State Police Criminal History
- FBI
- Health appraisal with negative TB test results

Provisional Acceptance:

Applicants who do not meet all admissions criteria may be granted provisional admission based on experience and notable achievements in the field. Satisfactory completion of provisional admission coursework will be required within one semester.

Provisional admissions coursework will be the first two courses of the course sequence.

- ECE 5150
- ECE 5200

Students can take these courses as non-matriculating students and if a 3.00 GPA is achieved, be accepted to the program.

Course Requirements:

ECE 5150 – Research on Child Development

ECE 5200 – Evidence-Based Practices

ECE 5250 – Data-Driven Decision-Making

ECE 5300 – Multiple Perspectives of Play and Learning

ECE 6150 – Policies, Standards, and Regulatory Systems

ECE 6200 – Legal and Advocacy Issues

ECE 6250 – Early Childhood Program Evaluation

ECE 6300 – Managing Fiscal and Human Resources in Early Childhood Education

ECE 6350 – Grant Writing for the Discipline

ECE 6400 – Strengths-Based Family Partnerships

Course Descriptions

ECE 5150 Research on Child Development: Focuses on providing stimulating and successful learning experiences for children in early childhood and primary programs, which are dependent on practitioner knowledge and application of principles of child development. Professionals must understand the inter-dependence of each key area of learning and the ways to provide meaningful and relevant experiences for children that are developmentally appropriate, individualized to accommodate each child's needs and interests, and respectful of families' diverse values and cultures. *3 credits*

ECE 5200 Evidence-Based Practices: Examines children's construction of knowledge that reflects

developmental needs, abilities, and interests. Learning environments and cultural and linguistically appropriate experiences facilitate children's physical, social and emotional, and cognitive learning. This course will address the ways in which knowledge is socially and individually constructed, the elements of quality instruction, the politics of decision-making in educational practices, and the necessity for ensuring non-discriminatory practices in educating all children. *3 credits*

ECE 5250 Data-Driven Decision-Making: Targets comprehensive assessment approaches in early childhood or primary programs, which consider the individual child, the environment, staff, and program elements to ensure continuous quality and responsiveness to children, families, and the community. Early childhood professionals must be knowledgeable about the types of assessments, the uses of assessments, and the ways in which to implement regular and systematic methods for assessing children and interpreting child assessment data. *3 credits*

ECE 5300 Multiple Perspectives Play and Learning: Identifies ideas of children's play, the importance of play for child development and learning, and the role of play as a complex mechanism for understanding human experiences. Historical and contemporary issues of play and learning from cross-cultural perspectives and theoretical underpinnings are examined through the lenses of the neurosciences. Implications for including developmentally appropriate, culturally relevant play for facilitating positive developmental outcomes will be examined. *3 credits*

ECE 6150 Policies Standards, and Regulatory Systems: Delineates supervisory and health issues related to established licensing mandates and administrative policies, which guide practitioners and protect children and families. Ensuring that appropriate management of supervisory and safety practices are designed and implemented in line with statutes, standards, and regulatory systems is a critical need in the field. By monitoring classrooms and all environments in which young children interact, this course seeks to address risk and invites preventative action. *3 credits*

ECE 6200 Legal and Advocacy Issues: Analyzes the legal and ethical implications for providing quality early learning services. Any systems-building initiative designed to serve families, children, and the community at large must address the structures and functions of multiple governing bodies and policy structures, which fund, oversee, and regulate. This course examines the legal, ethical, and advocacy issues involved in these educational processes. *3 credits*

ECE 6250 Early Childhood Program Evaluation: Uses program performance standards data to guide improvement of services in early care and education systems. Designed to increase quality, coordination and efficiency of services, which evidence supports as critical for thriving outcomes for children and families, QRIS management requires knowledge of systems, policies, finances, assessment tools, standards, and data analysis techniques to empower leaders to comprehensively address improvement strategies. *3 credits*

ECE 6300 Managing Fiscal and Human Resources in Early Childhood Education: Operationalizes forward-thinking leader design and management systems that foster positive organizational climate, which supports teachers, children, and families. Skilled administrators adopt a continuous quality improvement philosophy that utilizes data, current research, and best practices to provide responsive services for children and families served. *3 credits*

ECE 6350 Grant Writing for the Discipline: Examines securing funding for organizing and implementing early learning programs. Available funding sources, including government, local organizations, and for-profit and non-profit foundations have various requirements and funding guidelines. Grant specifications must match agency funding goals and meet funding priorities. The students will learn to navigate and align eligible projects with funding sources in a systematized process where funding success is dependent on the ability to adhere to procedural guidelines. *3 credits*

ECE 6400 Strengths-Based Family Partnerships: Examines the theories and practices of developing family-school partnerships for supporting children's learning and development. Emphasis will be placed on identifying diverse strengths and needs of families and working collaboratively to support families. The central role of the family in successful collaboration will be examined with importance placed on practices related to developing respectful and reciprocal communication strategies. *3 credits*

ECE 6910 Practicum/Professional Contribution/Funding Initiative: Based on approval of the academic advisor, students have the option of completing an internship to study content, specifically early childhood environments; or designing a professional contribution targeting a specific organizational problem or issue; or addressing a grant initiative, which includes a grant proposal and submission aimed at fulfilling a specified community/agency need. *3 credits*

Sport Leadership and Management (SLM)
Master of Science
Curriculum Coordinator: Bradley Congelio, Ph.D.

The sport industry has exploded over the past 15 years and has become increasingly more complex. This degree is meant to help students navigate those complexities by becoming efficient managers and leaders. The program aims to not only explore leadership and management theories, but put them to practical use. Students will analyze complex problems, help solve current issues for sport organizations, and collaborate to find creative solutions. This degree is meant for anyone currently working in, or hoping to work in professional sports, collegiate or high school sports or intramurals, as well as those in the public and non-profit recreation sectors. Incoming students may have an undergraduate degree in any subject area.

Program Goals

- Students will apply leadership principles, theory, and critical thinking skills in order to creatively solve leadership challenges.
- Students will analyze the legal and ethical issues as they relate to sport and recreation applications
- Students will demonstrate sensitivity to the range of diversity issues that arise in the sports industry and the media
- Students will apply sound leadership and management skills when dealing with fiscal matters within the sports industry, professional sports organizations, and sporting venues.

Program Format

The SLM program will be delivered in an online format. Students will be required to have the necessary hardware and software and access to the Internet and Moodle in order to complete the course-work. Anticipated program length is one to two years, depending on course load.

Program Prerequisites

Applicants must possess a bachelor's degree (any major) from an accredited college or university with an overall GPA of 3.00 or higher.

Schedule

The graduate cohort program will operate on a seven-week session with students completing 3-6 credits of study in each seven-week session. There will be at least one week off between sessions. Session schedules are available at www.keystone.edu.

Contact Information

For specific program and curriculum questions contact Bradley Congelio, Ph.D., coordinator of the SLM program at (570) 945-8432 or bradley.congelio@keystone.edu.

Application

Students applying for the SLM program have no additional requirements other than those required for all master's applicants.

Course Requirements

SLM 5100 – Graduate Writing and Research
SLM 5150 – Contemporary Leadership in Sport
SLM 5200 – Conflict Management Skills
SLM 5250 – Current Issues in Sport Leadership
SLM 6100 – Ethical Sport Leadership
SLM 6150 – Fiscal Management in Sport
SLM 6200 – Legal Issues for Sport Leaders
SLM 6250 – Leading a Diverse Sport Workforce
SLM 6300 – Media Relations in Sport
SLM 6810 – Research Project or
SLM 6910 – Graduate Internship

Course Descriptions:

SLM 5100 Graduate Writing and Research: Helps student writers and researchers to communicate complex and difficult material clearly to a variety of expert readers, including the academic community. Prepares the student for the demands of academic writing and research at the level of thesis or professional/ academic journals. Helps students to develop research capabilities with a focus on critical thinking, data collection, analyses and presentation skills. Examines and discusses research as the tool for the expansion of knowledge, the key principles of research design, and the role of research ethics. *3 credits.*

SLM 5150 Contemporary Leadership in Sport: Helps students develop a comprehensive understanding of the complex topic of leadership in sport. Allows students to develop strategic thinking through identification, evaluation and analysis of problems and solutions at the organizational, departmental, and individual level. Students develop an understanding of the theoretical foundations of leadership in sport and how it is applied to sport-related organizations of all types and sizes. Students learn to develop and implement strategic plans and the role of leaders in aligning others toward a strategic vision to accomplish the sport organization's sustainable competitive advantage. *3 credits*

SLM 5200 Conflict Management Skills: Introduces students to both different perspectives on conflict and different strategies for resolving conflict in a sport setting or organization. Examines the nature of disputes and the multiple arenas in which conflict occurs in the workplace. Provides students with knowledge about different conflict resolution processes—e.g, mediation, negotiation, arbitration, and facilitation. *3 credits.*

SLM 5250 Current Issues in Sport Leadership: Examines current trends and issues in the leadership of youth sports, high school and collegiate athletics, professional sport and coaching. Explores concepts from both theoretical and applied perspectives. Students gain insight into a variety of timely topics through a series of presentations, readings, videos, internet activities and discussions. Students use critical thinking skills to conceptualize, synthesize, reflect and be responsive to important subject matter and issues in sport leadership today. *3 credits*

SLM 6100 Ethical Sport Leadership: Addresses a wide range of ethical issues including youth sport,

intercollegiate sport, and professional sport. Helps sport leaders, managers and coaches develop tools to address moral and ethical dilemmas in the sport environment. *3 credits.*

SLM 6150 Fiscal Management in Sport: Addresses the principles and practices of sound fiscal management for sport and recreational organizations. Covers budgeting, fundraising, traditional and alternative revenue streams, managing expenses, and keys to good financial decision making. *3 credits.*

SLM 6200 Legal Issues for Sport Leaders: Focuses on legal issues regarding the regulation of youth, interscholastic, intercollegiate, and professional sports. Covers tort law, risk management, Title IX gender discrimination, drug testing, and legal issues surrounding amateurism. *3 credits.*

SLM 6250 Leading a Diverse Sport Workforce: The current sports world is one of the most diverse populations of workers and athletes. Studies the relationships of women, racial, ethnic and religious minorities in the sport workplace. Exposes students to practical strategies for facilitating acceptance of diversity within individual and team sports, both as an athlete and as a manager. *3 credits.*

SLM 6300 Media Relations in Sport: Examines the many areas that make up the field of media relations in sport. Special interest will be electronic media, social networking and the roles they play, both good and bad in the sport world's dealings with the media. *3 credits*

SLM 6810 Research Project: Capstone course designed that provides students who currently work in the sport/recreation industry the opportunity to research, develop and present a self-directed research project which demonstrates their acquired knowledge and professional competence. Students will use analytical abilities as well as writing and presentation skills as they research a relevant topic in the sport management field of study. This research project will be mentored by a graduate faculty adviser. *3 credits*

SLM 6910 Graduate Internship: Provides students with hands-on experience in a sports organization of their choice. Students will successfully undertake, implement, and complete a timely, industry-specific project in a sports organization, under the supervision of an internship adviser. At the end of the term, students submit a written summary of their final project to the internship adviser and the program director. The internship locations and project(s) must be approved, in advance, by the internship adviser and the Program Director. *3 credits*