NATION BUILDERS UNIVERSITY

"BUILD A NATION, ONE LEADER AT A TIME"

Official Academic Catalog

Academic Year 2026–2027

Nation Builders University LLC

A Washington, D.C. Hybrid Institution — Organized as a Limited Liability Company under the laws of the District of Columbia

TABLE OF CONTENTS

Section 1 — INSTITUTIONAL INFORMATION 3
Section 2 — GOVERNANCE, LEGAL ORGANIZATION & INSTITUTIONAL STRUCTURE .. 7
Section 3 — INSTITUTIONAL AUTHORIZATION, ACCREDITATION & QUALITY ASSURANCE 26
Section 4 — UNIVERSITY ADMINISTRATION 41
Section 5 — ACADEMIC CALENDAR & ACADEMIC YEAR 49
Section 6 — ADMISSIONS POLICIES & ENROLLMENT REQUIREMENTS 54
Section 7 — TUITION, FEES & FINANCIAL POLICIES 65
Section 8 — ACADEMIC POLICIES & STANDARDS 76
Section 9 — STUDENT RIGHTS, RESPONSIBILITIES & CODE OF CONDUCT 88
Section 10 — FACULTY POLICIES & ACADEMIC PERSONNEL STANDARDS 100
Section 11 — STUDENT SERVICES & SUPPORT PROGRAMS 113
Section 12 — LIBRARY, INFORMATION RESOURCES & LEARNING TECHNOLOGIES . 125
Section 13 — REGISTRAR POLICIES, STUDENT RECORDS & ACADEMIC DOCUMENTATION 137
Section 14 — INSTITUTIONAL EFFECTIVENESS, ASSESSMENT & CONTINUOUS IMPROVEMENT 148
Section 15 — RESEARCH, SCHOLARSHIP & INNOVATION POLICIES 161
Section 16 — FINANCIAL MANAGEMENT, BUDGETING & INSTITUTIONAL RESOURCES 173
Section 17 — HUMAN RESOURCES POLICIES, EMPLOYMENT STANDARDS & WORKPLACE PRACTICES 185
Section 18 — INFORMATION TECHNOLOGY GOVERNANCE, CYBERSECURITY & DIGITAL INFRASTRUCTURE 198
Section 19 — CAMPUS SAFETY, SECURITY & EMERGENCY MANAGEMENT 211
Section 20 — DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY POLICIES 223
Section 21 — INTERNATIONAL PROGRAMS, GLOBAL PARTNERSHIPS & INTERNATIONAL STUDENT SERVICES 233
Section 22 — ATHLETICS, RECREATION, STUDENT ACTIVITIES & CAMPUS LIFE 244
Section 23 — INSTITUTIONAL ETHICS, INTEGRITY, LEGAL COMPLIANCE & FINAL ADMINISTRATIVE POLICIES 255
Appendix A — ACADEMIC ORGANIZATION: SCHOOLS, DEPARTMENTS, PROGRAMS & CREDENTIALS 265

INSTITUTIONAL INFORMATION

1.1 Welcome from the Founder, President & CEO

Welcome to **Nation Builders University (NBU)**.

It is my privilege to welcome you to a dynamic institution dedicated to developing ethical leaders, innovative professionals, and globally engaged citizens. Nation Builders University was established to provide accessible, career-focused higher education that equips learners with the knowledge, skills, and values needed to address the complex challenges of today's interconnected world.

Located in Washington, District of Columbia, the Nation's Capital, NBU embraces a hybrid educational model that combines flexible online learning with structured academic engagement and experiential learning opportunities. Our programs are designed for traditional students, working professionals, entrepreneurs, public servants, and international learners seeking practical education grounded in academic excellence.

At Nation Builders University, we believe that education is a catalyst for personal growth, organizational transformation, and national development. Every academic program is designed to cultivate critical thinking, ethical decision-making, leadership capacity, and professional competence. Through innovative teaching, applied research, and meaningful community engagement, our graduates are prepared to make positive contributions in business, government, nonprofit organizations, education, and global institutions.

Our faculty members bring academic expertise and professional experience into every classroom, creating learning environments that encourage collaboration, innovation, and lifelong learning. Students benefit from personalized academic support, modern instructional technologies, and opportunities to engage with real-world challenges through projects, internships, and applied learning experiences.

Whether you are beginning your educational journey or advancing your professional career, Nation Builders University is committed to helping you achieve your goals and become a leader who creates lasting impact.

On behalf of our Board of Organizers, faculty, staff, and students, I welcome you to Nation Builders University.

Together, we are building a stronger future—

One Leader at a Time.

Hiroua Goare Bienvenu
Principal Organizer & Managing Board Member
Nation Builders University LLC

1.2 About Nation Builders University

Nation Builders University (NBU) is a private higher education institution organized as a Limited Liability Company (LLC) in the District of Columbia, United States. The University offers professionally oriented academic programs designed to prepare graduates for leadership roles in business, public administration, technology, education, hospitality, diplomacy, and related disciplines.

NBU serves a diverse student population through a flexible hybrid learning model that integrates asynchronous online instruction, synchronous virtual engagement, and selected in-person academic activities where appropriate. This approach enables students from different geographic regions to pursue quality higher education while balancing professional and personal responsibilities.

The University emphasizes practical learning, ethical leadership, innovation, entrepreneurship, and global citizenship. Academic programs are developed to meet evolving workforce needs while promoting intellectual inquiry, critical analysis, and lifelong learning.

1.3 Mission Statement

Nation Builders University educates and empowers diverse learners through accessible, innovative, and career-focused higher education that develops ethical leaders, skilled professionals, and responsible global citizens committed to advancing their communities, organizations, and nations.

1.4 Vision Statement

To become a globally recognized university known for academic excellence, leadership development, innovation, and transformative education that prepares graduates to solve local and global challenges.

1.5 Institutional Motto

"Build a Nation, One Leader at a Time."

This motto reflects the University's commitment to developing individuals whose knowledge, integrity, and leadership contribute to sustainable social, economic, and institutional development.

1.6 Core Values

Nation Builders University is guided by the following core values:

Academic Excellence
We pursue the highest standards in teaching, learning, scholarship, and professional development.

Integrity
We promote honesty, transparency, accountability, and ethical conduct in all academic and administrative activities.

Leadership
We cultivate visionary leaders who inspire positive change and responsible decision-making.

Innovation
We encourage creativity, entrepreneurship, technological advancement, and continuous improvement.

Diversity and Inclusion
We foster a respectful learning environment that values diverse perspectives, cultures, and experiences.

Service
We encourage meaningful engagement with communities through education, research, and public service.

Global Citizenship
We prepare graduates to contribute responsibly within an interconnected and rapidly changing world.

1.7 Institutional Goals

Nation Builders University seeks to:

- Deliver high-quality academic programs aligned with professional standards.
- Prepare graduates for successful careers and lifelong learning.
- Promote innovation, entrepreneurship, and applied research.
- Expand access to higher education through flexible learning opportunities.
- Strengthen partnerships with government, industry, and international organizations.
- Foster ethical leadership and civic responsibility.
- Support student success through comprehensive academic and student services.
- Advance institutional effectiveness through continuous assessment and improvement.

1.8 Institutional Objectives

The University is committed to:

- Providing learner-centered education supported by qualified faculty.
- Maintaining academic policies that promote quality, fairness, and accountability.
- Integrating technology into teaching and learning.
- Encouraging interdisciplinary collaboration and problem-solving.
- Supporting faculty scholarship and professional development.

- Preparing graduates with competencies required for a global workforce.
- Ensuring compliance with applicable legal and regulatory requirements.

1.9 Institutional Identity

Official Name: Nation Builders University LLC

Institution Type: Private Hybrid University

Legal Structure: Limited Liability Company (LLC)

Primary Campus: Washington, District of Columbia, United States

Academic Model: Hybrid (Online and In-Person Instruction)

Academic Year: 2026–2027

Educational Focus: Career-Oriented Higher Education, Leadership Development, Applied Research, Professional Education, and Community Engagement

GOVERNANCE, LEGAL ORGANIZATION & INSTITUTIONAL STRUCTURE

2.1 Institutional Governance

Nation Builders University (NBU) is committed to the principles of integrity, accountability, transparency, shared governance, and academic excellence. The University's governance framework is designed to support effective institutional leadership, sound financial stewardship, academic quality, regulatory compliance, and continuous institutional improvement.

The University operates through a system of shared governance that recognizes the respective responsibilities of the Board of Organizers, University Administration, Academic Senate, faculty, and administrative staff. Institutional decisions are made in accordance with the University's governing documents, adopted policies, and applicable laws of the District of Columbia and the United States.

The governance structure promotes collaboration while ensuring that academic decisions remain informed by faculty expertise and institutional leadership.

2.2 Legal Organization

Nation Builders University is organized as a **Limited Liability Company (LLC)** under the laws of the **District of Columbia**.

The University maintains its principal administrative offices in Washington, District of Columbia, and conducts educational activities through a hybrid instructional model that combines online learning with approved in-person academic activities where applicable.

Legal Information

Official Legal Name
Nation Builders University LLC

Business Structure
Limited Liability Company (LLC)

Jurisdiction of Organization
District of Columbia, United States

Principal Administrative Office
1500 K Street NW, 2nd Floor
Washington, DC 20005
United States

Corporate File Number
US-DC-LL122501412

Employer Identification Number (EIN)
41-3407659

Unique Entity Identifier (UEI)
TPC8DFQKAWF4

Commercial and Government Entity (CAGE) Code
19NY1

2.3 Institutional Governance Structure

The governance of Nation Builders University is organized into the following principal bodies:

Board of Organizers

The Board of Organizers serves as the University's highest governing authority. The Board establishes institutional policies, approves strategic priorities, oversees financial sustainability, and ensures that the University fulfills its educational mission.

Primary responsibilities include:

- Approval of institutional strategic plans
- Adoption of institutional policies
- Oversight of financial management
- Appointment of executive leadership
- Approval of major academic initiatives
- Institutional risk management
- Long-term planning and sustainability
- Oversight of compliance and governance

Office of the Principal Organizer

The Principal Organizer serves as the chief executive leader responsible for the overall management and strategic direction of the University.

Responsibilities include:

- Executive leadership
- Institutional planning
- External relations
- Government relations
- International partnerships
- Institutional development

- Executive oversight of academic and administrative operations

Office of Academic Affairs

The Office of Academic Affairs provides leadership for all academic programs and educational activities.

Responsibilities include:

- Academic program development
- Curriculum oversight
- Faculty appointments
- Academic quality assurance
- Student academic policies
- Assessment and continuous improvement
- Academic planning
- Degree authorization recommendations

Office of Student Affairs

The Office of Student Affairs promotes student success through academic support and student engagement.

Responsibilities include:

- Student services
- Orientation
- Academic advising
- Student records
- Career development
- Student organizations
- Graduation services
- Student conduct administration

Office of Finance and Administration

This office oversees the University's financial and administrative operations.

Responsibilities include:

- Budget management
- Financial reporting
- Procurement
- Human resources
- Facilities management
- Information technology
- Institutional records
- Administrative support services

2.4 Board of Organizers

The Board of Organizers provides strategic governance and fiduciary oversight for Nation Builders University.

The Board is responsible for ensuring that the University operates in accordance with its mission, governing documents, and applicable legal requirements.

Its responsibilities include:

- Institutional strategic planning
- Financial oversight
- Policy approval
- Executive leadership appointments
- Institutional accountability
- Approval of major capital initiatives
- Academic expansion approval
- Institutional partnerships
- Risk management
- Governance evaluation

The Board meets regularly to review institutional performance and provide strategic direction.

2.5 Academic Senate

The Academic Senate serves as the University's principal academic advisory body.

The Senate is composed of academic leaders, faculty representatives, and designated administrators.

The Senate advises on matters including:

- Academic standards
- Curriculum approval
- Degree requirements
- Academic regulations
- Faculty development
- Academic integrity
- Assessment policies
- Program review
- Educational innovation

Recommendations of the Academic Senate are submitted to the appropriate institutional authorities for final approval.

2.6 Academic Leadership

Academic leadership is organized to promote excellence in teaching, learning, scholarship, and student success.

The University's academic leadership includes:

- Principal Organizer
- Chief Academic Officer (when appointed)
- School Deans
- Department Chairs
- Program Directors
- Faculty Committees

These leaders collaborate to ensure the quality and integrity of all academic programs.

2.7 Schools and Academic Units

Academic programs are administered through the University's professional schools and academic departments.

The University currently offers academic programs through the following Schools:

School of Business, Executive Strategy & Consulting

School of Public Policy, Diplomacy & Humanitarian Studies

School of Advanced Technology & Applied Analytics

School of Service Operations & Global Hospitality

School of Humanities, Communication & Educational Innovation

Each School is led by academic leadership responsible for curriculum, faculty oversight, assessment, and continuous program improvement.

The complete academic organization of these Schools — including Departments, academic Programs, concentrations, credential levels, planned tuition framework, and illustrative career outcomes — is presented in Appendix A (Academic Organization: Schools, Departments, Programs & Credentials).

2.8 Administrative Organization

The University's administrative structure supports efficient institutional operations and student success.

Major administrative offices include:

- Office of Academic Affairs
- Office of Student Affairs
- Office of Admissions
- Office of the Registrar
- Office of Finance
- Office of Human Resources
- Office of Information Technology
- Office of Institutional Effectiveness
- Office of Compliance
- Office of Marketing and Communications

These offices work collaboratively to provide high-quality services to students, faculty, staff, and external stakeholders.

2.9 Institutional Authority

Nation Builders University exercises authority over its academic programs through its established governance structure.

Institutional authority includes:

- Approval of academic programs
- Awarding of academic credentials
- Adoption of academic regulations
- Appointment of faculty
- Approval of graduation requirements
- Student disciplinary procedures
- Academic quality assurance
- Strategic institutional planning

2.10 Institutional Compliance

Nation Builders University is committed to conducting its educational and administrative activities in accordance with applicable federal, District of Columbia, and institutional requirements.

The University maintains policies and procedures designed to support:

- Ethical governance
- Academic integrity
- Student privacy
- Equal educational opportunity
- Financial accountability
- Records management
- Information security
- Institutional effectiveness
- Continuous quality improvement

Institutional policies are reviewed periodically and may be revised by the appropriate governing authorities to ensure continued effectiveness and compliance.

2.11 Equal Opportunity Statement

Nation Builders University is committed to providing an educational and employment environment that promotes fairness, dignity, and respect. The University seeks to provide equal access to educational opportunities and institutional services without unlawful discrimination, consistent with applicable law and institutional policy.

2.12 Institutional Commitment

Nation Builders University is dedicated to advancing higher education through responsible governance, academic excellence, ethical leadership, innovation, and service to society. The University's governance framework supports informed decision-making, institutional accountability, and continuous improvement in pursuit of its educational mission.

The subsections that follow (2.13 and onward) present the University's detailed governance structure, board composition, executive leadership, and institutional decision-making authority in full.

2.13 Purpose of Institutional Governance

Nation Builders University (NBU) establishes a governance structure designed to promote effective leadership, accountability, transparency, academic quality, and institutional sustainability.

The governance system ensures that University operations are conducted according to:

- The University's mission and strategic objectives
- Academic integrity principles
- Higher education standards
- Ethical leadership practices
- Applicable legal and regulatory requirements

Institutional governance provides clear authority, responsibility, and accountability among governing bodies, administrators, faculty, and staff.

2.14 Governance Principles

Nation Builders University operates according to the following governance principles:

Accountability

University leaders are responsible for decisions, resources, and institutional outcomes.

Transparency

Policies, procedures, and decisions are communicated through appropriate institutional channels.

Shared Governance

Faculty, administrators, staff, and appropriate stakeholders contribute to institutional planning and academic decision-making.

Academic Independence

Academic decisions are guided by qualified academic authorities.

Continuous Improvement

The University regularly evaluates programs, services, and operations.

2.15 Governing Authority Structure

The institutional governance structure of Nation Builders University includes:

1. Governing Board / Board of Trustees
2. University President / Chief Executive Officer
3. Executive Leadership Team
4. Office of Academic Affairs
5. Faculty Governance Bodies
6. Administrative Offices
7. Academic Departments and Schools
8. Student Governance Organizations

Each level has defined responsibilities and decision-making authority.

2.16 Board of Trustees / Governing Board

The Board of Trustees serves as the highest governing authority of Nation Builders University.

The Board provides strategic oversight and ensures institutional sustainability.

Responsibilities include:

- Approving institutional mission and strategic direction
- Ensuring financial sustainability
- Appointing and evaluating senior leadership
- Approving major institutional policies
- Supporting institutional development
- Protecting institutional integrity
- Ensuring compliance with applicable requirements

2.17 Board Membership and Composition

The Board of Trustees may include individuals representing:

- Higher education leadership
- Business and industry

- Professional organizations
- Community stakeholders
- Academic expertise
- Institutional partners

Board members are selected based on:

- Leadership experience
- Professional expertise
- Commitment to education
- Ethical standards

2.18 Board Committees

The Board may establish committees to support effective governance.

Committees may include:

Executive Committee

Provides leadership coordination and urgent decision support.

Academic Affairs Committee

Reviews academic quality, programs, and educational priorities.

Finance and Audit Committee

Provides oversight of financial management and institutional controls.

Governance Committee

Reviews governance policies, board effectiveness, and leadership practices.

Advancement and Development Committee

Supports partnerships, fundraising, and institutional growth.

2.19 University President / Chief Executive Officer

The University President serves as the chief executive officer responsible for overall institutional leadership.

The President provides leadership for:

- Strategic implementation
- University operations

- Institutional representation
- Executive decision-making
- Resource management
- External partnerships

The President reports to the Board of Trustees.

2.20 Responsibilities of the University President

The President is responsible for:

- Implementing Board-approved strategies
- Ensuring institutional effectiveness
- Promoting academic excellence
- Managing executive leadership
- Supporting financial sustainability
- Representing the University externally
- Ensuring compliance with policies

2.21 Executive Leadership Team

The Executive Leadership Team supports institutional management and strategic decision-making.

The team may include:

- President
- Provost / Chief Academic Officer
- Chief Financial Officer
- Registrar
- Vice Presidents
- Deans
- Directors of major administrative units

Responsibilities include:

- Institutional planning
- Policy implementation

- Operational coordination
- Performance monitoring

2.22 Chief Academic Officer / Provost

The Chief Academic Officer provides leadership for academic affairs.

Responsibilities include:

- Academic program oversight
- Curriculum development
- Faculty affairs
- Academic quality assurance
- Accreditation coordination
- Academic policy implementation

The Chief Academic Officer works closely with:

- Deans
- Faculty members
- Academic departments
- Registrar

2.23 Office of Academic Affairs

The Office of Academic Affairs oversees academic operations.

Responsibilities include:

- Program approval processes
- Curriculum review
- Faculty standards
- Academic policies
- Learning assessment
- Academic improvement initiatives

2.24 Academic Schools and Colleges

Academic Schools and Colleges provide organizational structures for academic programs.

Responsibilities include:

- Program administration
- Faculty coordination
- Student academic support
- Curriculum implementation
- Academic assessment

Each School or College operates according to approved University policies.

2.25 Academic Departments

Academic Departments are responsible for managing specific disciplines and programs.

Responsibilities include:

- Course scheduling
- Faculty coordination
- Academic advising support
- Program assessment
- Discipline development

Department leadership reports through academic administrative structures.

2.26 Deans and Academic Leaders

Deans provide leadership for Schools and Colleges.

Responsibilities include:

- Academic quality oversight
- Faculty management
- Program development
- Budget planning
- Student success initiatives

Deans collaborate with faculty and administrative offices.

2.27 Faculty Governance

Nation Builders University recognizes faculty participation in academic governance.

Faculty governance responsibilities may include:

- Curriculum review
- Academic standards
- Faculty development
- Academic policy recommendations
- Educational quality improvement

Faculty governance operates according to approved procedures.

2.28 Faculty Senate

The Faculty Senate serves as a representative faculty governance body.

Responsibilities may include:

- Reviewing academic policies
- Providing faculty recommendations
- Supporting academic excellence
- Promoting shared governance

The Faculty Senate does not replace administrative authority but contributes to academic decision-making.

2.29 Administrative Offices

Nation Builders University maintains administrative offices supporting institutional operations.

Major offices may include:

Office of Admissions

Responsible for recruitment and enrollment processes.

Office of the Registrar

Responsible for academic records and registration.

Office of Student Affairs

Responsible for student support services and engagement.

Office of Finance

Responsible for financial operations and institutional budgeting.

Office of Information Technology

Responsible for technology infrastructure and support.

Office of Human Resources

Responsible for employment policies and workforce development.

Office of Institutional Effectiveness

Responsible for assessment, planning, and continuous improvement.

Office of Marketing and Communications

Responsible for institutional communication and public engagement.

2.30 Institutional Committees

Nation Builders University may establish standing committees to support governance.

Committees may include:

- Academic Affairs Committee
- Curriculum Committee
- Faculty Development Committee
- Student Success Committee
- Institutional Effectiveness Committee
- Technology Committee
- Ethics and Compliance Committee

2.31 Policy Development and Approval Process

University policies are developed through structured processes.

Policy development includes:

1. Identification of institutional need
2. Review by appropriate offices
3. Stakeholder consultation
4. Administrative approval
5. Implementation communication
6. Periodic review

Policies are maintained to support institutional effectiveness.

2.32 Strategic Planning Governance

Strategic planning is coordinated through institutional leadership.

The process includes:

- Mission review
- Environmental analysis
- Goal development
- Resource planning
- Implementation monitoring
- Outcome assessment

Strategic plans guide institutional priorities.

2.33 Institutional Decision-Making Authority

Decision-making authority is distributed according to organizational responsibilities.

Examples:

Board of Directors

Strategic oversight and institutional governance.

President

Executive administration and institutional leadership.

Academic Affairs

Academic policies and educational quality.

Departments

Program-level academic implementation.

Administrative Offices

Operational management.

2.34 Financial Governance and Accountability

The University maintains financial governance practices designed to ensure:

- Responsible resource management
- Budget oversight

- Internal controls
- Financial transparency
- Long-term sustainability

Financial decisions follow approved institutional procedures.

2.35 Ethical Leadership and Institutional Integrity

University leaders are expected to demonstrate:

- Ethical conduct
- Transparency
- Professional responsibility
- Commitment to institutional values

Conflicts of interest must be disclosed and managed appropriately.

2.36 External Partnerships and Representation

University leadership manages relationships with:

- Educational institutions
- Government agencies
- Professional organizations
- Industry partners
- Community organizations

Partnerships must support the University's mission and strategic objectives.

2.37 Institutional Accountability

Nation Builders University evaluates governance effectiveness through:

- Performance reviews
- Institutional assessment
- Strategic planning reviews
- Stakeholder feedback
- Continuous improvement processes

2.38 Governance Review and Improvement

The University periodically reviews its governance structure to ensure:

- Clear authority
- Effective communication
- Institutional efficiency
- Alignment with higher education standards

Governance improvements are implemented when necessary.

INSTITUTIONAL AUTHORIZATION, ACCREDITATION & QUALITY ASSURANCE

3.1 Institutional Regulatory Commitment

Nation Builders University (NBU) is committed to establishing and maintaining the highest standards of legal compliance, institutional integrity, academic quality, and responsible governance.

The University is actively working to satisfy all applicable regulatory requirements governing higher education institutions in the District of Columbia and is committed to maintaining transparent communication regarding its regulatory status throughout the institutional development process.

3.2 Legal Organization

Nation Builders University LLC is a privately organized higher education institution established under the laws of the District of Columbia.

Official Legal Name
Nation Builders University LLC

Business Structure
Limited Liability Company (LLC)

Principal Administrative Office
1500 K Street NW, 2nd Floor
Washington, DC 20005
United States

Corporate File Number
US-DC-LL122501412

Employer Identification Number (EIN)
41-3407659

Unique Entity Identifier (UEI)
TPC8DFQKAWF4

Commercial and Government Entity (CAGE) Code
19NY1

3.3 Higher Education Licensure Status

Nation Builders University has initiated the institutional development process required for higher education institutions in the District of Columbia.

University representatives have completed the **Higher Education Licensure Commission (HELC) New Applicant Workshop**, an important preparatory step for institutions seeking authorization to operate as postsecondary educational institutions in the District of Columbia.

The University continues to prepare and submit documentation required as part of the licensure review process.

Until the licensure process is completed, the University will accurately represent its regulatory status in all publications and communications.

3.4 Institutional Development

Nation Builders University is currently engaged in the development of its institutional infrastructure, including:

- Academic governance
- Institutional policies
- Faculty recruitment
- Curriculum development
- Student information systems
- Academic quality assurance
- Institutional assessment
- Regulatory documentation
- Administrative procedures
- Strategic planning

These activities support the University's long-term goal of operating in accordance with applicable higher education standards.

3.5 Accreditation Planning

Nation Builders University recognizes the importance of accreditation as an external process that evaluates institutional quality and effectiveness.

The University intends to pursue appropriate accreditation pathways after satisfying applicable eligibility requirements and institutional readiness expectations.

The University will publish official accreditation information only after accreditation has been formally granted by the relevant accrediting organization.

3.6 Institutional Quality Assurance

Although the University is in its institutional development phase, it is implementing comprehensive internal quality assurance processes, including:

- Curriculum review
- Faculty qualification standards
- Learning outcomes assessment
- Academic policy development
- Student success planning
- Institutional effectiveness assessment
- Annual program evaluation
- Continuous improvement initiatives

These processes are designed to support future institutional growth and academic excellence.

3.7 MWAA Small Local Business Enterprise Certification

Nation Builders University has been approved by the **Metropolitan Washington Airports Authority (MWAA)** as a **Small Local Business Enterprise (SLBE)**.

This certification authorizes the University to participate as an SLBE on eligible non-federally funded Airports Authority contracts and recognizes the University's qualifications under designated North American Industry Classification System (NAICS) codes. The certification is effective through **June 8, 2029**.

3.8 Institutional Commitment

Nation Builders University remains committed to developing an institution that reflects the highest standards of academic excellence, ethical leadership, accountability, innovation, and public service.

The University will continue strengthening its governance, academic programs, operational systems, and regulatory compliance as it advances through the institutional development and licensure process.

3.9 Catalog Disclaimer

The Academic Catalog is the official reference for University academic policies and program information as of its effective date.

The University reserves the right to revise curricula, policies, tuition, fees, procedures, schedules, and other institutional information when necessary. Changes become effective upon official approval and publication.

Publication of this catalog does not constitute a contractual guarantee of any particular program, course, policy, fee, or degree requirement.

3.10 Contact Information

Nation Builders University LLC

1500 K Street NW, 2nd Floor
Washington, DC 20005
United States

Telephone: (771) 241-9259

Email: info@nationbuilderuniversity.com

Website: www.nationbuilderuniversity.com

Academic Catalog Edition: 2026–2027

The subsections that follow (3.11 and onward) present the University's complete accreditation philosophy, quality assurance framework, and compliance structure.

3.11 Purpose of Accreditation, Compliance, and Quality Assurance Policies

Nation Builders University (NBU) is committed to maintaining the highest standards of academic quality, institutional integrity, accountability, and continuous improvement.

The University establishes accreditation, compliance, and quality assurance policies to ensure that all institutional activities meet recognized higher education standards.

These policies provide a framework for:

- Institutional accountability
- Academic excellence
- Regulatory compliance
- Continuous improvement
- Transparency
- Stakeholder confidence

3.12 Institutional Commitment to Quality

Nation Builders University views quality assurance as a continuous institutional responsibility involving:

- Academic programs
- Faculty qualifications

- Student learning outcomes
- Administrative services
- Governance systems
- Financial management
- Technology infrastructure
- Institutional effectiveness

Quality improvement is embedded throughout University operations.

3.13 Office of Accreditation and Quality Assurance

The Office of Accreditation and Quality Assurance provides leadership and coordination for institutional compliance and academic quality initiatives.

Responsibilities include:

- Managing accreditation processes
- Coordinating institutional reviews
- Maintaining compliance documentation
- Supporting academic assessment
- Monitoring regulatory requirements
- Promoting continuous improvement

The Office works with:

- Office of Academic Affairs
- Institutional Effectiveness Office
- Faculty
- Administrative departments
- University leadership

3.14 Accreditation Philosophy

Nation Builders University recognizes accreditation as an important mechanism for demonstrating:

- Educational quality
- Institutional accountability

- Academic credibility
- Continuous improvement
- Public confidence

Accreditation processes support institutional excellence rather than serving only as compliance requirements.

3.15 Accreditation Structure

The University maintains an accreditation framework that includes:

Institutional Accreditation

Evaluation of the University as a whole, including:

- Mission
- Governance
- Academic programs
- Resources
- Student services
- Institutional effectiveness

Programmatic Accreditation

Specialized review of specific academic programs when applicable.

3.16 Accreditation Responsibilities

Accreditation responsibilities are shared throughout the University.

Board of Trustees

Provides oversight and ensures institutional commitment.

University President

Ensures strategic support and institutional compliance.

Chief Academic Officer

Coordinates academic quality and program standards.

Office of Accreditation and Quality Assurance

Manages accreditation activities and documentation.

Faculty

Contribute evidence related to teaching, learning, and academic standards.

Administrative Offices

Provide operational evidence and compliance documentation.

3.17 Accreditation Preparation Process

Nation Builders University prepares for accreditation through systematic activities, including:

1. Understanding accreditation standards
2. Conducting institutional self-assessment
3. Collecting evidence and documentation
4. Identifying strengths and improvement areas
5. Developing improvement plans
6. Hosting external evaluation visits
7. Responding to accreditation findings

3.18 Institutional Self-Study Process

The University conducts comprehensive self-studies to evaluate effectiveness.

Self-study areas may include:

- Institutional mission
- Governance
- Academic quality
- Faculty qualifications
- Student achievement
- Financial resources
- Student services
- Technology systems
- Institutional effectiveness

3.19 External Review and Evaluation

External reviews provide independent evaluation of University quality.

External reviewers may examine:

- Institutional policies
- Academic programs
- Student outcomes
- Governance structures
- Administrative systems
- Evidence of improvement

The University responds professionally to external recommendations.

3.20 Quality Assurance Framework

Nation Builders University maintains a quality assurance framework based on:

- Clear standards
- Assessment processes
- Evidence-based decisions
- Regular review
- Continuous improvement

Quality assurance applies to all University functions.

3.21 Academic Quality Assurance

Academic quality assurance includes evaluation of:

- Curriculum design
- Course content
- Faculty qualifications
- Student learning outcomes
- Academic resources
- Program effectiveness

Academic programs undergo periodic review.

3.22 Program Review Process

Academic programs are reviewed systematically to ensure continued quality.

Program reviews evaluate:

- Mission alignment
- Curriculum effectiveness
- Enrollment trends
- Student outcomes
- Faculty resources
- Industry relevance
- Improvement opportunities

3.23 Student Learning Quality Assurance

The University evaluates whether students achieve expected learning outcomes.

Assessment methods may include:

- Course assessments
- Program assessments
- Capstone evaluations
- Research projects
- Graduate outcomes

Results guide academic improvements.

3.24 Faculty Quality Standards

Faculty quality assurance ensures that instructors possess appropriate:

- Academic credentials
- Professional expertise
- Teaching ability
- Research qualifications

Faculty evaluation processes support instructional excellence.

3.25 Distance and Online Education Quality Assurance

Nation Builders University applies quality standards to online and hybrid education.

Quality review includes:

- Course design

- Faculty readiness
- Student engagement
- Technology effectiveness
- Learning outcomes
- Student support services

Online programs maintain equivalent academic standards.

3.26 Compliance Management

The University maintains compliance with applicable:

- Federal requirements
- State requirements
- Higher education regulations
- Accreditation standards
- Professional standards

Compliance responsibilities are assigned throughout the institution.

3.27 Regulatory Reporting

Nation Builders University prepares required institutional reports accurately and responsibly.

Reports may include:

- Enrollment information
- Student achievement data
- Financial information
- Academic information
- Accreditation reports

3.28 Policy Compliance Monitoring

The University monitors compliance through:

- Internal reviews
- Audits
- Assessment activities

- Policy evaluations
- Administrative oversight

Identified compliance concerns are addressed promptly.

3.29 Ethics and Institutional Integrity

Nation Builders University is committed to ethical institutional practices.

The University promotes:

- Honest reporting
- Responsible governance
- Accurate documentation
- Transparency
- Professional accountability

Misrepresentation of institutional information is prohibited.

3.30 Data Integrity and Reporting Accuracy

Institutional data used for decision-making and reporting must be:

- Accurate
- Complete
- Reliable
- Secure
- Consistently maintained

Departments responsible for data must ensure quality and accuracy.

3.31 Compliance Training

The University may provide compliance training for:

- Faculty
- Staff
- Administrators
- Researchers
- Student leaders

Training topics may include:

- Ethics
- Privacy
- Academic integrity
- Safety
- Regulatory requirements

3.32 Risk Management and Compliance

Institutional compliance activities include identification and management of risks related to:

- Academic quality
- Financial operations
- Technology systems
- Data security
- Legal obligations
- Institutional reputation

Risk management supports institutional resilience.

3.33 Internal Audit and Review

The University may conduct internal reviews to evaluate:

- Policy implementation
- Operational effectiveness
- Financial controls
- Compliance practices

Internal reviews support accountability and improvement.

3.34 Continuous Quality Improvement Process

Nation Builders University uses assessment results to improve institutional effectiveness.

The improvement process includes:

1. Identifying improvement opportunities
2. Developing action plans

3. Assigning responsibilities
4. Implementing changes
5. Measuring results
6. Documenting improvements

3.35 Stakeholder Participation in Quality Assurance

Quality improvement involves participation from:

- Students
- Faculty
- Staff
- Administrators
- Employers
- Community partners
- Alumni

Stakeholder feedback contributes to institutional development.

3.36 Accreditation Documentation Management

The University maintains organized documentation supporting accreditation and compliance.

Documentation may include:

- Policies
- Reports
- Assessment results
- Meeting records
- Institutional data
- Improvement plans

Records are maintained securely.

3.37 Public Disclosure and Transparency

Nation Builders University provides appropriate public information regarding:

- Academic programs

- Institutional policies
- Student outcomes
- Accreditation status
- Institutional achievements

Transparency supports public trust.

3.38 Corrective Action Procedures

When quality or compliance issues are identified, the University may implement corrective actions.

Corrective actions may include:

- Policy revisions
- Training
- Process improvements
- Resource adjustments
- Additional monitoring

3.39 Accreditation Status Communication

The University communicates accreditation information accurately through official channels.

Public statements regarding accreditation must be approved according to institutional procedures.

3.40 Review of Accreditation and Quality Assurance Policies

Accreditation and quality assurance policies are reviewed periodically to ensure alignment with:

- Higher education expectations
- Accreditation standards
- Regulatory requirements
- Institutional mission
- Continuous improvement goals

UNIVERSITY ADMINISTRATION

4.1 Office of the Principal Organizer

The Office of the Principal Organizer serves as the chief executive authority of Nation Builders University and provides strategic leadership for all academic, administrative, financial, and institutional development activities.

The Principal Organizer is responsible for advancing the University's mission, ensuring regulatory compliance, overseeing institutional planning, and representing the University in governmental, academic, corporate, and international partnerships.

Primary Responsibilities

- Provide executive leadership for the University.
- Implement the University's Strategic Plan.
- Oversee institutional governance and administration.
- Represent the University before governmental agencies and external stakeholders.
- Recommend institutional policies to the Board of Organizers.
- Lead institutional growth and development initiatives.
- Approve major institutional partnerships and agreements.
- Promote academic excellence and innovation.
- Ensure financial sustainability and organizational effectiveness.

Current Executive Officer

Hiroua Goare Bienvenu
Principal Organizer & Managing Board Member
Nation Builders University LLC

4.2 Office of Academic Affairs

The Office of Academic Affairs is responsible for the planning, implementation, assessment, and continuous improvement of all academic programs and instructional activities.

The office ensures that academic offerings meet institutional quality standards while supporting faculty development, curriculum innovation, and student academic success.

Major Responsibilities

- Academic program development
- Curriculum review

- Faculty recruitment
- Academic assessment
- Academic quality assurance
- Academic policy administration
- Program evaluation
- Institutional research coordination

Chief Academic Officer (Position)

The Chief Academic Officer serves as the University's senior academic administrator and reports directly to the Principal Organizer.

Status: Position to be appointed during institutional expansion.

4.3 Office of the Registrar

The Office of the Registrar serves as the official custodian of the University's academic records.

The Registrar ensures the integrity, accuracy, confidentiality, and security of student academic records while supporting registration and graduation processes.

Responsibilities

- Student registration
- Academic records
- Transcript services
- Enrollment verification
- Degree audits
- Graduation certification
- Course scheduling
- Academic calendar administration
- Student information management

Status: Position to be appointed.

4.4 Office of Admissions

The Office of Admissions manages student recruitment and admission processes while ensuring equitable and transparent evaluation of applicants.

Admissions personnel assist prospective students throughout the enrollment process and provide information regarding academic programs and admission requirements.

Responsibilities

- Student recruitment
- Admissions counseling
- Application processing
- Transcript evaluation
- International admissions coordination
- Transfer credit evaluation
- Enrollment management
- Admissions communications

Director of Admissions

Status: Position to be appointed.

4.5 Office of Finance and Administration

The Office of Finance and Administration provides leadership for the University's financial planning, budgeting, procurement, accounting, and administrative operations.

The office promotes responsible stewardship of institutional resources while supporting long-term financial sustainability.

Responsibilities

- Budget development
- Financial reporting
- Accounting
- Procurement
- Payroll administration
- Asset management
- Internal financial controls
- Risk management

Director of Finance

Status: Position to be appointed.

4.6 Office of Information Technology

The Office of Information Technology provides technological infrastructure supporting academic instruction, administrative operations, cybersecurity, and digital services.

The office manages the University's hybrid learning technologies and institutional information systems.

Responsibilities

- Learning Management System (LMS)
- Student Information System (SIS)
- Cybersecurity
- Network administration
- Cloud services
- Technology support
- Website administration
- Digital classroom technologies
- Data protection

Director of Information Technology

Status: Position to be appointed.

4.7 Office of Student Affairs

The Office of Student Affairs promotes student success through comprehensive support services, leadership development, academic engagement, and campus life initiatives.

The office works collaboratively with faculty and staff to create an inclusive and supportive learning environment.

Responsibilities

- Student orientation
- Academic advising
- Student organizations
- Leadership development

- Student wellness referrals
- Career preparation
- Graduation services
- Student conduct administration
- Alumni engagement

Director of Student Affairs

Status: Position to be appointed.

4.8 Office of Institutional Effectiveness

The Office of Institutional Effectiveness coordinates institutional planning, assessment, accreditation preparation, strategic performance measurement, and continuous quality improvement.

The office supports evidence-based decision-making through data analysis and institutional research.

Responsibilities

- Strategic planning
- Institutional assessment
- Accreditation preparation
- Program review
- Student learning outcomes assessment
- Institutional data analysis
- Performance indicators
- Continuous improvement initiatives

Director of Institutional Effectiveness

Status: Position to be appointed.

4.9 Office of Human Resources

The Office of Human Resources is responsible for workforce planning, employee recruitment, professional development, and personnel administration.

The office promotes a professional, ethical, and inclusive workplace consistent with institutional values.

Responsibilities

- Employee recruitment
- Faculty appointments
- Staff onboarding
- Benefits administration
- Employee relations
- Professional development
- Performance evaluations
- Policy administration

Director of Human Resources

Status: Position to be appointed.

4.10 Office of Marketing and Communications

The Office of Marketing and Communications promotes the University's mission through strategic communications, branding, public relations, digital media, and community engagement.

The office supports student recruitment, institutional visibility, and stakeholder engagement.

Responsibilities

- Institutional branding
- Public relations
- Media communications
- Website content management
- Social media strategy
- Marketing campaigns
- Publications
- Event promotion
- Community outreach

Director of Marketing and Communications

Status: Position to be appointed.

4.11 Administrative Organizational Structure

The administrative organization of Nation Builders University is designed to support effective governance, academic excellence, student success, and institutional sustainability.

Board of Organizers
↓
Principal Organizer
↓
Chief Academic Officer
↓

- Office of Academic Affairs
- Office of the Registrar
- Office of Admissions
- Office of Student Affairs
- Office of Finance and Administration
- Office of Information Technology
- Office of Institutional Effectiveness
- Office of Human Resources
- Office of Marketing and Communications

Each administrative office collaborates to ensure efficient operations, continuous improvement, and the successful fulfillment of the University's mission and strategic objectives.

4.12 Commitment to Administrative Excellence

Nation Builders University is committed to maintaining a professional, transparent, and student-centered administrative structure that supports academic quality, institutional effectiveness, ethical leadership, and continuous improvement.

As the University grows, additional administrative offices and leadership positions may be established to meet evolving operational and academic needs. Any changes to the organizational structure shall be approved through the University's governance processes and reflected in future editions of the Official Academic Catalog.

ACADEMIC CALENDAR & ACADEMIC YEAR

5.1 Academic Year

Nation Builders University (NBU) operates on a semester-based academic calendar designed to provide flexibility for students while maintaining rigorous academic standards. The academic year consists of three instructional terms:

- **Fall Semester**
- **Spring Semester**
- **Summer Term**

The semester system supports undergraduate, graduate, doctoral, certificate, and executive education programs delivered through the University's hybrid instructional model.

The Office of Academic Affairs publishes the official academic calendar annually. Students are responsible for observing all published deadlines and academic dates.

5.2 Academic Calendar (Proposed)

Fall Semester 2026

Activity	Date
Priority Registration Opens	April 6, 2026
General Registration Opens	May 4, 2026
New Student Orientation	August 17–21, 2026
Faculty Professional Development	August 17–19, 2026
Classes Begin	August 24, 2026
Add/Drop Period Ends	August 31, 2026
Labor Day Holiday (University Closed)	September 7, 2026
Midterm Examinations	October 12–16, 2026
Withdrawal Deadline	November 6, 2026
Thanksgiving Break	November 26–27, 2026
Final Examinations	December 7–11, 2026
Semester Ends	December 11, 2026
Final Grades Due	December 16, 2026

Spring Semester 2027

Activity	Date
Registration Opens	November 2, 2026
New Student Orientation	January 11–15, 2027
Classes Begin	January 18, 2027
Add/Drop Deadline	January 25, 2027
Midterm Examinations	March 8–12, 2027
Withdrawal Deadline	March 26, 2027
Spring Break	April 5–9, 2027
Final Examinations	May 10–14, 2027
Semester Ends	May 14, 2027
Grades Due	May 19, 2027
Commencement Ceremony	May 22, 2027

Summer Term 2027

Activity	Date
Registration Opens	March 1, 2027
Classes Begin	May 31, 2027
Add/Drop Deadline	June 4, 2027
Independence Day Holiday	July 5, 2027 (Observed)
Final Examinations	August 2–6, 2027
Summer Term Ends	August 6, 2027
Grades Due	August 11, 2027

5.3 Registration Periods

Students are encouraged to register during the published priority registration period.

Registration categories include:

- Priority Registration
- Continuing Student Registration
- New Student Registration
- Late Registration
- Course Add/Drop Period
- Course Withdrawal Period

Failure to register within published deadlines may delay enrollment.

5.4 Course Add/Drop Policy

Students may add or drop courses during the official add/drop period without academic penalty.

Courses dropped during this period will not appear on the student's official transcript.

Requests submitted after the published deadline require approval from the Office of Academic Affairs and may be subject to institutional policies.

5.5 Course Withdrawal Policy

Students who withdraw after the add/drop period but before the published withdrawal deadline may receive a "W" notation on their academic transcript.

A withdrawal does not affect the student's cumulative grade point average but may affect satisfactory academic progress and financial obligations.

Students are encouraged to consult with an Academic Advisor before withdrawing from any course.

5.6 Final Examination Schedule

Final examinations are administered during the officially designated examination period at the conclusion of each academic term.

Students are expected to complete all required examinations, presentations, projects, and other final assessments according to the published schedule.

Requests for alternative examination dates require approval from the appropriate academic authority and will be granted only under exceptional circumstances.

5.7 Commencement

Nation Builders University conducts an annual Commencement Ceremony recognizing students who have successfully completed all degree requirements.

Participation in the commencement ceremony does not constitute official conferral of a degree.

Degrees are conferred only after:

- Successful completion of all academic requirements.
- Satisfaction of all financial obligations.
- Verification by the Office of the Registrar.
- Approval by the Office of Academic Affairs.

Graduates receive official diplomas following completion of the graduation certification process.

5.8 Academic Holidays

The University observes selected federal holidays and scheduled institutional breaks.

Typical holidays include:

- Labor Day
- Thanksgiving Day
- Christmas Day
- New Year's Day
- Martin Luther King Jr. Day
- Memorial Day
- Independence Day

The University reserves the right to modify holiday observance schedules when necessary.

5.9 Academic Calendar Revisions

The University reserves the right to revise academic dates, when necessary, because of:

- Public emergencies
- Severe weather
- Government directives
- Institutional requirements
- Public health considerations
- Other unforeseen circumstances

Any changes will be communicated through official University channels.

5.10 Attendance Expectations

Students are expected to participate actively in all instructional activities throughout each academic term.

Participation may include:

- Online coursework
- Live virtual sessions
- Hybrid classroom instruction

- Laboratory activities (when applicable)
- Capstone projects
- Internships
- Academic advising meetings

Regular participation is essential for academic success and satisfactory academic progress.

5.11 Academic Planning

Students are encouraged to work with Academic Advisors each semester to:

- Develop an academic plan.
- Register for appropriate courses.
- Monitor degree progress.
- Meet graduation requirements.
- Maintain satisfactory academic progress.

Academic advising is an integral component of student success at Nation Builders University.

5.12 Publication of the Academic Calendar

The official Academic Calendar is published annually by the Office of Academic Affairs and is available through the University's official website, student portal, and academic publications.

Students are responsible for remaining informed of all published academic deadlines, policies, and calendar updates.

ADMISSIONS POLICIES & ENROLLMENT REQUIREMENTS

6.1 Purpose of Admissions Policies

Nation Builders University (NBU) is committed to providing accessible, equitable, and academically rigorous educational opportunities to qualified students from diverse backgrounds.

The University maintains admissions policies designed to identify applicants who demonstrate the academic preparation, motivation, ethical character, and commitment necessary for successful completion of university-level study.

Admissions decisions are based on a comprehensive review of each applicant's academic qualifications, professional experience (when applicable), personal achievements, and readiness for the selected program of study.

The University does not discriminate in admissions or enrollment decisions based on race, color, national origin, ethnicity, religion, gender, disability, age, veteran status, or any other protected status in accordance with applicable laws and institutional policies.

6.2 Office of Admissions

The Office of Admissions is responsible for managing the University's admission process, including:

- Recruitment and outreach activities
- Application processing
- Evaluation of applicant credentials
- Admission decisions
- Communication with applicants
- Enrollment confirmation
- New student onboarding

The Office of Admissions works collaboratively with:

- Office of Academic Affairs
- Office of the Registrar
- Academic Departments
- Student Affairs
- Financial Services

- International Student Services (when applicable)

6.3 General Admission Requirements

Applicants seeking admission to Nation Builders University must submit required application materials demonstrating their eligibility for the selected program.

General admission requirements include:

- Completed University application form
- Application fee (if applicable)
- Official academic transcripts
- Proof of previous educational completion
- Identification documents
- Personal statement or statement of purpose (when required)
- Letters of recommendation (when required)
- Resume/Curriculum Vitae for graduate and professional programs (when required)
- Additional documents required by specific programs

Admission requirements may vary according to academic level and program requirements.

6.4 Undergraduate Admission Requirements

Applicants seeking admission into undergraduate degree programs must demonstrate completion of secondary education or equivalent preparation.

Required Materials:

Applicants must submit:

- Completed admission application
- Official high school transcript or equivalent credential
- Proof of secondary school completion
- Personal statement or essay (if required)
- Identification documentation
- Additional program-specific materials when applicable

Undergraduate Admission Considerations:

The University evaluates applicants based on:

- Academic achievement
- Preparation for college-level coursework
- Educational goals
- Personal accomplishments
- Motivation for higher education

Applicants who demonstrate readiness for university study may be admitted as regular students.

6.5 Graduate Admission Requirements

Applicants seeking admission into master's degree programs must hold a recognized bachelor's degree or equivalent qualification from an accredited or recognized institution.

Required Materials:

Graduate applicants must submit:

- Completed graduate admission application
- Official undergraduate transcripts
- Proof of bachelor's degree completion
- Curriculum Vitae or professional resume
- Statement of purpose
- Letters of recommendation (when required)
- Writing sample or portfolio (when required)
- Additional program-specific requirements

Graduate Admission Evaluation:

Graduate admissions decisions may consider:

- Undergraduate academic performance
- Professional experience
- Leadership experience
- Research interests
- Career objectives
- Professional achievements

6.6 Doctoral Admission Requirements

Admission into doctoral programs requires advanced academic preparation and demonstrated readiness for independent research and scholarly work.

Applicants must typically possess:

- A completed master's degree or equivalent qualification
- Strong academic background
- Research capability
- Professional or academic experience relevant to the doctoral field

Doctoral Application Requirements:

Applicants must submit:

- Completed doctoral application
- Official transcripts from all institutions attended
- Master's degree documentation
- Research proposal or statement of research interest
- Professional curriculum vitae
- Letters of recommendation
- Personal statement
- Writing sample or academic publication (when applicable)
- Interview participation when required

Doctoral admissions decisions are made in consultation with academic departments and appropriate academic authorities.

6.7 Certificate and Professional Education Admission

Nation Builders University offers certificate, continuing education, executive education, and professional development programs designed for learners seeking specialized knowledge and career advancement.

Admission requirements may include:

- Completed application
- Evidence of educational background
- Professional experience (when applicable)

- Identification documentation
- Program-specific requirements

Certain professional programs may allow admission based on demonstrated expertise and professional achievement.

6.8 Transfer Student Admission

Nation Builders University welcomes qualified transfer students from accredited institutions.

Transfer applicants must submit:

- Completed transfer application
- Official transcripts from all previously attended institutions
- Academic records demonstrating completed coursework
- Program-specific documents when required

Transfer credit evaluation is conducted by the Office of the Registrar in consultation with academic departments.

Transfer students must satisfy all University graduation requirements, including residency requirements.

6.9 International Student Admission

Nation Builders University welcomes qualified international students seeking academic opportunities in a global learning environment.

International applicants must provide:

- Completed international admission application
- Official academic transcripts
- Credential evaluation when required
- Proof of educational equivalency
- Identification documentation
- English proficiency documentation (when applicable)
- Additional immigration-related documents when required

International applicants are responsible for ensuring that submitted academic documents comply with University requirements.

6.10 English Language Proficiency Requirements

Because many University courses are delivered in English, applicants whose primary language of instruction has not been English may be required to demonstrate English proficiency.

Accepted evidence may include:

- TOEFL examination results
- IELTS examination results
- Duolingo English Test results
- Completion of recognized English language programs
- Previous academic study conducted in English
- Institutional English assessment

The University may provide approved alternatives for applicants demonstrating equivalent English competency.

6.11 Application Review Process

The admissions review process includes:

Step 1: Application Submission

Applicants submit completed applications and required supporting documentation.

Step 2: Document Verification

The Office of Admissions verifies submitted materials for completeness and authenticity.

Step 3: Academic Review

Applications are evaluated according to:

- Academic qualifications
- Program requirements
- Professional background
- Applicant readiness

Step 4: Admission Decision

Applicants receive official notification regarding admission status.

Admission decisions may include:

- Accepted

- Accepted with Conditions
- Waitlisted
- Denied

6.12 Conditional Admission

Applicants who demonstrate potential for academic success but do not fully meet standard admission requirements may be considered for conditional admission.

Conditions may include:

- Completion of prerequisite coursework
- Academic performance requirements
- English language preparation
- Additional documentation submission

Students admitted conditionally must satisfy all stated requirements within the designated timeframe.

6.13 Enrollment Confirmation

Students admitted to Nation Builders University must complete enrollment procedures before beginning coursework.

Enrollment requirements include:

- Acceptance confirmation
- Completion of required student forms
- Submission of final academic documents
- Payment of required fees
- Completion of orientation requirements
- Course registration

Failure to complete enrollment requirements may result in delayed course participation.

6.14 New Student Orientation

All newly admitted students are encouraged or required to participate in University orientation.

Orientation provides information regarding:

- Academic expectations

- University policies
- Student resources
- Technology systems
- Academic advising
- Student success services
- Campus and online learning procedures

6.15 Enrollment Status Categories

Students are classified according to enrollment status:

Full-Time Student

A student enrolled in the minimum number of credits required for full-time status.

Part-Time Student

A student enrolled below full-time credit requirements.

Undergraduate Student

A student pursuing an associate or bachelor's degree.

Graduate Student

A student pursuing a master's degree or graduate credential.

Doctoral Student

A student pursuing doctoral-level study.

Non-Degree Student

A student taking courses without pursuing a formal degree.

6.16 Re-Admission After Academic Absence

Students who discontinue enrollment and wish to return may be required to complete a re-admission process.

Requirements may include:

- Updated application
- Academic review
- Updated documentation
- Compliance with current program requirements

Students returning after extended absence may be subject to updated curriculum requirements.

6.17 Prior Learning Assessment (PLA)

Nation Builders University recognizes that students may acquire knowledge through professional experience, military service, certifications, training, and other learning environments.

The University may evaluate prior learning through:

- Portfolio assessment
- Standardized examinations
- Professional certifications
- Competency evaluations
- Departmental review

Awarding of academic credit through prior learning assessment follows University academic policies and applicable accreditation standards.

6.18 Transfer Credit Evaluation

Transfer credits may be accepted when:

- Coursework was completed at a recognized institution
- Courses are equivalent to University requirements
- Academic standards are satisfied
- Official transcripts are provided

The University determines acceptance and applicability of transfer credits toward degree completion.

6.19 Enrollment Limitations

The University reserves the right to limit enrollment in programs, courses, or academic terms based on:

- Faculty availability
- Program capacity
- Academic resources
- Regulatory requirements
- Institutional priorities

Meeting minimum admission requirements does not guarantee enrollment in all programs.

6.20 Fraudulent or Misrepresented Credentials

Applicants must provide accurate and truthful information throughout the admission process.

Submission of fraudulent documents, falsified information, or misrepresented academic credentials may result in:

- Denial of admission
- Withdrawal of admission offer
- Cancellation of enrollment
- Academic disciplinary action

The University reserves the right to verify submitted credentials.

6.21 Admission Appeals

Applicants who believe an admission decision was made incorrectly may submit an appeal according to University procedures.

Appeals must:

- Be submitted in writing
- Include supporting documentation
- Identify the basis for reconsideration

Admission appeals are reviewed by the appropriate University authority.

6.22 Enrollment Compliance

All enrolled students must comply with:

- University academic policies
- Student conduct standards
- Financial obligations
- Registration procedures
- Program requirements

Continued enrollment requires satisfactory academic progress and compliance with institutional policies.

6.23 Publication of Admissions Requirements

Nation Builders University publishes current admission requirements through:

- University catalog
- Official website
- Admissions publications
- Student application portal

The University reserves the right to update admission requirements to maintain academic quality and compliance with applicable standards.

TUITION, FEES & FINANCIAL POLICIES

7.1 Purpose of Financial Policies

Nation Builders University (NBU) is committed to maintaining transparent, equitable, and responsible financial policies that support student access, institutional sustainability, and academic excellence.

The University establishes tuition and fee policies to clearly communicate educational costs, payment expectations, financial responsibilities, refund procedures, and available financial support opportunities.

All students are responsible for understanding and fulfilling their financial obligations to the University.

7.2 Office of Student Financial Services

The Office of Student Financial Services is responsible for administering University financial policies, including:

- Tuition assessment
- Student account management
- Payment processing
- Billing statements
- Refund administration
- Financial counseling
- Scholarship coordination
- Financial compliance monitoring

The Office works collaboratively with:

- Office of Admissions
- Office of the Registrar
- Office of Academic Affairs
- Student Affairs
- Finance Department

7.3 Tuition and Fee Structure

Nation Builders University establishes tuition and fees according to:

- Academic program level
- Credit requirements
- Delivery format
- Institutional costs
- Academic resources
- Administrative services

Tuition rates may vary among:

- Undergraduate programs
- Graduate programs
- Doctoral programs
- Certificate programs
- Executive education programs
- Professional development programs

The University publishes current tuition rates annually through official financial publications.

7.4 Tuition Charges

Students are responsible for tuition charges associated with their registered coursework.

Tuition charges may include:

- Course tuition
- Academic technology fees
- Student services fees
- Laboratory fees (when applicable)
- Program fees
- Administrative fees
- Graduation fees
- Other approved institutional charges

Students are encouraged to review their financial statements regularly through the University student portal.

7.5 Tuition Payment Responsibilities

Students are responsible for ensuring that all tuition and applicable fees are paid according to published deadlines.

Payment responsibilities include:

- Reviewing account balances
- Meeting payment deadlines
- Maintaining accurate financial information
- Communicating financial concerns promptly
- Understanding refund and withdrawal policies

Failure to satisfy financial obligations may result in administrative restrictions.

7.6 Payment Options

Nation Builders University may provide multiple payment options, including:

- Full payment before the beginning of the academic term
- Installment payment plans
- Approved electronic payment methods
- Employer-sponsored payment arrangements
- Authorized third-party payment agreements

Payment options are subject to University financial procedures.

7.7 Payment Deadlines

Tuition and fees must be paid according to the deadlines established by the Office of Student Financial Services.

Students who fail to meet payment deadlines may be subject to:

- Late payment charges
- Registration restrictions
- Administrative holds
- Suspension of student services

- Removal from enrolled courses

Students experiencing financial difficulties should contact Student Financial Services before payment deadlines.

7.8 Student Financial Accounts

Each student maintains an official financial account with the University.

Student accounts include:

- Tuition charges
- Approved fees
- Payments received
- Scholarships and institutional awards
- Adjustments
- Refunds
- Outstanding balances

Students are responsible for reviewing account information and reporting discrepancies.

7.9 Financial Holds

A financial hold may be placed on a student account when outstanding obligations exist.

A financial hold may restrict:

- Course registration
- Transcript release
- Enrollment verification
- Graduation clearance
- Access to certain administrative services

Financial holds are removed after satisfactory resolution of outstanding obligations.

7.10 Refund Policy

Nation Builders University provides refunds according to established institutional refund schedules.

Refund eligibility may depend on:

- Date of withdrawal

- Course start date
- Enrollment status
- Applicable tuition payment policies

Students who withdraw or discontinue enrollment should consult the Office of Student Financial Services regarding potential refunds.

7.11 Withdrawal and Tuition Adjustments

Students who officially withdraw from courses or programs may qualify for tuition adjustments based on University refund schedules.

The effective withdrawal date is determined by official notification submitted through approved University procedures.

Failure to attend classes does not constitute official withdrawal and does not automatically cancel financial obligations.

7.12 Financial Obligations After Withdrawal

Students withdrawing from courses remain responsible for applicable charges according to University policies.

Financial obligations may include:

- Tuition balances
- Outstanding fees
- Administrative charges
- Technology fees
- Other approved expenses

Students should consult academic and financial advisors before withdrawing.

7.13 Scholarships and Institutional Awards

Nation Builders University may provide scholarships and institutional awards to support qualified students.

Scholarship decisions may consider:

- Academic achievement
- Leadership experience
- Professional accomplishments

- Community involvement
- Financial circumstances
- Program-specific criteria

Scholarships are awarded according to established institutional guidelines.

7.14 Scholarship Eligibility Requirements

Students receiving scholarships may be required to maintain:

- Minimum academic performance standards
- Satisfactory academic progress
- Enrollment requirements
- Compliance with University policies

Failure to meet scholarship requirements may result in reduction or cancellation of awards.

7.15 Financial Aid Philosophy

Nation Builders University supports the principle that qualified students should have access to educational opportunities regardless of financial circumstances.

The University seeks to provide information regarding available financial resources and encourages students to explore appropriate funding options.

Financial aid availability may depend on:

- Student eligibility
- Government regulations
- Institutional resources
- External funding opportunities

7.16 External Financial Assistance

Students may use external sources of educational funding, including:

- Employer tuition assistance
- Government-sponsored programs
- Private scholarships
- Professional organizations

- Educational sponsorships

Students are responsible for meeting requirements established by external funding providers.

7.17 International Student Financial Requirements

International students may be required to provide evidence of financial capability sufficient to support educational expenses.

Requirements may include:

- Proof of funding
- Sponsorship documentation
- Financial statements
- Other required documentation

The University reserves the right to establish additional financial requirements for international enrollment.

7.18 Veteran and Military Education Benefits

Nation Builders University supports eligible military-connected students and may participate in approved educational benefit programs when applicable.

Students seeking military education benefits must:

- Submit required documentation
- Maintain eligibility requirements
- Follow applicable government procedures

7.19 Employer-Sponsored Education

Students receiving employer-sponsored education assistance must provide appropriate authorization documentation.

The University may establish agreements with employers or organizations supporting employee education.

Students remain responsible for unpaid balances unless otherwise documented through approved agreements.

7.20 Graduation Financial Requirements

Students must satisfy all financial obligations before receiving official graduation clearance.

Requirements include:

- Payment of outstanding balances
- Resolution of financial holds
- Completion of required financial procedures

Participation in commencement does not eliminate outstanding financial responsibilities.

7.21 Returned Payments and Failed Transactions

Students are responsible for charges resulting from:

- Returned checks
- Failed electronic payments
- Invalid payment information
- Unauthorized payment reversals

Additional administrative fees may apply.

7.22 Delinquent Accounts

Accounts with unpaid balances may be considered delinquent.

The University may take actions including:

- Financial holds
- Collection procedures
- Restriction of services
- Referral to authorized collection agencies

Students remain responsible for all legitimate financial obligations.

7.23 Financial Responsibility Agreement

Before enrollment, students may be required to acknowledge a Financial Responsibility Agreement confirming that they understand:

- Tuition obligations
- Payment deadlines
- Refund policies
- Financial consequences of non-payment

This agreement protects both the student and the University by ensuring financial transparency.

7.24 Tuition and Fee Changes

Nation Builders University reserves the right to modify tuition rates and fees when necessary.

Changes may occur because of:

- Inflation
- Regulatory requirements
- Academic program expansion
- Technology investments
- Institutional financial planning

Students will receive appropriate notice of approved changes.

7.25 Financial Appeals

Students may request review of certain financial decisions through established University procedures.

Financial appeals must:

- Be submitted in writing
- Include supporting documentation
- Explain the basis for reconsideration

Appeals are reviewed by authorized University officials.

7.26 Financial Counseling and Student Support

Nation Builders University encourages students to seek financial guidance regarding:

- Tuition planning
- Payment options
- Scholarships
- Budget management
- Educational expenses

Financial counseling resources are available through the Office of Student Financial Services.

7.27 Publication of Tuition and Financial Policies

Current tuition rates, fees, payment procedures, and financial policies are published through:

- University catalog
- Official website
- Student portal
- Financial services publications

Students are responsible for reviewing current financial policies each academic year.

7.28 Institutional Financial Integrity

Nation Builders University maintains responsible financial practices consistent with:

- Transparency
- Accountability
- Ethical management
- Regulatory compliance
- Protection of student interests

The University regularly reviews financial policies to support long-term institutional sustainability.

ACADEMIC POLICIES & STANDARDS

8.1 Purpose of Academic Policies

Nation Builders University (NBU) establishes academic policies and standards to ensure the quality, integrity, consistency, and effectiveness of all educational programs.

These policies provide the framework for:

- Academic achievement
- Student responsibilities
- Faculty expectations
- Degree completion requirements
- Academic evaluation
- Institutional academic integrity

All students, faculty members, and academic administrators are responsible for understanding and complying with University academic policies.

8.2 Office of Academic Affairs

The Office of Academic Affairs provides leadership and oversight for academic policies, programs, and standards.

Responsibilities include:

- Academic program development
- Curriculum oversight
- Faculty academic standards
- Academic quality assurance
- Degree requirements
- Academic policy implementation
- Academic appeals administration

The Office of Academic Affairs works closely with:

- Academic Departments
- Faculty Senate

- Office of the Registrar
- Student Affairs
- Institutional Effectiveness Office

8.3 Academic Programs and Curriculum Standards

Nation Builders University develops academic programs designed to meet recognized higher education standards and workforce needs.

All programs must:

- Have clearly defined learning outcomes
- Maintain approved curricula
- Include appropriate assessment methods
- Follow institutional academic review procedures
- Meet applicable accreditation and regulatory expectations

Academic programs are periodically reviewed to ensure relevance and quality.

8.4 Credit Hour Policy

Nation Builders University defines academic credit according to generally recognized higher education standards.

One semester credit hour represents an amount of academic work equivalent to:

- A minimum of fifteen (15) instructional hours of classroom or direct faculty instruction, and
- Appropriate additional student preparation, study, assignments, research, or learning activities

For online and hybrid courses, equivalent learning outcomes and academic engagement requirements apply.

8.5 Course Load Requirements

Students must enroll in an appropriate course load based on academic level, program requirements, and individual circumstances.

Undergraduate Students

Full-time undergraduate enrollment generally requires:

- Twelve (12) or more semester credit hours per term

Graduate Students

Full-time graduate enrollment generally requires:

- Nine (9) or more semester credit hours per term

Doctoral Students

Full-time doctoral enrollment is determined according to:

- Program structure
- Research requirements
- Dissertation requirements

Students should consult Academic Advisors before exceeding normal course load limits.

8.6 Academic Advising

Academic advising is an essential component of student success.

Academic Advisors assist students with:

- Course selection
- Degree planning
- Academic progress monitoring
- Graduation preparation
- Academic challenges
- Career and professional goals

Students are responsible for actively participating in academic advising.

8.7 Course Registration Requirements

Students must register for courses according to published registration procedures.

Students are responsible for:

- Selecting appropriate courses
- Meeting prerequisites
- Confirming registration accuracy
- Completing required coursework
- Observing registration deadlines

Unauthorized enrollment or failure to meet prerequisites may result in administrative course changes.

8.8 Course Prerequisites and Requirements

Certain courses require successful completion of prerequisite courses or demonstrated competency.

Prerequisites ensure that students possess the required knowledge and preparation for advanced study.

Students may request prerequisite exceptions only through approved academic procedures.

8.9 Attendance and Participation Policy

Regular academic participation is required for student success.

Participation expectations may include:

- Classroom attendance
- Online course engagement
- Virtual meetings
- Discussion activities
- Assignments
- Projects
- Examinations
- Academic presentations

Students are responsible for understanding attendance expectations established by individual courses.

8.10 Online and Hybrid Learning Expectations

Nation Builders University utilizes technology-enhanced instructional methods, including online and hybrid learning.

Students enrolled in online or hybrid courses must:

- Maintain regular participation
- Complete assignments by deadlines
- Engage with instructors and classmates
- Meet technology requirements

- Follow online learning standards

Online courses maintain equivalent academic expectations as traditional instructional formats.

8.11 Academic Integrity Policy

Nation Builders University is committed to maintaining the highest standards of academic honesty and ethical conduct.

Academic integrity requires students to complete academic work honestly and responsibly.

Academic misconduct includes:

- Plagiarism
- Cheating
- Unauthorized collaboration
- Fabrication of information
- Falsification of academic records
- Unauthorized use of academic materials
- Misrepresentation of academic work

Violations may result in academic penalties and disciplinary action.

8.12 Plagiarism Policy

Plagiarism is the presentation of another person's ideas, words, research, or work as one's own without proper acknowledgment.

Students must:

- Properly cite sources
- Follow academic citation standards
- Submit original work
- Respect intellectual property

The University may use appropriate academic tools to promote originality and academic integrity.

8.13 Artificial Intelligence (AI) Academic Use Policy

Nation Builders University recognizes the role of emerging technologies, including artificial intelligence tools, in education.

Students may use AI tools only when permitted by course instructors and academic policies.

Acceptable use requires:

- Transparency regarding AI assistance
- Appropriate citation when required
- Responsible academic judgment
- Compliance with instructor guidelines

Unauthorized use of AI tools may constitute academic misconduct.

8.14 Grading System

Nation Builders University uses a standard grading system to evaluate academic performance.

Typical grades include:

Grade	Description	Grade Points
A	Excellent Achievement	4.0
A-	Outstanding Achievement	3.7
B+	Very Good Achievement	3.3
B	Good Achievement	3.0
B-	Above Satisfactory	2.7
C+	Satisfactory Achievement	2.3
C	Acceptable Achievement	2.0
C-	Minimum Passing Level	1.7
D	Poor but Passing	1.0
F	Failure	0.0

The University may establish additional grading symbols including:

- W – Withdrawal
- I – Incomplete
- P – Pass
- NP – No Pass
- AU – Audit

8.15 Grade Point Average (GPA)

The Grade Point Average (GPA) measures academic performance.

Semester GPA

Calculated based on grades earned during a specific academic term.

Cumulative GPA

Calculated based on all completed coursework at the University.

Students must maintain required GPA standards for:

- Continued enrollment
- Academic standing
- Graduation eligibility
- Financial assistance eligibility when applicable

8.16 Incomplete Grades

An incomplete grade ("I") may be assigned when a student has completed substantial coursework but is unable to finish remaining requirements due to approved circumstances.

Students receiving an incomplete must:

- Complete remaining coursework within the established timeframe
- Follow instructor and academic department requirements

Failure to complete requirements may result in conversion to a final grade.

8.17 Repeating Courses

Students may repeat courses according to University policies.

Course repetition may be permitted to:

- Improve academic performance
- Meet degree requirements
- Replace unsuccessful coursework

The University determines how repeated courses affect GPA calculations and academic records.

8.18 Academic Standing

Students are expected to maintain satisfactory academic performance.

Academic standing categories include:

- Good Academic Standing
- Academic Warning

- Academic Probation
- Academic Suspension
- Academic Dismissal

Academic standing decisions consider:

- GPA requirements
- Course completion
- Degree progress
- Academic conduct

8.19 Academic Probation

Students who fail to meet academic standards may be placed on academic probation.

Students on probation may be required to:

- Meet with Academic Advisors
- Develop academic improvement plans
- Limit course enrollment
- Demonstrate academic progress

Failure to improve academic performance may result in suspension or dismissal.

8.20 Academic Suspension and Dismissal

Students may be suspended or dismissed for:

- Continued academic deficiencies
- Failure to meet GPA requirements
- Lack of satisfactory progress
- Serious academic misconduct

Students receiving suspension or dismissal may have appeal rights according to University procedures.

8.21 Satisfactory Academic Progress (SAP)

Students must maintain satisfactory academic progress toward degree completion.

SAP evaluation considers:

Academic Performance

Minimum GPA requirements.

Pace of Completion

Successful completion of sufficient coursework.

Maximum Timeframe

Completion of degree requirements within approved limits.

SAP standards apply to all students and may also apply to financial aid eligibility.

8.22 Degree Completion Requirements

Students must successfully complete all requirements established by their academic program.

Requirements include:

- Required credit hours
- Required courses
- Minimum GPA
- Capstone, thesis, dissertation, or final project requirements when applicable
- Residency requirements
- Financial clearance

8.23 Double Major, Minor, and Concentration Policies

Students may pursue additional academic areas according to program availability and institutional requirements.

Approval may require:

- Academic advising
- Additional coursework
- Department approval
- Completion within applicable degree requirements

8.24 Independent Study

Independent study allows students to complete specialized academic work under faculty supervision.

Requirements include:

- Faculty approval
- Defined learning objectives
- Approved study plan
- Evaluation criteria

Independent study is subject to academic department approval.

8.25 Academic Appeals Process

Students may appeal certain academic decisions through established University procedures.

Academic appeals may include:

- Grade disputes
- Academic standing decisions
- Academic policy exceptions

Appeals must:

- Be submitted in writing
- Include supporting evidence
- Follow published deadlines

8.26 Student Academic Records

Academic records are maintained by the Office of the Registrar.

Student records include:

- Course enrollments
- Grades
- Degrees awarded
- Academic standing
- Transcripts

The University maintains records according to applicable privacy and records management requirements.

8.27 Transcripts

Official transcripts are issued by the Office of the Registrar upon authorized student request.

Transcript requests may require:

- Student identity verification
- Payment of applicable fees
- Resolution of financial obligations

The University releases transcripts according to institutional policies and applicable regulations.

8.28 Academic Policy Changes

Nation Builders University reserves the right to modify academic policies when necessary.

Changes may occur because of:

- Accreditation requirements
- Regulatory changes
- Academic improvements
- Institutional needs

Students will be notified of significant policy changes through official communication channels.

STUDENT RIGHTS, RESPONSIBILITIES & CODE OF CONDUCT

9.1 Purpose of Student Rights and Responsibilities Policies

Nation Builders University (NBU) is committed to creating an educational environment that promotes:

- Academic excellence
- Respectful engagement
- Ethical behavior
- Personal responsibility
- Diversity and inclusion
- Freedom of inquiry
- Student success

The University recognizes that students have important rights and responsibilities as members of the academic community.

Students are expected to conduct themselves in a manner consistent with University values, policies, and applicable laws.

9.2 Student Rights

Nation Builders University recognizes the following fundamental student rights:

Right to Quality Education

Students have the right to access educational programs that meet established academic standards and institutional expectations.

Right to Fair Treatment

Students have the right to fair, respectful, and equitable treatment without discrimination or harassment.

Right to Academic Freedom

Students have the right to engage in intellectual inquiry, discussion, research, and expression within appropriate academic standards.

Right to Access Information

Students have the right to receive accurate information regarding:

- Academic programs
- Admission requirements
- Tuition and fees
- Graduation requirements
- University policies
- Student services

Right to Privacy

Students have the right to protection of personal educational information in accordance with applicable privacy laws and University policies.

Right to Due Process

Students have the right to fair procedures when facing academic or disciplinary actions.

9.3 Student Responsibilities

Students are responsible for:

- Understanding and following University policies
- Maintaining academic integrity
- Completing academic requirements
- Respecting faculty, staff, and fellow students
- Maintaining accurate personal information
- Meeting financial obligations
- Protecting University resources
- Participating responsibly in the academic community

Enrollment at Nation Builders University represents acceptance of institutional policies and expectations.

9.4 Student Code of Conduct

The Student Code of Conduct establishes behavioral standards required for maintaining a safe, respectful, and productive educational environment.

Students must demonstrate:

- Integrity

- Respect
- Professional behavior
- Responsibility
- Ethical decision-making

The Code applies to:

- Campus activities
- Online learning environments
- University events
- Academic activities
- University-sponsored programs

9.5 Standards of Student Behavior

Students are expected to:

- Communicate respectfully
- Respect diverse perspectives
- Follow academic and administrative procedures
- Maintain professional conduct
- Avoid behavior that disrupts learning environments

Students are accountable for their actions both on and off University premises when those actions affect the University community.

9.6 Prohibited Conduct

The following behaviors may constitute violations of the Student Code of Conduct:

Academic Misconduct

Including:

- Cheating
- Plagiarism
- Academic fraud
- Unauthorized collaboration

- Falsification of academic information

Harassment and Discrimination

Including:

- Verbal harassment
- Threatening behavior
- Discriminatory conduct
- Unwelcome conduct that interferes with educational participation

Violence and Threats

Including:

- Physical violence
- Threats of harm
- Intimidation
- Endangering others

Theft and Property Misuse

Including:

- Theft of University or personal property
- Unauthorized use of resources
- Damage to facilities or equipment

Dishonest Conduct

Including:

- Providing false information
- Forgery
- Misrepresentation
- Unauthorized alteration of documents

Disruption of University Activities

Including:

- Interference with teaching
- Disruption of academic operations

- Obstruction of University functions

9.7 Respectful Learning Environment

Nation Builders University promotes an environment where students, faculty, and staff can engage in learning without intimidation, discrimination, or disruption.

Students are expected to:

- Respect differences in background and viewpoints
- Engage in constructive dialogue
- Maintain professional communication
- Support a positive academic culture

9.8 Diversity, Equity, and Inclusion

Nation Builders University values diversity among students, faculty, and staff.

The University is committed to:

- Equal educational opportunity
- Respect for diverse perspectives
- Inclusive learning environments
- Prevention of discrimination

The University seeks to ensure that all students have meaningful opportunities to succeed.

9.9 Freedom of Expression

Nation Builders University supports freedom of expression and intellectual discussion consistent with academic responsibilities.

Students may:

- Express opinions
- Participate in academic discussions
- Engage in respectful debate

Expression must not:

- Threaten safety
- Harass others
- Disrupt educational activities

- Violate University policies

9.10 Academic Freedom and Student Inquiry

Students are encouraged to:

- Ask questions
- Explore ideas
- Conduct research
- Challenge assumptions
- Participate in scholarly discussions

Academic inquiry must be conducted with respect, evidence-based reasoning, and ethical responsibility.

9.11 Online Student Conduct Policy

The Student Code of Conduct applies equally to online and hybrid learning environments.

Students participating online must:

- Use respectful communication
- Protect personal information
- Avoid disruptive behavior
- Follow instructor requirements
- Maintain academic integrity

Online misconduct may result in disciplinary action.

9.12 Technology and Acceptable Use Policy

University technology resources must be used responsibly.

Acceptable use includes:

- Academic research
- Course participation
- University communication
- Authorized educational activities

Prohibited technology use includes:

- Unauthorized access
- Cyber abuse
- Harassment through technology
- Distribution of harmful materials
- Misuse of University systems

9.13 Student Organizations and Activities

Nation Builders University encourages student engagement through approved organizations, activities, and leadership opportunities.

Student organizations must:

- Follow University policies
- Maintain responsible leadership
- Promote positive educational experiences
- Avoid activities inconsistent with institutional values

Student organizations may require official recognition by the University.

9.14 Student Leadership Responsibilities

Students serving in leadership roles are expected to:

- Demonstrate integrity
- Represent the University positively
- Follow organizational procedures
- Promote student engagement
- Support ethical decision-making

Leadership positions may require additional responsibilities and accountability.

9.15 Health, Safety, and Wellness Responsibilities

Students share responsibility for maintaining a safe and supportive learning environment.

Students should:

- Follow safety instructions
- Report safety concerns

- Respect emergency procedures
- Support community wellness

The University encourages students to seek appropriate support services when needed.

9.16 Alcohol and Drug-Free Environment

Nation Builders University is committed to maintaining an educational environment free from substance-related harm.

Students must comply with:

- Applicable laws
- University policies
- Safety requirements

Unauthorized possession, use, distribution, or impairment affecting University activities may result in disciplinary action.

9.17 Sexual Harassment and Misconduct Policy

Nation Builders University prohibits sexual harassment, sexual misconduct, and inappropriate conduct that interferes with educational participation or creates an unsafe environment.

The University provides procedures for:

- Reporting concerns
- Reviewing allegations
- Conducting fair investigations
- Providing appropriate support measures

All reports are handled according to applicable laws and institutional procedures.

9.18 Discrimination and Harassment Prevention

The University prohibits discrimination or harassment based on legally protected characteristics.

Students are encouraged to report concerns through established University procedures.

The University investigates reports fairly and takes appropriate action when violations occur.

9.19 Reporting Violations

Students may report violations of University policies through appropriate administrative channels.

Reports may involve:

- Academic misconduct
- Student behavior concerns
- Safety issues
- Harassment
- Policy violations

The University encourages timely reporting of concerns.

9.20 Student Conduct Investigation Process

When a student conduct concern is reported, the University may follow the following process:

Step 1: Initial Review

The University reviews available information.

Step 2: Notice

The student receives information regarding the concern.

Step 3: Investigation or Hearing

The University evaluates facts and allows appropriate student participation.

Step 4: Decision

A determination is made based on available evidence.

Step 5: Appeal Opportunity

Students may appeal decisions according to University procedures.

9.21 Possible Conduct Sanctions

Violations may result in educational or disciplinary sanctions, including:

- Warning
- Written reprimand
- Educational assignments
- Probation
- Restriction of privileges
- Suspension
- Dismissal from the University

Sanctions depend on:

- Nature of violation
- Severity of conduct
- Student history
- Impact on the University community

9.22 Student Conduct Appeals

Students may appeal disciplinary decisions when they believe:

- Procedures were not properly followed
- New information is available
- The decision was inconsistent with University policies

Appeals must follow established deadlines and procedures.

9.23 Protection Against Retaliation

Nation Builders University prohibits retaliation against individuals who:

- Report concerns
- Participate in investigations
- Exercise protected rights
- Request assistance under University policies

Retaliation may result in disciplinary action.

9.24 Student Complaints and Grievances

Students may submit complaints or grievances regarding:

- Academic matters
- Administrative decisions
- Student services
- University policies

Complaints are reviewed through established institutional procedures.

9.25 Student Records and Privacy Rights

Student educational records are maintained according to applicable privacy requirements.

Students have rights regarding:

- Access to records
- Review of information
- Request for corrections
- Authorized disclosure procedures

9.26 Withdrawal for Conduct Reasons

The University may require withdrawal of a student whose conduct:

- Threatens safety
- Seriously disrupts educational activities
- Violates significant University policies

Such actions follow appropriate review procedures.

9.27 Reinstatement After Suspension or Dismissal

Students seeking reinstatement after disciplinary suspension or dismissal must demonstrate:

- Compliance with conditions
- Evidence of improvement
- Readiness to return
- Commitment to University expectations

Reinstatement decisions are made according to institutional procedures.

9.28 Student Responsibility for Policy Awareness

Students are responsible for becoming familiar with:

- Student handbook policies
- Academic regulations
- Financial requirements
- Conduct expectations
- University procedures

Failure to understand a policy does not eliminate responsibility for compliance.

9.29 Publication of Student Rights and Conduct Policies

Student rights, responsibilities, and conduct policies are published through:

- University catalog
- Student handbook
- Official website
- Student portal

The University may update policies to maintain compliance and support institutional improvement.

FACULTY POLICIES & ACADEMIC PERSONNEL STANDARDS

10.1 Purpose of Faculty Policies

Nation Builders University (NBU) recognizes faculty members as essential contributors to academic excellence, student success, research advancement, and institutional development.

The Faculty Policies and Academic Personnel Standards establish expectations, responsibilities, qualifications, and procedures governing faculty appointment, performance, professional conduct, evaluation, and advancement.

These policies are designed to promote:

- High-quality instruction
- Academic integrity
- Faculty excellence
- Research and innovation
- Student-centered learning
- Continuous academic improvement

10.2 Office of Academic Affairs Oversight

The Office of Academic Affairs provides institutional leadership for faculty matters, including:

- Faculty appointment procedures
- Academic qualification review
- Faculty development
- Teaching standards
- Faculty evaluation processes
- Academic workload policies
- Faculty governance coordination

The Office works with academic departments and institutional leadership to ensure faculty standards are maintained.

10.3 Faculty Commitment to Academic Excellence

Faculty members at Nation Builders University are expected to demonstrate commitment to:

- Teaching excellence
- Student engagement
- Professional ethics
- Academic freedom
- Continuous improvement
- Scholarly contribution
- Institutional mission and values

Faculty members serve as educators, mentors, scholars, and representatives of the University.

10.4 Faculty Categories and Appointments

Nation Builders University may appoint faculty members under several categories.

Full-Time Faculty

Full-time faculty members hold regular academic appointments and contribute substantially to:

- Teaching
- Academic advising
- Curriculum development
- Service activities
- Research or professional engagement

Part-Time / Adjunct Faculty

Adjunct faculty members provide specialized expertise and contribute to instructional activities on a limited appointment basis.

Adjunct faculty must meet equivalent academic qualification standards appropriate to their teaching assignments.

Visiting Faculty

Visiting faculty members are appointed temporarily to support:

- Specialized instruction
- Research collaboration
- Academic partnerships
- International exchange initiatives

Research Faculty

Research faculty members contribute primarily through:

- Research activities
- Publications
- Innovation initiatives
- Academic projects

10.5 Faculty Appointment Requirements

Faculty appointments are based on academic qualifications, professional expertise, teaching ability, and institutional needs.

Applicants may be evaluated based on:

- Academic credentials
- Professional experience
- Teaching experience
- Research record
- Industry expertise
- Professional certifications
- Commitment to student learning

10.6 Minimum Faculty Qualifications

Faculty qualifications are determined according to academic discipline and instructional responsibility.

Undergraduate Instruction

Faculty teaching undergraduate courses generally should possess:

- A graduate degree in the teaching discipline or related field, or
- Equivalent professional qualifications recognized by the University

Graduate Instruction

Faculty teaching graduate courses generally should possess:

- A terminal degree in the discipline, or
- Demonstrated advanced expertise and professional achievement

Doctoral Instruction

Faculty teaching doctoral-level courses should demonstrate:

- Appropriate terminal academic credentials
- Research expertise
- Scholarly contribution
- Experience supervising advanced academic work

10.7 Faculty Credential Review

Before appointment, faculty credentials are reviewed to confirm:

- Academic preparation
- Professional qualifications
- Teaching suitability
- Alignment with assigned courses

Credential review is conducted according to University academic quality standards.

10.8 Faculty Rank Structure

Nation Builders University may recognize the following faculty ranks:

Professor

A senior faculty member demonstrating significant achievement in teaching, scholarship, leadership, and service.

Associate Professor

A faculty member demonstrating sustained academic contribution and professional achievement.

Assistant Professor

A faculty member developing a strong record of teaching, scholarship, and service.

Instructor

A faculty member primarily focused on instructional excellence and student learning.

Lecturer

A faculty member specializing in teaching expertise and professional practice.

10.9 Faculty Responsibilities

Faculty members are responsible for:

- Delivering effective instruction
- Maintaining academic standards
- Supporting student achievement
- Evaluating student learning fairly
- Maintaining accurate records
- Participating in academic activities
- Engaging in professional development

10.10 Teaching Responsibilities

Faculty members are expected to:

- Prepare course materials
- Develop meaningful learning activities
- Provide timely feedback
- Maintain course schedules
- Assess student achievement
- Support inclusive learning environments

Teaching responsibilities apply to:

- Face-to-face courses
- Online courses
- Hybrid courses
- Executive education programs

10.11 Course Development Standards

Faculty members developing courses must ensure:

- Alignment with program learning outcomes
- Appropriate assessment methods
- Current academic content

- Effective instructional design
- Compliance with curriculum standards

Courses should support measurable student learning outcomes.

10.12 Faculty Attendance and Availability

Faculty members are expected to maintain professional availability for:

- Student communication
- Academic advising
- Department meetings
- Institutional activities
- Required academic responsibilities

Faculty teaching online courses must maintain appropriate engagement with students.

10.13 Faculty Advising Responsibilities

Faculty members may serve as academic advisors and assist students with:

- Academic planning
- Course selection
- Degree progress
- Research guidance
- Career development

Advising is considered an important component of student success.

10.14 Research and Scholarly Activities

Nation Builders University encourages faculty participation in:

- Research
- Publications
- Conferences
- Professional presentations
- Innovation projects
- Community engagement

Faculty scholarship may include:

- Academic research
- Applied research
- Creative activities
- Professional contributions

10.15 Faculty Service Responsibilities

Faculty members contribute to institutional development through service activities, including:

- Academic committees
- Curriculum review
- Student mentoring
- Community engagement
- Professional organizations

Service supports the University's mission and academic community.

10.16 Academic Freedom

Nation Builders University supports academic freedom as essential to higher education.

Faculty members have the right to:

- Conduct scholarly inquiry
- Present academic perspectives
- Engage in research
- Encourage critical thinking

Academic freedom must be exercised responsibly and consistently with professional ethics.

10.17 Faculty Professional Conduct

Faculty members must maintain high standards of professional behavior.

Expected conduct includes:

- Respectful treatment of students and colleagues
- Ethical scholarship
- Academic honesty

- Professional communication
- Compliance with University policies

Misconduct may result in corrective or disciplinary action.

10.18 Conflict of Interest Policy

Faculty members must disclose potential conflicts of interest that may affect:

- Teaching responsibilities
- Research activities
- Student relationships
- University decisions

Faculty members must avoid situations where personal interests compromise academic responsibilities.

10.19 Faculty Evaluation Process

Nation Builders University conducts regular faculty evaluations to support quality improvement.

Evaluation criteria may include:

Teaching Effectiveness

Including:

- Course preparation
- Student engagement
- Learning outcomes
- Instructional methods

Scholarly Activity

Including:

- Research
- Publications
- Professional contributions

Service Contribution

Including:

- Committee participation
- Institutional engagement
- Community involvement

10.20 Student Feedback on Teaching

Student feedback may be included as one component of faculty evaluation.

Evaluation results are used to:

- Improve teaching quality
- Identify professional development needs
- Support academic excellence

Student evaluations are considered together with other performance indicators.

10.21 Faculty Development

Nation Builders University supports ongoing faculty professional development through:

- Teaching workshops
- Technology training
- Research support
- Academic conferences
- Professional learning opportunities

Faculty members are encouraged to maintain current expertise.

10.22 Faculty Workload Expectations

Faculty workload is determined according to:

- Academic rank
- Teaching assignment
- Research responsibilities
- Service obligations
- Institutional needs

Workload may include:

- Course instruction

- Student advising
- Research activities
- Administrative responsibilities

10.23 Online Teaching Standards

Faculty teaching online courses must:

- Maintain regular course interaction
- Provide timely feedback
- Use approved learning technologies
- Follow online instructional standards
- Support student engagement

Online instruction must maintain equivalent academic quality to other instructional formats.

10.24 Faculty Promotion and Advancement

Faculty advancement recognizes achievement in:

- Teaching excellence
- Scholarly contribution
- Professional growth
- Institutional service

Promotion decisions consider:

- Qualifications
- Performance evaluations
- Academic contributions
- Professional accomplishments

10.25 Faculty Appointment Renewal

Faculty appointments may be renewed based on:

- Performance evaluation
- Institutional needs
- Academic department recommendations

- Continued qualifications

Renewal is not automatic and depends on University procedures.

10.26 Faculty Grievance Procedures

Faculty members may submit grievances regarding:

- Employment conditions
- Academic decisions
- Professional concerns
- Policy application

Grievances must follow established University procedures.

10.27 Faculty Discipline and Corrective Action

Faculty members may face corrective action for:

- Academic misconduct
- Professional misconduct
- Policy violations
- Failure to fulfill responsibilities

Possible actions include:

- Counseling
- Written warning
- Performance improvement plan
- Suspension
- Termination

10.28 Faculty Records

Faculty records are maintained by authorized University offices.

Records may include:

- Credentials
- Employment history
- Evaluations

- Professional development activities
- Appointment documentation

Records are maintained according to applicable privacy requirements.

10.29 Faculty Governance Participation

Faculty members may participate in shared governance through:

- Academic committees
- Faculty councils
- Curriculum review processes
- Institutional planning activities

Faculty participation supports academic quality and institutional development.

10.30 Faculty Policy Review

Nation Builders University periodically reviews faculty policies to ensure alignment with:

- Academic standards
- Institutional mission
- Accreditation expectations
- Legal requirements
- Higher education best practices

STUDENT SERVICES & SUPPORT PROGRAMS

11.1 Purpose of Student Services

Nation Builders University (NBU) recognizes that student success requires more than academic instruction. The University provides comprehensive student services designed to support:

- Academic achievement
- Personal development
- Professional growth
- Student engagement
- Career preparation
- Well-being and success throughout the educational journey

Student services are designed to create a supportive, inclusive, and student-centered learning environment for all students, including campus-based, online, hybrid, graduate, doctoral, international, and professional learners.

11.2 Division of Student Affairs

The Division of Student Affairs provides leadership and coordination for student support programs.

The Division is responsible for:

- Student engagement
- Student success initiatives
- Student advocacy
- Support services
- Campus and virtual community development
- Student activities
- Retention and completion initiatives

The Division works collaboratively with:

- Office of Academic Affairs
- Office of Admissions
- Registrar's Office

- Academic Departments
- Career Services
- Information Technology Services
- Institutional Effectiveness Office

11.3 Student Support Philosophy

Nation Builders University is committed to providing services that promote:

- Access and inclusion
- Academic persistence
- Student achievement
- Leadership development
- Career readiness
- Lifelong learning

Student support services are available to help students overcome barriers and successfully complete their educational goals.

11.4 New Student Orientation

All new students are encouraged to participate in University orientation programs.

Orientation introduces students to:

- University policies
- Academic expectations
- Student resources
- Learning technologies
- Academic advising procedures
- Financial responsibilities
- Student success strategies

Orientation may be offered through:

- In-person sessions
- Online modules

- Virtual meetings
- Student information sessions

11.5 Academic Advising Services

Academic advising is a central component of student success.

Academic Advisors assist students with:

- Understanding degree requirements
- Selecting courses
- Developing academic plans
- Monitoring progress toward graduation
- Addressing academic challenges
- Understanding University policies

Students are encouraged to meet regularly with advisors.

11.6 Student Success and Retention Programs

Nation Builders University provides programs designed to improve student persistence and graduation outcomes.

Support initiatives may include:

- Academic success workshops
- Early academic intervention
- Study skills development
- Time management training
- Learning strategies
- Peer mentoring
- Progress monitoring

The University uses student success data to improve support programs.

11.7 Tutoring and Academic Assistance

Students may access academic assistance through University-supported resources.

Services may include:

- Subject tutoring
- Writing assistance
- Research support
- Mathematics support
- Study groups
- Peer learning programs

Tutoring availability may vary by academic program and student demand.

11.8 Career Services

Nation Builders University provides career development support to assist students and graduates in achieving professional goals.

Career Services may provide:

- Career counseling
- Resume development
- Interview preparation
- Professional networking
- Internship guidance
- Employment resources
- Career planning workshops

Career services support students from enrollment through graduation and beyond.

11.9 Internship and Experiential Learning Support

The University encourages experiential learning opportunities that connect academic knowledge with professional practice.

Support may include:

- Internship placement assistance
- Employer partnerships
- Professional mentoring
- Workplace preparation
- Career reflection activities

Internships must comply with academic program requirements.

11.10 Counseling and Wellness Support

Nation Builders University recognizes the importance of student wellness.

The University may provide or coordinate access to support resources related to:

- Personal development
- Stress management
- Academic challenges
- Adjustment concerns
- Student well-being

Students requiring specialized services may be referred to appropriate professional resources.

11.11 Disability and Accessibility Services

Nation Builders University is committed to providing reasonable accommodations for qualified students with disabilities.

Accessibility services may include:

- Academic accommodations
- Assistive technology support
- Accessible learning materials
- Communication support
- Individualized assistance

Students requesting accommodations must provide appropriate documentation according to University procedures.

11.12 Diversity and Inclusion Support

The University supports an inclusive educational environment where students from diverse backgrounds can succeed.

Support initiatives may include:

- Inclusion programs
- Cultural awareness activities
- Community-building initiatives

- Student engagement opportunities

All students are encouraged to contribute to a respectful academic community.

11.13 International Student Services

Nation Builders University provides support services for international students.

Services may include:

- Admissions guidance
- Academic transition support
- Cultural adjustment resources
- Immigration-related information when applicable
- International student advising
- Community engagement opportunities

International students are responsible for maintaining compliance with applicable requirements.

11.14 Library and Learning Resources

The University provides access to academic resources supporting teaching, research, and student learning.

Library services may include:

- Digital databases
- Academic journals
- Research materials
- Online resources
- Information literacy support
- Research assistance

Resources are available to support undergraduate, graduate, and doctoral-level study.

11.15 Information Technology Support Services

Because Nation Builders University uses technology-enhanced education, reliable technology support is essential.

Information Technology Services provides assistance with:

- Student accounts

- Learning management systems
- Online course access
- Technical troubleshooting
- Digital learning tools
- Cybersecurity awareness

Students are responsible for maintaining required technology access.

11.16 Learning Management System Support

The University provides support for students using online learning platforms.

Support may include:

- System navigation assistance
- Course access support
- Digital submission guidance
- Virtual classroom assistance
- Online learning resources

Students are expected to become familiar with required learning technologies.

11.17 Student Records and Registrar Services

The Office of the Registrar provides administrative support related to student academic records.

Services include:

- Registration assistance
- Transcript requests
- Enrollment verification
- Graduation processing
- Academic record maintenance
- Degree certification

11.18 Student Financial Support Services

Student Financial Services assists students with understanding financial responsibilities and available resources.

Services may include:

- Tuition information
- Payment guidance
- Scholarship information
- Financial planning assistance
- Account support

11.19 Student Engagement and Leadership Development

Nation Builders University encourages students to develop leadership skills through engagement opportunities.

Programs may include:

- Student organizations
- Leadership workshops
- Community service initiatives
- Professional development activities
- University events

Student involvement contributes to personal and professional growth.

11.20 Student Organizations

Recognized student organizations provide opportunities for:

- Leadership development
- Collaboration
- Academic networking
- Community engagement
- Social interaction

Student organizations must operate according to University policies.

11.21 Student Mentoring Programs

The University may provide mentoring opportunities connecting students with:

- Faculty members

- Alumni
- Industry professionals
- Peer mentors

Mentoring supports academic success, professional development, and student belonging.

11.22 Alumni Relations

Nation Builders University values lifelong relationships with graduates.

Alumni services may include:

- Professional networking
- Career engagement
- Continuing education opportunities
- Alumni events
- Institutional partnerships

Graduates remain important members of the University community.

11.23 Veteran and Military Student Support

The University supports students connected to military service.

Support may include:

- Educational benefit guidance
- Academic advising
- Transition assistance
- Career resources

Services are provided according to applicable requirements and available resources.

11.24 Online Student Support Services

Students enrolled through online and hybrid programs have access to equivalent student support resources.

Online services may include:

- Virtual advising
- Online tutoring

- Digital library resources
- Technology support
- Career services
- Student engagement activities

The University seeks to ensure that distance learners receive appropriate academic and administrative support.

11.25 Student Complaint and Support Resolution

Students may seek assistance regarding concerns involving:

- Academic issues
- Administrative matters
- Student services
- University procedures

Concerns are reviewed according to established University processes.

11.26 Emergency and Crisis Support

Nation Builders University maintains procedures to respond to student emergencies and significant disruptions.

Emergency support may include:

- Safety communications
- Academic assistance
- Student support referrals
- Institutional response coordination

Students are encouraged to report urgent concerns promptly.

11.27 Student Privacy and Confidentiality

Student service offices maintain confidentiality of student information according to:

- Applicable privacy laws
- University policies
- Professional standards

Student information is shared only with authorized individuals or as permitted by law.

11.28 Student Service Assessment and Improvement

Nation Builders University regularly evaluates student services to ensure effectiveness.

Assessment may include:

- Student feedback
- Service utilization data
- Retention analysis
- Program reviews
- Institutional improvement planning

The University uses assessment results to enhance student support.

11.29 Publication of Student Services Information

Information regarding student services is published through:

- University catalog
- Student handbook
- Official website
- Student portal
- Student orientation materials

Students are encouraged to regularly review available support resources.

LIBRARY, INFORMATION RESOURCES & LEARNING TECHNOLOGIES

12.1 Purpose of Library and Learning Resources

Nation Builders University (NBU) recognizes that effective learning, teaching, and research require access to high-quality information resources and reliable learning technologies.

The University provides library services, digital resources, research support, and educational technologies designed to support:

- Academic instruction
- Student learning
- Faculty research
- Scholarly activities
- Innovation
- Lifelong learning

Library and technology resources support all University learning formats, including:

- Traditional classroom instruction
- Online education
- Hybrid learning
- Graduate education
- Doctoral research
- Executive and professional programs

12.2 Library Services Administration

The University Library and Information Resources Services Office is responsible for managing academic information resources and supporting the University's teaching and research mission.

Responsibilities include:

- Collection development
- Digital resource management
- Research assistance
- Information literacy programs

- Library technology services
- Academic resource support
- Collaboration with faculty and academic departments

12.3 Mission of the University Library

The mission of the Nation Builders University Library is to provide equitable access to information resources that promote:

- Academic excellence
- Independent learning
- Research development
- Critical thinking
- Information literacy
- Innovation

The Library supports students and faculty by providing resources necessary for successful academic engagement.

12.4 Library Access and Eligibility

Library resources are available to:

- Current students
- Faculty members
- Academic staff
- Authorized University affiliates
- Alumni according to applicable policies

Access privileges may vary depending on user status and resource licensing agreements.

12.5 Physical and Digital Library Resources

Nation Builders University maintains access to academic resources through physical and digital collections.

Resources may include:

- Books
- E-books

- Academic journals
- Research databases
- Government publications
- Professional publications
- Multimedia learning materials
- Online reference resources

The University continuously develops resources aligned with academic programs.

12.6 Digital Library Services

Because NBU supports hybrid and online education, digital library access is a central component of academic support.

Digital services may include:

- Online databases
- Electronic journals
- Digital books
- Research platforms
- Virtual reference assistance
- Remote access services

Students may access resources through approved University authentication systems.

12.7 Research Support Services

The Library provides research assistance to students and faculty.

Research support may include:

- Database searching assistance
- Source evaluation guidance
- Research methodology support
- Citation assistance
- Academic writing resources
- Literature review guidance

Advanced support is available for graduate and doctoral research activities.

12.8 Information Literacy Program

Nation Builders University recognizes information literacy as an essential academic skill.

Information literacy instruction helps students develop the ability to:

- Identify reliable information sources
- Conduct effective research
- Evaluate academic materials
- Use information ethically
- Cite sources appropriately
- Avoid plagiarism

Information literacy activities may be integrated into academic courses.

12.9 Library Instruction and Faculty Collaboration

The Library collaborates with faculty members to support course learning objectives.

Faculty may request:

- Research workshops
- Resource demonstrations
- Course-specific research guides
- Instructional support materials

Library instruction supports student academic achievement.

12.10 Collection Development Policy

The University develops academic collections based on:

- Academic program requirements
- Faculty recommendations
- Student learning needs
- Research priorities
- Institutional mission

Collection decisions consider:

- Relevance
- Quality
- Currency
- Accessibility
- Budget considerations

12.11 Open Educational Resources (OER)

Nation Builders University encourages the responsible use of Open Educational Resources when appropriate.

OER may include:

- Open textbooks
- Open-access research materials
- Educational content
- Digital learning resources

The use of OER supports affordability and accessibility.

12.12 Copyright and Intellectual Property Compliance

Students and faculty must respect copyright and intellectual property rights.

Users are responsible for:

- Proper citation of sources
- Lawful use of materials
- Compliance with licensing restrictions
- Respect for creator rights

Unauthorized reproduction or distribution of copyrighted materials is prohibited.

12.13 Learning Management System (LMS)

Nation Builders University utilizes a Learning Management System to support academic instruction and student engagement.

The LMS may provide:

- Course materials
- Assignments

- Assessments
- Discussion forums
- Grades
- Academic communications
- Learning activities

Students are responsible for maintaining access and regularly monitoring course information.

12.14 Online Learning Technology Standards

Online courses must use approved instructional technologies that support:

- Student engagement
- Faculty interaction
- Learning assessment
- Academic achievement
- Secure course delivery

Technology platforms must align with University academic quality standards.

12.15 Student Technology Requirements

Students participating in online or hybrid programs must have access to appropriate technology.

Minimum requirements may include:

- Reliable internet access
- Computer or approved device
- Updated operating system
- Web browser compatibility
- Audio and video capabilities when required
- Required software applications

Students are responsible for maintaining necessary technology access.

12.16 Technology Support Services

The Information Technology Services Office provides technology assistance to students, faculty, and staff.

Support services may include:

- Account assistance
- Password support
- Learning platform assistance
- Technical troubleshooting
- Software guidance
- Digital security support

12.17 Student Technology Accounts

Students receive access to University technology accounts as required for academic participation.

Accounts may include:

- Student email
- Learning management system access
- Digital library access
- Student portal access
- Academic software platforms

Students are responsible for protecting account credentials.

12.18 Cybersecurity and Data Protection

Nation Builders University is committed to protecting information systems and user data.

Students, faculty, and staff must:

- Protect passwords
- Avoid unauthorized system access
- Report security concerns
- Follow cybersecurity procedures
- Use technology responsibly

Cybersecurity violations may result in disciplinary action.

12.19 Acceptable Use of Technology Resources

University technology resources must be used primarily for legitimate educational, administrative, and research purposes.

Acceptable activities include:

- Academic research
- Course participation
- University communication
- Educational collaboration

12.20 Prohibited Technology Activities

Users may not:

- Access unauthorized systems
- Attempt to bypass security controls
- Distribute malicious software
- Harass others electronically
- Misuse University technology resources
- Violate privacy or intellectual property rights

Violations may result in loss of access and disciplinary action.

12.21 Artificial Intelligence and Educational Technology

Nation Builders University recognizes the importance of emerging technologies, including artificial intelligence (AI), in modern education.

AI tools may support:

- Research assistance
- Learning activities
- Innovation
- Productivity improvement

Students and faculty must use AI responsibly and according to University academic integrity policies.

12.22 Technology Accessibility

The University is committed to ensuring that educational technologies are accessible to qualified users.

Technology systems should support:

- Accessibility standards
- Reasonable accommodations
- Inclusive learning environments

Students requiring assistance should contact appropriate University support offices.

12.23 Data Privacy and Educational Records

Technology systems used by the University may collect and maintain educational information.

The University protects student information according to:

- Applicable privacy regulations
- Institutional policies
- Security standards

Access to student data is limited to authorized personnel.

12.24 Faculty Technology Responsibilities

Faculty members using educational technologies are expected to:

- Maintain appropriate course technology skills
- Use approved platforms
- Protect student information
- Provide clear technology instructions
- Support student engagement

Faculty technology training may be provided by the University.

12.25 Digital Learning Quality Assurance

The University evaluates technology-supported learning environments to ensure:

- Academic quality
- Student engagement

- Accessibility
- Reliability
- Continuous improvement

Technology is reviewed as part of institutional effectiveness processes.

12.26 Remote and Hybrid Learning Support

Students enrolled in remote and hybrid programs receive access to:

- Digital learning resources
- Online academic support
- Virtual advising
- Technology assistance
- Electronic library services

The University seeks to provide equivalent educational support regardless of delivery format.

12.27 Technology Emergencies and Service Interruptions

The University maintains procedures for responding to technology disruptions.

Responses may include:

- System notifications
- Alternative learning arrangements
- Technical recovery procedures
- Communication with affected users

12.28 Library and Technology User Responsibilities

All users are expected to:

- Use resources ethically
- Follow University procedures
- Protect institutional systems
- Respect intellectual property
- Maintain professional digital behavior

12.29 Assessment of Library and Technology Services

Nation Builders University regularly evaluates library and technology services through:

- Student feedback
- Faculty feedback
- Usage analysis
- Technology performance reviews
- Institutional assessment activities

Results are used for continuous improvement.

12.30 Publication of Library and Technology Policies

Library, information resources, and technology policies are published through:

- University catalog
- Student handbook
- Official website
- Learning management system
- Technology support resources

The University reserves the right to update policies to support academic quality and technological advancement.

REGISTRAR POLICIES, STUDENT RECORDS & ACADEMIC DOCUMENTATION

13.1 Purpose of Registrar Policies

Nation Builders University (NBU) recognizes the importance of accurate, secure, and confidential management of student academic records.

The Office of the Registrar serves as the official custodian of student academic records and is responsible for ensuring the integrity, accuracy, security, and appropriate use of academic information.

Registrar policies establish procedures governing:

- Student records management
- Academic documentation
- Enrollment verification
- Transcripts
- Degree certification
- Graduation processing
- Privacy protection
- Record retention

13.2 Office of the Registrar

The Office of the Registrar provides centralized academic record services for students, faculty, and academic administrators.

Responsibilities include:

- Maintaining official student academic records
- Managing registration processes
- Processing transcripts
- Verifying enrollment status
- Certifying degrees and credentials
- Maintaining academic history
- Supporting graduation processes

- Implementing academic record policies

13.3 Registrar Authority and Responsibilities

The Registrar serves as the official institutional authority responsible for:

- Accuracy of academic records
- Official academic documentation
- Registration integrity
- Degree verification
- Academic record security

No academic record may be altered without proper authorization and documentation.

13.4 Student Academic Records

Student academic records include official information related to a student's educational history at Nation Builders University.

Records may include:

- Admission information
- Enrollment history
- Course registrations
- Grades
- Academic standing
- Transfer credits
- Degrees awarded
- Certificates earned
- Graduation status

13.5 Student Record Accuracy

Students are responsible for ensuring that their personal information remains accurate and current.

Students must promptly update:

- Legal name
- Mailing address

- Email address
- Telephone information
- Emergency contact information

Incorrect information may affect University communication and official documentation.

13.6 Student Privacy and Confidentiality

Nation Builders University protects student educational records and maintains confidentiality according to applicable privacy laws and institutional standards.

Student records are accessible only to:

- Authorized University officials
- Individuals with legitimate educational interests
- Persons authorized by the student
- Others permitted by applicable law

13.7 Release of Student Information

The University releases student information only through authorized procedures.

Requests may require:

- Student authorization
- Identity verification
- Appropriate documentation

Students may authorize release of records to third parties according to University procedures.

13.8 Student Access to Academic Records

Students have the right to review their educational records maintained by the University.

Students requesting access must:

- Submit an official request
- Verify identity
- Follow established procedures

The University provides access within applicable regulatory requirements.

13.9 Request for Correction of Records

Students may request correction of inaccurate or incomplete academic records.

Requests must:

- Identify the information believed to be incorrect
- Provide supporting documentation
- Explain the requested correction

The University reviews requests according to established procedures.

13.10 Registration Policies

Registration is the official process through which students enroll in courses.

Students must:

- Register during approved registration periods
- Meet course requirements
- Observe prerequisites
- Confirm enrollment information

Registration establishes the student's academic enrollment status.

13.11 Course Enrollment Changes

Changes to enrollment may include:

- Adding courses
- Dropping courses
- Withdrawing from courses
- Changing sections
- Updating enrollment status

All changes must follow published academic deadlines.

13.12 Late Registration

Late registration may be permitted only according to University procedures.

Late registration may require:

- Academic approval

- Instructor approval
- Additional administrative requirements

Students remain responsible for completing missed coursework.

13.13 Enrollment Verification

The Office of the Registrar provides official enrollment verification documents confirming student status.

Verification may include:

- Current enrollment
- Enrollment dates
- Degree program
- Academic level
- Enrollment status

Students may request verification for:

- Employers
- Government agencies
- Scholarship providers
- Other authorized organizations

13.14 Official Transcripts

The official transcript is the University's certified record of a student's academic history.

Official transcripts include:

- Courses completed
- Grades earned
- Credits awarded
- Degrees granted
- Academic standing information

13.15 Transcript Requests

Students may request official transcripts through approved University procedures.

Transcript requests require:

- Identity verification
- Authorization
- Payment of applicable fees when required
- Resolution of outstanding obligations when applicable

13.16 Transcript Restrictions

The University may restrict transcript release when permitted by institutional policy or applicable requirements.

Restrictions may apply due to:

- Outstanding financial obligations
- Unresolved administrative requirements
- Verification issues

13.17 Transfer Credit Documentation

Transfer credits accepted by Nation Builders University become part of the student's academic record.

Transfer credit evaluation considers:

- Official transcripts
- Course equivalency
- Academic standards
- Program requirements

Accepted transfer credits may apply toward degree completion.

13.18 Academic Standing Records

The Registrar maintains official records of student academic standing.

Records may reflect:

- Good academic standing
- Academic warning
- Academic probation
- Suspension

- Dismissal

Academic standing is determined according to University policies.

13.19 Degree Audit and Graduation Review

The Registrar conducts degree audits to verify completion of graduation requirements.

Graduation review includes:

- Credit completion
- Required coursework
- GPA requirements
- Program requirements
- Institutional requirements

Students are responsible for monitoring academic progress with advisors.

13.20 Graduation Application Process

Students seeking graduation must submit a graduation application according to published deadlines.

Requirements include:

- Completed application
- Degree completion review
- Financial clearance
- Academic clearance

13.21 Degree Certification

Degrees are officially certified only after verification that students have completed all requirements.

Certification requires:

- Successful completion of coursework
- Required academic performance
- Completion of institutional requirements
- Registrar verification
- Appropriate University approval

13.22 Diplomas and Certificates

Upon successful completion of requirements, graduates receive official academic credentials.

Credentials may include:

- Diplomas
- Certificates
- Degree verification documents

The University maintains procedures to protect credential authenticity.

13.23 Name Change Policy

Students requesting changes to official records must provide appropriate documentation.

Examples include:

- Legal name changes
- Corrections to personal information

The Registrar updates records according to institutional procedures.

13.24 Academic Record Retention

Nation Builders University maintains student records according to:

- Applicable laws
- Institutional requirements
- Records management standards

Records are maintained securely and disposed of appropriately when retention periods expire.

13.25 Academic Documentation Requests

Students and authorized parties may request official academic documents, including:

- Transcripts
- Enrollment verification
- Degree verification
- Graduation confirmation
- Academic statements

Requests must follow Registrar procedures.

13.26 International Academic Documentation

For international students and graduates, the University may provide documentation required for:

- Credential verification
- Educational evaluation
- International applications
- Professional licensing processes

Additional verification procedures may apply.

13.27 Student Identity Verification

The University maintains procedures to verify student identity for academic transactions.

Identity verification may apply to:

- Online coursework
- Record requests
- Examinations
- Official communications

Students are responsible for protecting their University identity credentials.

13.28 Academic Record Security

The University protects academic records through:

- Secure information systems
- Access controls
- Authorized personnel procedures
- Data protection practices

Unauthorized access or alteration of records is prohibited.

13.29 Fraudulent Academic Documents

Nation Builders University prohibits:

- Creation of false academic documents
- Alteration of transcripts
- Misrepresentation of credentials

- Unauthorized use of University records

Violations may result in disciplinary and legal action.

13.30 Institutional Reporting and Compliance

The Registrar provides accurate academic information for:

- Institutional reporting
- Accreditation requirements
- Government reporting
- Academic planning
- University assessment activities

All reporting follows established standards for accuracy and confidentiality.

13.31 Registrar Policy Review

Registrar policies are reviewed periodically to ensure alignment with:

- Higher education standards
- Privacy requirements
- Institutional policies
- Technological improvements
- Administrative best practices

INSTITUTIONAL EFFECTIVENESS, ASSESSMENT & CONTINUOUS IMPROVEMENT

14.1 Purpose of Institutional Effectiveness

Nation Builders University (NBU) is committed to maintaining a culture of continuous improvement through systematic assessment, data-informed decision-making, and institutional accountability.

The Institutional Effectiveness framework ensures that the University continuously evaluates:

- Achievement of its mission and strategic goals
- Effectiveness of academic programs
- Student learning outcomes
- Student success initiatives
- Administrative services
- Resource utilization
- Institutional operations

Institutional effectiveness activities support academic quality, operational excellence, and long-term sustainability.

14.2 Office of Institutional Effectiveness

The Office of Institutional Effectiveness (OIE) provides leadership and coordination for institutional assessment activities.

Responsibilities include:

- Developing assessment frameworks
- Coordinating institutional research
- Supporting strategic planning
- Monitoring performance indicators
- Managing assessment cycles
- Supporting accreditation activities
- Promoting evidence-based improvement

The Office collaborates with:

- Academic Affairs
- Student Affairs
- Registrar
- Finance Office
- Information Technology Services
- Academic Departments
- Administrative Units

14.3 Institutional Effectiveness Philosophy

Nation Builders University believes that continuous improvement requires:

- Clear goals
- Reliable data
- Meaningful assessment
- Stakeholder engagement
- Evidence-based decisions
- Regular evaluation

Assessment is used not only for accountability but also for improving student learning and institutional performance.

14.4 Institutional Effectiveness Framework

The University's effectiveness framework follows a continuous improvement cycle:

Plan

Establish goals, objectives, outcomes, and performance expectations.

Implement

Execute academic and operational activities.

Assess

Collect and analyze evidence regarding effectiveness.

Improve

Use findings to implement enhancements.

Reassess

Evaluate whether improvements achieved intended results.

This cycle supports ongoing institutional advancement.

14.5 Strategic Planning and Assessment

Strategic planning provides the foundation for institutional priorities.

The University develops strategic plans addressing:

- Academic excellence
- Student success
- Research development
- Institutional growth
- Financial sustainability
- Community engagement

Progress toward strategic goals is regularly reviewed.

14.6 Mission and Goal Assessment

Nation Builders University periodically evaluates whether institutional activities align with its mission.

Assessment considers:

- Institutional goals
- Educational outcomes
- Student achievement
- Community impact
- Resource effectiveness

Findings inform future planning decisions.

14.7 Institutional Research

Institutional Research supports decision-making through the collection, analysis, and interpretation of institutional data.

Institutional research activities may include:

- Enrollment analysis
- Retention studies

- Graduation analysis
- Student success research
- Faculty and staffing analysis
- Financial analysis
- Benchmarking studies

14.8 Data Governance Policy

Nation Builders University maintains procedures to ensure that institutional data is:

- Accurate
- Secure
- Reliable
- Accessible to authorized users
- Used ethically

Data governance responsibilities include:

- Data ownership
- Data security
- Data quality control
- Reporting standards

14.9 Institutional Performance Indicators

The University monitors key performance indicators (KPIs) to evaluate effectiveness.

Indicators may include:

Student Success Indicators

- Enrollment growth
- Retention rates
- Graduation rates
- Completion rates
- Student achievement outcomes

Academic Quality Indicators

- Learning outcomes achievement
- Program assessment results
- Faculty qualifications
- Course effectiveness

Institutional Indicators

- Financial sustainability
- Operational efficiency
- Technology effectiveness
- Stakeholder satisfaction

14.10 Academic Program Assessment

All academic programs participate in systematic assessment processes.

Program assessment evaluates:

- Program objectives
- Curriculum effectiveness
- Student achievement
- Learning outcomes
- Graduate success

Assessment results are used to improve academic programs.

14.11 Student Learning Outcomes Assessment

Nation Builders University requires academic programs to establish measurable student learning outcomes.

Learning outcomes identify what students should know, understand, and demonstrate upon completion of academic programs.

Assessment methods may include:

- Examinations
- Projects
- Presentations
- Research papers

- Capstone projects
- Internships
- Portfolios

14.12 General Education Assessment

General education requirements are assessed to ensure students develop foundational competencies.

Assessment areas may include:

- Communication skills
- Critical thinking
- Quantitative reasoning
- Information literacy
- Ethical reasoning
- Global awareness

14.13 Graduate and Doctoral Assessment

Graduate and doctoral programs use advanced assessment methods appropriate to higher-level learning.

Assessment may include:

- Research projects
- Comprehensive examinations
- Professional portfolios
- Thesis evaluation
- Dissertation review
- Scholarly presentations

14.14 Administrative Unit Assessment

Administrative departments conduct regular assessments to evaluate service effectiveness.

Assessment areas may include:

- Service quality
- Operational efficiency

- Resource management
- Student satisfaction
- Process improvement

14.15 Student Feedback and Engagement Assessment

The University values student feedback as an important source of improvement information.

Feedback mechanisms may include:

- Course evaluations
- Student surveys
- Focus groups
- Advisory committees
- Student satisfaction assessments

Results are reviewed to improve programs and services.

14.16 Faculty Evaluation and Improvement

Faculty evaluation contributes to academic quality improvement.

Evaluation considers:

- Teaching effectiveness
- Student learning outcomes
- Professional development
- Scholarly activities
- Institutional service

Faculty assessment results support professional growth.

14.17 Institutional Surveys

Nation Builders University may conduct surveys to understand stakeholder experiences.

Surveys may include:

- Student satisfaction surveys
- Graduate surveys
- Employer feedback surveys

- Faculty surveys
- Staff surveys

Survey results contribute to planning and improvement.

14.18 Assessment Data Management

Assessment information is maintained through appropriate systems designed to support:

- Data accuracy
- Reporting efficiency
- Institutional decision-making
- Documentation requirements

Assessment records are maintained according to University procedures.

14.19 Accreditation Preparation and Support

The Office of Institutional Effectiveness coordinates accreditation-related activities.

Responsibilities include:

- Maintaining accreditation documentation
- Supporting self-study processes
- Coordinating institutional reports
- Monitoring compliance expectations
- Organizing evidence collection

14.20 Quality Assurance Processes

Nation Builders University maintains quality assurance processes to ensure:

- Academic consistency
- Effective teaching
- Student achievement
- Reliable operations
- Institutional improvement

Quality assurance applies to:

- Academic programs

- Online learning
- Student services
- Administrative operations

14.21 Continuous Improvement Planning

Assessment findings are used to create improvement plans.

Improvement plans may identify:

- Areas requiring enhancement
- Responsible offices
- Resources needed
- Timelines
- Expected outcomes

Progress is monitored regularly.

14.22 Evidence-Based Decision Making

University decisions are informed by:

- Institutional data
- Assessment results
- Research findings
- Stakeholder input
- External benchmarks

Leadership uses evidence to improve institutional effectiveness.

14.23 Benchmarking and Peer Comparison

Nation Builders University may compare performance with appropriate peer institutions.

Benchmarking may evaluate:

- Student success measures
- Academic practices
- Operational effectiveness
- Institutional performance

Benchmarking supports strategic improvement.

14.24 Risk Management and Institutional Planning

Institutional effectiveness activities support identification and management of risks.

Risk areas may include:

- Financial sustainability
- Academic quality
- Technology security
- Enrollment changes
- Regulatory requirements

Risk assessment supports proactive planning.

14.25 Transparency and Reporting

The University communicates appropriate institutional information through:

- Annual reports
- Institutional publications
- Accreditation documents
- Official communications

Reporting supports accountability and stakeholder confidence.

14.26 Assessment Responsibilities

Institutional effectiveness requires participation from:

Board of Trustees

Provides strategic oversight.

University Leadership

Uses assessment results for institutional decisions.

Faculty

Assess student learning and academic quality.

Departments

Implement program improvement activities.

Administrative Offices

Evaluate service effectiveness.

Students

Provide feedback and participate in improvement initiatives.

14.27 Institutional Effectiveness Committee

Nation Builders University may establish an Institutional Effectiveness Committee responsible for:

- Reviewing assessment plans
- Monitoring institutional outcomes
- Supporting improvement initiatives
- Coordinating assessment activities

Membership may include representatives from:

- Academic Affairs
- Faculty
- Student Affairs
- Administration
- Institutional Research

14.28 Annual Assessment Cycle

The University follows an annual assessment cycle:

Fall Term

- Review previous assessment findings
- Establish annual assessment priorities

Spring Term

- Collect assessment evidence
- Analyze results

Summer Term

- Develop improvement plans
- Prepare institutional reports

14.29 Institutional Improvement Culture

Nation Builders University promotes a culture where assessment is viewed as:

- A tool for excellence
- A process for learning
- A mechanism for innovation
- A foundation for accountability

Continuous improvement is a shared institutional responsibility.

14.30 Review of Institutional Effectiveness Policies

Institutional effectiveness policies are reviewed periodically to ensure alignment with:

- University mission
- Strategic priorities
- Higher education standards
- Accreditation expectations
- Institutional improvement needs

RESEARCH, SCHOLARSHIP & INNOVATION POLICIES

15.1 Purpose of Research and Innovation Policies

Nation Builders University (NBU) recognizes research, scholarship, creativity, and innovation as essential components of higher education.

The University promotes research activities that contribute to:

- Advancement of knowledge
- Professional practice
- Economic and social development
- Student learning
- Community impact
- Global problem-solving

These policies establish the framework for responsible, ethical, and impactful research activities conducted by faculty, students, staff, and research partners.

15.2 Research Mission

The research mission of Nation Builders University is to encourage interdisciplinary scholarship, innovation, and applied research that addresses contemporary challenges and contributes to academic, professional, and societal advancement.

The University supports research that:

- Expands knowledge
- Promotes innovation
- Enhances teaching and learning
- Supports community development
- Encourages collaboration
- Develops future researchers and leaders

15.3 Office of Research and Innovation

The Office of Research and Innovation provides leadership and administrative support for University research activities.

Responsibilities include:

- Developing research policies
- Supporting faculty and student research
- Managing research programs
- Promoting innovation initiatives
- Supporting grant development
- Ensuring ethical research practices
- Coordinating research partnerships

15.4 Research Governance Structure

Research governance at Nation Builders University includes:

- Board of Trustees oversight
- Executive leadership
- Office of Research and Innovation
- Academic Departments
- Research Committees
- Institutional Review Board (IRB)

The governance structure ensures responsible research management.

15.5 Research Priorities

Nation Builders University encourages research aligned with institutional priorities, including:

- Education and workforce development
- Business and entrepreneurship
- Technology and innovation
- Public policy
- Law and governance
- Sustainable development
- Health and social advancement
- International cooperation

Research priorities may evolve according to institutional strategy and global needs.

15.6 Faculty Research Expectations

Faculty members are encouraged to engage in scholarly activities appropriate to their disciplines.

Research activities may include:

- Peer-reviewed publications
- Books and scholarly works
- Professional presentations
- Applied research projects
- Creative activities
- Industry research
- Community-based research

Faculty research expectations may vary according to academic role and appointment.

15.7 Student Research Opportunities

Nation Builders University encourages student participation in research activities.

Opportunities may include:

- Undergraduate research projects
- Graduate research activities
- Research assistantships
- Capstone projects
- Thesis research
- Dissertation research
- Innovation competitions

Student research is conducted under appropriate faculty guidance.

15.8 Graduate and Doctoral Research Requirements

Graduate and doctoral students completing research-based programs must demonstrate advanced scholarly abilities.

Requirements may include:

- Research methodology training

- Literature reviews
- Research proposals
- Data analysis
- Scholarly writing
- Thesis or dissertation completion
- Research presentations

15.9 Research Ethics Policy

Nation Builders University requires all research activities to follow the highest ethical standards.

Researchers must:

- Conduct research honestly
- Protect research participants
- Maintain accurate records
- Report findings responsibly
- Avoid misconduct

Ethical research practices protect individuals, communities, and academic integrity.

15.10 Research Misconduct Policy

Research misconduct includes:

Fabrication

Creating false research data or results.

Falsification

Manipulating research materials, data, or procedures.

Plagiarism

Using another person's intellectual work without proper acknowledgment.

Misrepresentation

Providing inaccurate information about research activities or findings.

Research misconduct may result in disciplinary action.

15.11 Institutional Review Board (IRB)

Nation Builders University may establish an Institutional Review Board (IRB) to review research involving human participants.

The IRB ensures that research activities protect:

- Participant rights
- Participant safety
- Privacy and confidentiality
- Ethical research standards

Research involving human subjects must receive appropriate approval before beginning.

15.12 Human Subjects Research Protection

Researchers conducting studies involving human participants must ensure:

- Informed consent
- Risk minimization
- Confidentiality protection
- Ethical treatment
- Compliance with applicable requirements

Participation in research must be voluntary.

15.13 Animal Research Policy

If applicable, research involving animals must comply with recognized ethical standards and institutional requirements.

Researchers must ensure:

- Appropriate approval
- Humane treatment
- Responsible procedures
- Proper documentation

15.14 Research Data Management

Researchers are responsible for managing research data appropriately.

Data management includes:

- Secure storage
- Accurate documentation
- Appropriate access controls
- Data preservation
- Responsible sharing practices

Research data must be maintained according to University requirements.

15.15 Research Confidentiality

Researchers must protect confidential information obtained through research activities.

Confidential information may include:

- Participant information
- Proprietary data
- Unpublished findings
- Partner information

Unauthorized disclosure is prohibited.

15.16 Research Funding and Grants

Nation Builders University encourages faculty and researchers to seek external and internal research funding.

Funding sources may include:

- Government agencies
- Foundations
- Private organizations
- Industry partners
- International institutions

All funded research must follow University financial and compliance procedures.

15.17 Grant Administration

The University provides administrative support for research grants.

Grant management includes:

- Proposal development
- Budget review
- Award administration
- Financial reporting
- Compliance monitoring
- Project completion reporting

Researchers are responsible for meeting grant requirements.

15.18 External Research Partnerships

Nation Builders University supports research collaboration with:

- Universities
- Research institutions
- Government agencies
- Businesses
- Non-governmental organizations
- International partners

Research partnerships must align with University values and ethical standards.

15.19 Interdisciplinary Research

The University encourages interdisciplinary research addressing complex challenges.

Interdisciplinary collaboration may involve:

- Multiple academic disciplines
- External organizations
- International research teams
- Community stakeholders

15.20 Publication and Dissemination of Research

Nation Builders University encourages responsible dissemination of research findings through:

- Academic journals
- Books

- Conferences
- Reports
- Public presentations
- Digital publications

Researchers must ensure accuracy and academic integrity.

15.21 Authorship and Publication Ethics

Faculty and students must follow ethical authorship practices.

Authors should:

- Make meaningful contributions
- Properly acknowledge collaborators
- Avoid inappropriate authorship claims
- Disclose conflicts of interest

15.22 Open Access and Knowledge Sharing

Nation Builders University supports appropriate sharing of scholarly knowledge.

Open access practices may include:

- Institutional repositories
- Public research dissemination
- Educational resources
- Community knowledge sharing

Research sharing must respect confidentiality and intellectual property rights.

15.23 Intellectual Property Policy

The University recognizes the importance of protecting intellectual property created through research and innovation.

Intellectual property may include:

- Inventions
- Publications
- Software

- Educational materials
- Research discoveries
- Creative works

15.24 Ownership of Research and Intellectual Property

Ownership of intellectual property is determined according to:

- University policies
- Employment agreements
- Funding agreements
- Applicable laws

The University encourages innovation while recognizing contributions of creators.

15.25 Innovation and Entrepreneurship

Nation Builders University promotes innovation and entrepreneurship through:

- Innovation programs
- Entrepreneurship education
- Business development initiatives
- Industry collaboration
- Student innovation activities

The University encourages research translation into practical solutions.

15.26 Technology Transfer and Commercialization

When appropriate, the University may support commercialization of research outcomes.

Activities may include:

- Patent development
- Licensing agreements
- Startup creation
- Industry partnerships

Commercialization decisions must follow University procedures.

15.27 Research Centers and Institutes

Nation Builders University may establish research centers and institutes focused on specialized areas.

Research centers may support:

- Advanced research
- Collaboration
- Training
- Publications
- Community impact

Centers operate under approved University structures.

15.28 Research Conferences and Academic Events

The University encourages participation in:

- Academic conferences
- Research forums
- Workshops
- Seminars
- Innovation exhibitions

These activities promote knowledge exchange and collaboration.

15.29 Research Training and Development

The University provides opportunities to strengthen research capacity through:

- Research methodology training
- Writing workshops
- Data analysis training
- Grant development support
- Faculty mentoring

15.30 Research Assessment and Continuous Improvement

Research activities are periodically evaluated to assess:

- Research productivity
- Impact
- Quality
- Collaboration
- Alignment with institutional priorities

Assessment results support research improvement strategies.

15.31 Research Compliance Responsibilities

Researchers are responsible for compliance with:

- University research policies
- Ethical standards
- Funding requirements
- Data protection procedures
- Applicable regulations

Failure to comply may result in corrective action.

15.32 Research Policy Review

Research, scholarship, and innovation policies are reviewed periodically to ensure alignment with:

- Academic standards
- Ethical principles
- Institutional goals
- Research best practices
- Emerging opportunities

FINANCIAL MANAGEMENT, BUDGETING & INSTITUTIONAL RESOURCES

16.1 Purpose of Financial Management Policies

Nation Builders University (NBU) recognizes responsible financial management as essential to achieving its academic mission, maintaining institutional stability, and supporting long-term sustainability.

The University's financial management framework ensures:

- Responsible stewardship of institutional resources
- Transparency and accountability
- Effective budget planning
- Appropriate resource allocation
- Financial sustainability
- Compliance with applicable financial standards

Financial decisions support the University's commitment to academic excellence, student success, and institutional growth.

16.2 Financial Management Philosophy

Nation Builders University manages financial resources according to the principles of:

Accountability

University resources are managed responsibly and used for authorized purposes.

Transparency

Financial activities are documented and reported accurately.

Sustainability

Financial decisions support long-term institutional stability.

Efficiency

Resources are allocated effectively to maximize educational impact.

Compliance

Financial operations follow applicable laws, regulations, and institutional policies.

16.3 Office of Finance and Administration

The Office of Finance and Administration provides leadership for institutional financial operations.

Responsibilities include:

- Financial planning
- Budget development
- Accounting operations
- Financial reporting
- Procurement management
- Payroll administration
- Internal controls
- Resource management

The Chief Financial Officer (CFO) oversees financial operations under the direction of University leadership.

16.4 Chief Financial Officer Responsibilities

The Chief Financial Officer is responsible for:

- Developing financial strategies
- Managing institutional budgets
- Monitoring financial performance
- Ensuring financial controls
- Supporting strategic planning
- Preparing financial reports
- Advising institutional leadership

16.5 Financial Governance Structure

Financial governance responsibilities are shared among:

Board of Trustees

Provides financial oversight and approves major financial policies.

University President

Provides executive financial leadership.

Chief Financial Officer

Manages financial operations.

Administrative Units

Manage approved budgets and resources.

Department Leaders

Ensure responsible use of allocated funds.

16.6 Institutional Budget Process

Nation Builders University uses an annual budget planning process to align financial resources with institutional priorities.

The budget process includes:

1. Strategic priority review
2. Revenue forecasting
3. Department budget requests
4. Resource evaluation
5. Budget approval
6. Implementation monitoring
7. Financial performance review

16.7 Annual Operating Budget

The annual operating budget provides financial planning for University activities.

The budget may include:

- Academic operations
- Faculty and staff expenses
- Student services
- Technology resources
- Facilities operations
- Research activities
- Administrative expenses

16.8 Budget Development Principles

Budget development considers:

- Institutional mission
- Strategic priorities
- Enrollment projections
- Academic needs
- Operational requirements
- Available resources
- Financial sustainability

16.9 Budget Authority and Responsibility

Departments receiving budget allocations are responsible for:

- Appropriate spending
- Budget monitoring
- Financial documentation
- Compliance with purchasing procedures

Department leaders must ensure that expenditures support approved institutional purposes.

16.10 Revenue Management

Nation Builders University may receive revenue from multiple sources, including:

- Tuition and fees
- Educational programs
- Research funding
- Grants
- Donations
- Partnerships
- Professional development programs
- Institutional services

Revenue management supports institutional sustainability.

16.11 Tuition and Fee Management

Tuition and fees are established through institutional approval processes.

Factors considered may include:

- Program costs
- Academic resources
- Student support services
- Market conditions
- Institutional financial needs

Tuition policies are published annually.

16.12 Financial Aid and Student Financial Support

The University supports access to education through appropriate financial assistance programs.

Financial support may include:

- Scholarships
- Grants
- Institutional awards
- Payment plans
- External funding opportunities

Financial aid administration follows applicable requirements.

16.13 Expenditure Management

University expenditures must:

- Support institutional objectives
- Receive appropriate authorization
- Follow approved procedures
- Be properly documented

Unauthorized or inappropriate expenditures are prohibited.

16.14 Procurement Policy

Nation Builders University maintains procurement procedures designed to ensure:

- Fair purchasing practices
- Cost effectiveness
- Transparency
- Quality assurance
- Appropriate vendor management

16.15 Purchasing Approval Procedures

Purchases must follow established approval requirements based on:

- Expense amount
- Funding source
- Department authorization
- Institutional priorities

Documentation must be maintained for all significant purchases.

16.16 Vendor and Contract Management

The University manages vendor relationships through appropriate procedures.

Contract management includes:

- Vendor evaluation
- Agreement review
- Performance monitoring
- Compliance verification

Contracts must support institutional interests.

16.17 Financial Controls

Nation Builders University maintains internal controls to protect institutional resources.

Controls include:

- Authorization procedures
- Separation of financial responsibilities
- Documentation requirements
- Account monitoring

- Regular reviews

16.18 Accounting and Financial Records

The University maintains accurate financial records according to recognized accounting principles.

Financial records include:

- Revenue transactions
- Expenses
- Assets
- Liabilities
- Payroll records
- Budget information

16.19 Financial Reporting

Financial reports provide information regarding institutional financial performance.

Reports may include:

- Budget reports
- Revenue reports
- Expense reports
- Financial statements
- Forecasting reports

Reports support informed decision-making.

16.20 Audit Procedures

Nation Builders University may conduct internal and external financial reviews.

Audits evaluate:

- Financial accuracy
- Internal controls
- Compliance
- Operational effectiveness

Audit findings are addressed through improvement actions.

16.21 Internal Control Responsibilities

All University employees share responsibility for protecting institutional resources.

Responsibilities include:

- Following financial procedures
- Reporting concerns
- Maintaining accurate records
- Preventing misuse of resources

16.22 Asset Management

The University maintains procedures for managing institutional assets.

Assets may include:

- Facilities
- Equipment
- Technology resources
- Library materials
- Research resources

Asset management ensures proper use and protection.

16.23 Capital Planning and Investments

Long-term institutional investments and capital projects are evaluated based on:

- Strategic importance
- Financial feasibility
- Institutional priorities
- Sustainability considerations

Major investments require appropriate approval.

16.24 Facilities and Infrastructure Resources

Nation Builders University manages facilities and infrastructure resources to support:

- Teaching and learning
- Research

- Student services
- Administrative operations

Facilities planning supports institutional growth.

16.25 Technology Resource Management

Technology resources are managed strategically to support:

- Online learning
- Academic operations
- Administrative services
- Research activities

Technology investments are evaluated according to institutional needs.

16.26 Research Financial Management

Research funding must be managed according to:

- Grant requirements
- University procedures
- Funding agreements
- Financial reporting obligations

Researchers are responsible for appropriate use of research funds.

16.27 Grant and Sponsored Program Administration

Sponsored programs are managed through coordinated procedures involving:

- Proposal development
- Budget review
- Award management
- Compliance monitoring
- Final reporting

16.28 Financial Ethics and Conflict of Interest

University employees involved in financial decisions must avoid conflicts of interest.

Employees must:

- Act in institutional best interest
- Disclose potential conflicts
- Avoid personal financial benefit from University transactions

16.29 Fraud Prevention and Reporting

Nation Builders University prohibits financial misconduct, including:

- Fraud
- Theft
- Misuse of funds
- False reporting
- Unauthorized transactions

Concerns must be reported through appropriate channels.

16.30 Emergency Financial Planning

The University maintains financial planning procedures to address unexpected circumstances.

Emergency planning may include:

- Financial risk assessment
- Budget adjustments
- Resource prioritization
- Continuity planning

16.31 Institutional Sustainability Planning

Financial sustainability requires ongoing evaluation of:

- Enrollment trends
- Revenue sources
- Operational costs
- Strategic investments
- Resource efficiency

16.32 Financial Training and Awareness

The University may provide financial training for administrators and employees responsible for institutional resources.

Training may include:

- Budget management
- Purchasing procedures
- Financial compliance
- Reporting responsibilities

16.33 Financial Transparency

Nation Builders University promotes transparency through appropriate communication of financial information to:

- Governing bodies
- Institutional leadership
- Authorized stakeholders

16.34 Review of Financial Policies

Financial policies are reviewed periodically to ensure alignment with:

- Institutional objectives
- Financial standards
- Legal requirements
- Best practices in higher education administration

HUMAN RESOURCES POLICIES, EMPLOYMENT STANDARDS & WORKPLACE PRACTICES

17.1 Purpose of Human Resources Policies

Nation Builders University (NBU) recognizes that faculty and staff are among the University's most valuable resources. Effective human resources practices support institutional excellence, academic quality, employee success, and a positive workplace environment.

The Human Resources framework establishes policies governing:

- Recruitment and employment
- Employee classifications
- Compensation and benefits
- Professional development
- Workplace expectations
- Performance management
- Employee relations
- Employment separation

These policies are designed to promote fairness, professionalism, inclusion, and institutional effectiveness.

17.2 Office of Human Resources

The Office of Human Resources (HR) provides leadership and support for employment-related matters throughout the University.

Responsibilities include:

- Recruitment and hiring processes
- Employee records management
- Compensation administration
- Benefits coordination
- Professional development
- Employee relations
- Workplace policies

- Employment compliance

17.3 Human Resources Principles

Nation Builders University manages employment practices according to the following principles:

Equal Opportunity

Employment decisions are based on qualifications, experience, skills, and institutional needs.

Professional Excellence

Employees are expected to maintain high standards of performance and integrity.

Respect and Inclusion

The University promotes a workplace where individuals are treated with dignity and respect.

Continuous Development

Employees are encouraged to develop professionally and contribute to institutional improvement.

17.4 Employment Categories

Nation Builders University recognizes different categories of employment.

Employment classifications may include:

Full-Time Employees

Employees regularly assigned full-time responsibilities.

Part-Time Employees

Employees assigned reduced schedules or limited responsibilities.

Faculty Employees

Individuals responsible for teaching, research, and academic service.

Administrative Employees

Individuals responsible for institutional operations and services.

Professional Staff

Employees providing specialized expertise and institutional support.

Temporary Employees

Individuals hired for limited periods or specific projects.

17.5 Employee Recruitment Policy

Nation Builders University recruits qualified individuals through fair and transparent processes.

Recruitment procedures include:

- Position development
- Job descriptions
- Candidate evaluation
- Interview processes
- Qualification verification
- Selection approval

17.6 Position Descriptions

Each position should have a clearly defined description identifying:

- Job responsibilities
- Required qualifications
- Reporting relationships
- Performance expectations
- Essential duties

Position descriptions support effective hiring and evaluation.

17.7 Faculty Recruitment and Appointment

Faculty recruitment is conducted according to academic standards.

Faculty appointments consider:

- Academic credentials
- Professional experience
- Teaching ability
- Research qualifications
- Institutional needs

Faculty appointments require appropriate academic approval.

17.8 Administrative and Staff Recruitment

Administrative and staff recruitment processes evaluate:

- Education
- Experience
- Technical skills
- Professional qualifications
- Alignment with University values

17.9 Equal Employment Opportunity Policy

Nation Builders University is committed to providing equal employment opportunities.

Employment decisions are made without unlawful discrimination based on protected characteristics under applicable laws.

The University promotes fairness in:

- Recruitment
- Hiring
- Promotion
- Compensation
- Professional development
- Employment decisions

17.10 Diversity, Equity, and Inclusion in Employment

The University values a diverse workforce that strengthens teaching, research, and institutional effectiveness.

NBU promotes:

- Inclusive hiring practices
- Respectful workplace interactions
- Equal access to opportunities
- Recognition of diverse perspectives

17.11 Employment Verification and Background Review

The University may conduct appropriate verification procedures for employment candidates.

Verification may include:

- Academic credentials
- Professional experience
- References
- Required background checks

Procedures must comply with applicable requirements.

17.12 New Employee Orientation

New employees participate in orientation programs introducing:

- University mission and values
- Workplace policies
- Employment responsibilities
- Technology systems
- Compliance requirements
- Institutional procedures

17.13 Employee Records

The Office of Human Resources maintains official employee records.

Records may include:

- Employment information
- Qualifications
- Performance evaluations
- Training records
- Compensation information

Employee records are maintained securely.

17.14 Confidentiality of Employee Information

Employee information is protected and accessed only by authorized individuals.

Confidential information may include:

- Employment records

- Compensation information
- Personal documentation
- Performance evaluations

17.15 Faculty Employment Standards

Faculty members are expected to demonstrate:

- Academic competence
- Professional responsibility
- Commitment to student learning
- Ethical conduct
- Participation in institutional activities

Faculty responsibilities include:

- Teaching
- Advising
- Assessment
- Scholarly activity
- Service

17.16 Staff Employment Standards

Staff members are expected to:

- Perform assigned duties effectively
- Support University operations
- Maintain professional conduct
- Protect institutional resources
- Provide quality service

17.17 Employee Work Responsibilities

Employees are responsible for:

- Meeting job expectations
- Following University policies

- Maintaining professional standards
- Completing assigned responsibilities
- Supporting institutional goals

17.18 Compensation Policy

Nation Builders University establishes compensation practices designed to support:

- Fairness
- Market competitiveness
- Institutional sustainability
- Employee contribution

Compensation decisions consider:

- Role responsibilities
- Qualifications
- Experience
- Performance
- Available resources

17.19 Salary Administration

Salary administration follows established institutional procedures.

Salary decisions may consider:

- Position classification
- Budget availability
- Performance evaluations
- Market considerations

17.20 Employee Benefits

Eligible employees may receive benefits according to University policies.

Benefits may include:

- Health-related benefits
- Retirement programs

- Paid leave
- Professional development support
- Other institutional benefits

Benefits are subject to applicable terms and eligibility requirements.

17.21 Employee Leave Policies

The University establishes leave procedures supporting employee well-being and operational continuity.

Leave categories may include:

- Vacation leave
- Sick leave
- Personal leave
- Professional leave
- Family-related leave
- Emergency leave

17.22 Professional Development

Nation Builders University encourages continuous employee development.

Professional development opportunities may include:

- Training programs
- Workshops
- Conferences
- Certifications
- Leadership development
- Teaching improvement programs

17.23 Faculty Development Programs

Faculty development supports excellence in:

- Teaching methods
- Research activities

- Technology use
- Curriculum development
- Student engagement

17.24 Staff Development Programs

Staff development supports improvement in:

- Professional skills
- Leadership abilities
- Technology skills
- Service quality
- Operational effectiveness

17.25 Performance Evaluation

Nation Builders University conducts employee evaluations to support:

- Professional growth
- Accountability
- Recognition
- Continuous improvement

Evaluation criteria may include:

- Job performance
- Professional conduct
- Achievement of objectives
- Institutional contribution

17.26 Faculty Evaluation

Faculty evaluation may include:

- Teaching effectiveness
- Student feedback
- Scholarly activities
- Service contributions

- Professional development

Faculty evaluation supports academic quality.

17.27 Staff Performance Evaluation

Staff evaluations consider:

- Job responsibilities
- Service effectiveness
- Professional behavior
- Achievement of goals
- Workplace contributions

17.28 Promotion and Advancement

Career advancement opportunities may be available based on:

- Qualifications
- Performance
- Experience
- Institutional needs
- Available positions

17.29 Workplace Conduct Standards

Employees must maintain professional conduct.

Expected behaviors include:

- Respectful communication
- Ethical decision-making
- Collaboration
- Responsibility
- Professional integrity

17.30 Harassment-Free Workplace Policy

Nation Builders University prohibits harassment and inappropriate workplace behavior.

Employees are expected to contribute to a safe and respectful environment.

Reports of concerns are reviewed according to institutional procedures.

17.31 Workplace Safety

The University is committed to maintaining a safe working environment.

Employees must:

- Follow safety procedures
- Report hazards
- Participate in required training
- Support emergency preparedness

17.32 Conflict of Interest Policy

Employees must avoid situations where personal interests conflict with University responsibilities.

Potential conflicts must be disclosed and managed appropriately.

17.33 Remote and Hybrid Work Practices

Where applicable, the University may support remote or hybrid work arrangements.

Such arrangements require:

- Administrative approval
- Defined responsibilities
- Performance expectations
- Technology requirements

17.34 Employee Grievance Procedures

Employees may raise workplace concerns through established grievance procedures.

Concerns may involve:

- Employment conditions
- Workplace treatment
- Policy interpretation
- Administrative decisions

The University seeks fair and timely resolution.

17.35 Corrective Action and Discipline

The University may implement corrective actions when employees fail to meet expectations.

Actions may include:

- Counseling
- Performance improvement plans
- Written warnings
- Additional corrective measures

17.36 Employment Separation

Employment separation may occur through:

- Resignation
- Retirement
- End of appointment
- Position elimination
- Termination

Separation procedures ensure appropriate documentation and transition.

17.37 Exit Procedures

Employees leaving the University may be required to complete:

- Return of University property
- Record completion
- Account closure procedures
- Exit documentation

17.38 Human Resources Compliance

Human Resources policies are administered according to:

- Applicable employment laws
- Higher education standards
- Institutional policies
- Ethical employment practices

17.39 Review of Human Resources Policies

Human Resources policies are reviewed periodically to ensure alignment with:

- Institutional goals
- Employee needs
- Legal requirements
- Best practices in higher education administration

INFORMATION TECHNOLOGY GOVERNANCE, CYBERSECURITY & DIGITAL INFRASTRUCTURE

18.1 Purpose of Information Technology Policies

Nation Builders University (NBU) recognizes information technology as a critical component of modern higher education.

Technology infrastructure supports:

- Academic instruction
- Online and hybrid learning
- Research activities
- Administrative operations
- Student services
- Institutional communication
- Data management

These policies establish a framework for effective technology governance, cybersecurity protection, responsible technology use, and digital innovation.

18.2 Information Technology Mission

The mission of Information Technology Services (ITS) is to provide secure, reliable, innovative, and accessible technology solutions that advance the University's academic and administrative objectives.

ITS supports:

- Teaching and learning
- Research and innovation
- Institutional efficiency
- Student success
- Digital transformation

18.3 Office of Information Technology Services

The Office of Information Technology Services (ITS) manages institutional technology operations.

Responsibilities include:

- Technology planning
- Infrastructure management
- Cybersecurity
- System administration
- Technical support
- Digital learning systems
- Data protection
- Technology innovation

18.4 Chief Information Officer (CIO)

The Chief Information Officer provides executive leadership for University technology strategy.

Responsibilities include:

- Developing technology policies
- Managing technology investments
- Supporting cybersecurity initiatives
- Coordinating digital transformation
- Advising institutional leadership
- Ensuring technology alignment with University goals

18.5 IT Governance Structure

Technology governance ensures effective decision-making regarding institutional technology resources.

The governance structure may include:

Executive Technology Leadership

Provides strategic direction.

IT Governance Committee

Reviews technology priorities, investments, and policies.

Information Technology Services

Implements and manages technology systems.

Academic and Administrative Units

Provide technology requirements and operational feedback.

18.6 Technology Strategic Planning

Nation Builders University develops technology strategies aligned with institutional priorities.

Technology planning addresses:

- Academic technology needs
- Cybersecurity priorities
- Digital learning
- Infrastructure development
- Data management
- Innovation opportunities

18.7 Technology Infrastructure

The University maintains technology infrastructure supporting:

- Administrative systems
- Learning management systems
- Digital libraries
- Research platforms
- Communication systems
- Student information systems

Infrastructure is reviewed regularly for performance and security.

18.8 Network Management

Information Technology Services manages University network systems to provide:

- Reliable connectivity
- Secure communication
- Appropriate access controls
- Network monitoring

Users must comply with network usage policies.

18.9 System Administration

ITS manages institutional systems including:

- Student information systems
- Learning platforms
- University websites
- Email systems
- Administrative applications
- Research systems

System access is controlled according to user responsibilities.

18.10 Cybersecurity Framework

Nation Builders University maintains a cybersecurity framework designed to protect:

- Institutional systems
- Student information
- Research data
- Financial information
- University operations

Cybersecurity practices include:

- Risk assessment
- Threat monitoring
- Security controls
- Incident response
- User awareness training

18.11 Information Security Responsibilities

All University users share responsibility for protecting institutional information.

Users must:

- Protect login credentials
- Follow security procedures

- Report suspicious activities
- Use technology responsibly
- Protect confidential information

18.12 User Account Management

University technology accounts are provided based on legitimate academic or employment needs.

Account management includes:

- Account creation
- Access authorization
- Password requirements
- Account modification
- Account termination

18.13 Password and Authentication Requirements

Users must maintain secure authentication practices.

Requirements may include:

- Strong passwords
- Multi-factor authentication
- Password protection
- Secure login practices

Sharing passwords is prohibited.

18.14 Access Control Policy

Access to University systems is granted according to:

- User responsibilities
- Institutional needs
- Security requirements
- Authorization procedures

Users receive only the access necessary to perform approved activities.

18.15 Data Protection and Privacy

Nation Builders University protects institutional information through appropriate safeguards.

Protected information may include:

- Student records
- Employee information
- Research data
- Financial information
- Institutional documents

18.16 Data Classification Policy

University information may be classified according to sensitivity.

Categories may include:

Public Information

Information approved for public access.

Internal Information

Information intended for University use.

Confidential Information

Information requiring restricted access.

Highly Sensitive Information

Information requiring enhanced protection.

18.17 Data Storage and Backup Management

The University maintains procedures for:

- Secure data storage
- Data backup
- Recovery planning
- Information preservation

Critical systems receive appropriate backup protection.

18.18 Cybersecurity Awareness Training

The University may provide cybersecurity training for:

- Faculty
- Staff
- Students
- Administrators

Training may address:

- Password security
- Phishing prevention
- Data protection
- Responsible technology use

18.19 Cybersecurity Incident Response

Nation Builders University maintains procedures for responding to cybersecurity incidents.

Response activities may include:

- Incident identification
- Containment
- Investigation
- Recovery
- Communication
- Prevention improvements

18.20 Acceptable Use of Technology Resources

University technology resources must be used responsibly and primarily for:

- Educational purposes
- Research activities
- Administrative operations
- Authorized communication

18.21 Prohibited Technology Activities

Users may not:

- Access unauthorized systems
- Circumvent security measures
- Introduce malicious software
- Damage technology systems
- Misuse institutional resources
- Violate privacy protections

18.22 Email and Electronic Communication Policy

University communication systems must be used professionally.

Users are responsible for:

- Protecting communication accounts
- Maintaining professional standards
- Avoiding unauthorized disclosure of information

18.23 Website and Digital Content Management

University digital platforms must provide accurate and professional information.

Digital content management includes:

- Website administration
- Content review
- Accessibility compliance
- Security monitoring

18.24 Learning Management System Governance

The Learning Management System (LMS) supports academic delivery.

Governance includes:

- System administration
- Faculty support
- Student access management

- Course technology standards
- Security monitoring

18.25 Online and Hybrid Learning Technology Standards

Technology supporting online education must provide:

- Reliable access
- Secure authentication
- Student engagement tools
- Assessment capabilities
- Accessibility support

18.26 Artificial Intelligence (AI) Governance

Nation Builders University recognizes the importance of artificial intelligence technologies.

AI may support:

- Teaching innovation
- Research assistance
- Administrative efficiency
- Student learning support

AI use must follow:

- Ethical principles
- Academic integrity standards
- Privacy requirements
- Data protection policies

18.27 AI Use Responsibilities

Faculty, staff, and students using AI tools must:

- Verify accuracy of AI-generated information
- Protect confidential information
- Follow academic integrity expectations
- Disclose AI use when required

18.28 Technology Accessibility

The University is committed to accessible technology environments.

Technology systems should support:

- Accessibility standards
- Inclusive design
- Reasonable accommodations
- Equal access to digital resources

18.29 Software Licensing and Compliance

University software must be used according to licensing agreements.

Users may not:

- Install unauthorized software
- Share restricted licenses
- Violate software agreements

18.30 Technology Procurement Policy

Technology purchases must follow institutional procurement procedures.

Evaluation considers:

- Security requirements
- Compatibility
- Cost effectiveness
- Long-term sustainability
- User needs

18.31 Technology Vendor Management

Technology vendors are evaluated according to:

- Security standards
- Service reliability
- Contract requirements
- Data protection practices

18.32 Digital Learning Innovation

Nation Builders University encourages innovation through:

- Educational technologies
- Digital learning tools
- Online collaboration platforms
- Emerging technologies

Innovation must support academic quality.

18.33 Disaster Recovery and Business Continuity

ITS maintains technology continuity plans addressing:

- System failures
- Cybersecurity incidents
- Natural disasters
- Service interruptions

Recovery plans support continued University operations.

18.34 Technology Risk Management

Technology risks are evaluated through:

- Security assessments
- System monitoring
- Vulnerability reviews
- Continuity planning

Risk management supports institutional resilience.

18.35 Technology Training and Support

ITS provides support services including:

- User assistance
- Technology training
- System guidance
- Digital learning support

18.36 Monitoring and Compliance

Technology systems may be monitored to ensure:

- Security
- Performance
- Appropriate use
- Policy compliance

Monitoring must respect privacy requirements.

18.37 Technology Ethics

Users are expected to demonstrate ethical digital behavior.

Technology ethics include:

- Respect for privacy
- Responsible communication
- Protection of information
- Appropriate use of resources

18.38 Review of Technology Policies

Information Technology policies are reviewed periodically to ensure alignment with:

- Emerging technologies
- Cybersecurity standards
- Institutional priorities
- Higher education best practices

CAMPUS SAFETY, SECURITY & EMERGENCY MANAGEMENT

19.1 Purpose of Campus Safety and Emergency Management Policies

Nation Builders University (NBU) is committed to maintaining a safe, secure, and supportive educational environment for students, faculty, staff, visitors, and institutional partners.

The University establishes campus safety and emergency management policies to ensure preparedness, prevention, response, and recovery related to potential risks and emergencies.

These policies support:

- Protection of life and property
- Emergency preparedness
- Safety awareness
- Risk reduction
- Incident response
- Institutional continuity

19.2 Commitment to a Safe Learning Environment

Nation Builders University believes that safety is a shared responsibility.

The University promotes an environment characterized by:

- Respect
- Professional conduct
- Prevention of harm
- Awareness of safety procedures
- Prompt reporting of concerns

All members of the University community contribute to maintaining a secure educational environment.

19.3 Office of Campus Safety and Emergency Management

The Office of Campus Safety and Emergency Management coordinates institutional safety programs.

Responsibilities include:

- Safety planning
- Emergency preparedness
- Incident coordination
- Risk assessment
- Safety training
- Emergency communication
- Coordination with external agencies when necessary

19.4 Campus Safety Leadership

Campus safety responsibilities are coordinated through institutional leadership.

Key responsibilities include:

University President

Provides executive oversight for institutional safety.

Chief Administrative Officer

Coordinates operational safety planning.

Campus Safety Director

Manages safety programs and emergency procedures.

Department Leaders

Implement safety practices within their areas.

Students, Faculty, and Staff

Follow safety procedures and report concerns.

19.5 Emergency Management Framework

Nation Builders University maintains an emergency management framework based on four principles:

Prevention

Actions designed to reduce risks before incidents occur.

Preparedness

Planning, training, and resource preparation.

Response

Actions taken during emergencies.

Recovery

Restoration of normal operations following an incident.

19.6 Emergency Operations Plan

The University maintains an Emergency Operations Plan (EOP) addressing potential emergencies.

The plan may include procedures for:

- Natural disasters
- Severe weather
- Fire emergencies
- Medical incidents
- Security threats
- Technology disruptions
- Public health events
- Campus disruptions

19.7 Emergency Response Team

Nation Builders University may establish an Emergency Response Team responsible for coordinating institutional responses.

The team may include representatives from:

- Executive Leadership
- Campus Safety
- Information Technology
- Student Affairs
- Facilities Management
- Communications
- Human Resources
- Academic Affairs

19.8 Emergency Communication Procedures

The University maintains communication systems to provide timely emergency information.

Communication methods may include:

- Emergency alerts
- Email notifications
- Website announcements
- Learning management system notices
- Phone communications
- Official social media channels

19.9 Incident Reporting Policy

Members of the University community are encouraged to report:

- Safety concerns
- Security incidents
- Emergencies
- Suspicious activities
- Policy violations
- Hazards

Reports should be submitted through appropriate University channels.

19.10 Emergency Contact Information

Students, faculty, and staff are encouraged to maintain current emergency contact information.

Information may be used during:

- Safety emergencies
- Health situations
- Institutional disruptions

19.11 Campus Security Practices

The University maintains reasonable security practices appropriate to its operations.

Security practices may include:

- Access management
- Facility monitoring
- Safety awareness programs
- Incident response procedures

19.12 Access Control and Facility Security

University facilities may use access controls to protect:

- Students
- Employees
- Visitors
- Equipment
- Institutional resources

Access privileges may be assigned based on institutional responsibilities.

19.13 Visitor Management

Visitors to University facilities must follow established procedures.

Visitor management may include:

- Registration requirements
- Identification procedures
- Access limitations
- Escort requirements when appropriate

19.14 Online and Digital Safety

Because Nation Builders University operates hybrid and online learning environments, digital safety is an essential component of institutional security.

Digital safety includes:

- Cybersecurity awareness
- Protection of personal information
- Safe online communication
- Responsible technology use

19.15 Health and Safety Programs

The University promotes health and safety through:

- Safety education
- Workplace procedures
- Risk awareness
- Preventive practices

19.16 Emergency Medical Response

The University maintains procedures for responding to medical emergencies.

Response actions may include:

- Contacting emergency services
- Providing immediate assistance when possible
- Notifying appropriate personnel
- Documenting incidents

19.17 Fire Safety Policy

Nation Builders University maintains fire safety procedures designed to protect individuals and property.

Fire safety practices include:

- Emergency evacuation procedures
- Fire prevention awareness
- Safety equipment maintenance
- Emergency drills when applicable

19.18 Severe Weather Preparedness

The University maintains procedures for severe weather events.

Actions may include:

- Emergency notifications
- Facility adjustments
- Schedule changes

- Remote learning arrangements when appropriate

19.19 Natural Disaster Preparedness

The University prepares for potential natural disasters, including:

- Earthquakes
- Flooding
- Storms
- Extreme weather events

Preparedness includes planning, communication, and recovery procedures.

19.20 Public Health Emergency Response

Nation Builders University maintains procedures for responding to public health concerns.

Response activities may include:

- Communication procedures
- Coordination with health authorities
- Operational adjustments
- Support resources

19.21 Violence Prevention Policy

The University is committed to preventing threats, violence, and unsafe behavior.

Prohibited conduct includes:

- Threats of harm
- Intimidation
- Violence
- Behavior creating safety risks

Concerns should be reported immediately.

19.22 Weapons and Dangerous Items Policy

The University regulates possession and use of weapons or dangerous items on University property according to applicable laws and institutional policies.

Safety concerns must be reported promptly.

19.23 Sexual Misconduct Prevention and Response

Nation Builders University maintains policies addressing sexual misconduct and inappropriate behavior.

The University promotes:

- Prevention education
- Respectful relationships
- Reporting procedures
- Support resources
- Fair review processes

19.24 Alcohol and Substance Safety

The University promotes responsible behavior regarding alcohol and controlled substances.

Policies address:

- Prohibited conduct
- Safety concerns
- Student responsibilities
- Employee responsibilities

19.25 Laboratory and Research Safety

Research activities involving specialized equipment or materials must follow appropriate safety procedures.

Research safety includes:

- Training requirements
- Risk assessment
- Protective measures
- Compliance monitoring

19.26 Environmental Health and Safety

The University promotes environmentally responsible safety practices.

Programs may address:

- Waste management

- Environmental protection
- Workplace safety
- Sustainability practices

19.27 Transportation and Travel Safety

University-related travel must follow approved safety procedures.

Travel policies may address:

- Transportation arrangements
- Student travel
- Field activities
- International travel considerations

19.28 Emergency Training and Drills

The University may conduct training activities to improve preparedness.

Training may include:

- Emergency response procedures
- Safety awareness
- Evacuation practices
- Crisis communication

19.29 Evacuation Procedures

During emergencies requiring evacuation, individuals must:

- Follow official instructions
- Leave facilities safely
- Avoid unsafe areas
- Assist others when possible

19.30 Shelter-in-Place Procedures

Certain emergencies may require individuals to remain indoors.

Shelter-in-place procedures may include:

- Securing locations

- Following emergency instructions
- Monitoring official communications

19.31 Continuity of Operations Planning

Nation Builders University maintains continuity plans to support essential operations during disruptions.

Continuity planning addresses:

- Academic operations
- Technology services
- Administrative functions
- Communication systems

19.32 Crisis Communication Management

During emergencies, official communication is coordinated through designated University representatives.

Only authorized officials may issue official emergency statements.

19.33 Safety Responsibilities of Students

Students are responsible for:

- Following safety procedures
- Reporting hazards
- Respecting others' safety
- Participating in required training

19.34 Safety Responsibilities of Faculty and Staff

Faculty and staff must:

- Maintain safe work environments
- Report concerns
- Follow emergency procedures
- Support student safety

19.35 Incident Investigation

The University may review incidents to determine:

- Causes
- Impact
- Required corrective actions
- Prevention improvements

19.36 Safety Assessment and Improvement

Campus safety programs are periodically evaluated through:

- Incident reviews
- Safety assessments
- Community feedback
- Emergency preparedness evaluations

19.37 Partnerships with External Agencies

The University may coordinate with:

- Emergency services
- Government agencies
- Safety organizations
- Community partners

External coordination supports effective emergency response.

19.38 Publication of Safety Information

Safety information is communicated through:

- University website
- Student handbook
- Employee handbook
- Orientation materials
- Emergency communications

19.39 Review of Campus Safety Policies

Campus safety and emergency management policies are reviewed periodically to ensure alignment with:

- Safety standards
- Legal requirements
- Institutional needs
- Emergency management best practices

DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY POLICIES

20.1 Purpose of Diversity, Equity, Inclusion & Accessibility Policies

Nation Builders University (NBU) is committed to fostering an educational environment where all students, faculty, staff, and community members are treated with dignity, respect, fairness, and professionalism.

The University's Diversity, Equity, Inclusion, and Accessibility (DEIA) framework supports:

- Equal access to educational opportunities
- Respect for diverse perspectives
- Inclusive learning environments
- Accessibility for individuals with disabilities
- Fair employment practices
- A culture of belonging and mutual respect

These policies establish institutional expectations for promoting inclusion and removing barriers to participation.

20.2 Institutional Commitment to Inclusion

Nation Builders University recognizes that a diverse academic community strengthens:

- Teaching and learning
- Research and innovation
- Leadership development
- Global engagement
- Community impact

The University seeks to create an environment where individuals can contribute fully to academic and institutional life.

20.3 DEIA Mission

The mission of the Diversity, Equity, Inclusion, and Accessibility initiative is to promote an inclusive university environment through:

- Fair access

- Respectful engagement
- Inclusive policies
- Accessible programs
- Educational awareness
- Continuous improvement

20.4 Office of Diversity, Equity & Accessibility

Nation Builders University may establish an Office of Diversity, Equity & Accessibility responsible for coordinating institutional inclusion initiatives.

Responsibilities include:

- Developing inclusion strategies
- Supporting accessibility services
- Promoting inclusive practices
- Providing educational programs
- Reviewing institutional policies
- Supporting campus climate initiatives

20.5 DEIA Leadership Structure

Institutional responsibility for DEIA initiatives includes:

University Leadership

Provides strategic commitment and oversight.

Office of Diversity, Equity & Accessibility

Coordinates programs and initiatives.

Academic Departments

Promote inclusive teaching and learning practices.

Human Resources

Supports equitable employment practices.

Student Affairs

Supports student inclusion and engagement.

University Community

Contributes to a respectful environment.

20.6 Equal Opportunity Policy

Nation Builders University is committed to equal opportunity in:

- Admissions
- Employment
- Academic participation
- Student services
- Institutional activities

The University makes decisions based on qualifications, academic requirements, professional standards, and institutional policies.

20.7 Non-Discrimination Policy

Nation Builders University prohibits unlawful discrimination and harassment in any University-related activity.

The University expects all members of the community to maintain respectful and professional interactions.

Reports of discrimination are reviewed according to established procedures.

20.8 Inclusive Learning Environment

The University promotes learning environments that encourage:

- Respectful discussion
- Multiple perspectives
- Academic freedom
- Critical inquiry
- Collaborative learning

Faculty are encouraged to use inclusive teaching practices.

20.9 Inclusive Teaching Practices

Faculty may promote inclusion through:

- Accessible course materials
- Diverse perspectives in curriculum

- Respectful classroom communication
- Multiple methods of student engagement
- Fair assessment practices

20.10 Accessibility Commitment

Nation Builders University is committed to providing accessible educational opportunities for qualified individuals with disabilities.

Accessibility efforts include:

- Reasonable accommodations
- Accessible learning materials
- Support services
- Inclusive technology practices

20.11 Accessibility Services Office

The Accessibility Services Office supports students and employees requiring accommodations.

Responsibilities may include:

- Reviewing accommodation requests
- Coordinating approved accommodations
- Providing guidance
- Supporting accessibility compliance

20.12 Disability Accommodation Policy

The University provides reasonable accommodations to qualified individuals with disabilities when required.

Accommodations may include:

- Academic adjustments
- Accessible instructional materials
- Technology support
- Workplace accommodations

20.13 Accommodation Request Process

Individuals seeking accommodations should:

1. Submit an accommodation request
2. Provide appropriate documentation when required
3. Participate in an interactive review process
4. Receive accommodation decisions
5. Coordinate implementation with relevant offices

20.14 Confidentiality of Accommodation Information

Disability-related information is maintained confidentially.

Information is shared only with authorized individuals who require it to implement approved accommodations.

20.15 Accessible Technology Policy

The University promotes accessibility in digital environments.

Technology accessibility includes:

- Accessible websites
- Learning management systems
- Digital documents
- Online learning resources
- Assistive technology compatibility

20.16 Accessibility in Online and Hybrid Education

Nation Builders University ensures that online and hybrid programs are designed to support accessibility.

Considerations include:

- Accessible course design
- Captioning when appropriate
- Alternative formats
- Usable digital platforms

20.17 Cultural Awareness and Education

The University encourages educational activities that promote:

- Cultural understanding
- Respectful communication
- Global awareness
- Collaboration across differences

20.18 International and Global Inclusion

As a globally engaged institution, Nation Builders University values international perspectives.

The University supports:

- Global learning opportunities
- International collaboration
- Cross-cultural understanding
- Inclusive global education

20.19 Student Inclusion Programs

Student Affairs may support programs that encourage:

- Student engagement
- Community building
- Leadership development
- Peer support
- Inclusive activities

20.20 Inclusive Student Organizations

Student organizations must operate according to University standards promoting:

- Respect
- Equal participation
- Professional conduct
- Inclusive membership practices

20.21 Faculty and Staff Inclusion Initiatives

The University encourages professional development related to:

- Inclusive leadership
- Cultural competency
- Effective communication
- Accessible practices

20.22 Equitable Employment Practices

Human Resources promotes fairness throughout employment processes, including:

- Recruitment
- Hiring
- Promotion
- Compensation
- Professional development

20.23 Inclusive Recruitment and Hiring

The University seeks qualified candidates through fair recruitment processes.

Hiring practices emphasize:

- Clear qualifications
- Transparent evaluation
- Professional standards
- Equal opportunity

20.24 Accessibility in Employment

The University provides reasonable workplace accommodations for qualified employees.

Accommodation decisions are handled through appropriate institutional procedures.

20.25 Prevention of Harassment and Hostile Environments

Nation Builders University does not tolerate harassment, intimidation, or behavior that creates an unsafe or hostile environment.

Concerns may be reported through established University channels.

20.26 Bias Response and Community Concerns

The University may establish procedures for addressing concerns involving:

- Bias incidents
- Disrespectful conduct
- Community tensions
- Barriers to inclusion

Responses focus on safety, fairness, and institutional improvement.

20.27 Freedom of Expression and Respectful Dialogue

Nation Builders University supports academic freedom and respectful expression.

Members of the University community are encouraged to:

- Engage in thoughtful discussion
- Consider diverse viewpoints
- Maintain professional communication

20.28 Accessibility and Universal Design Principles

The University encourages universal design approaches that create learning and working environments usable by the broadest possible population.

Universal design practices may include:

- Flexible learning methods
- Accessible materials
- Inclusive technology
- Barrier reduction

20.29 Community Engagement and Social Responsibility

Nation Builders University promotes engagement with communities through:

- Outreach programs
- Educational initiatives
- Service activities
- Collaborative partnerships

20.30 DEIA Assessment and Continuous Improvement

The University evaluates DEIA efforts through:

- Surveys
- Feedback mechanisms
- Program reviews
- Institutional assessments

Assessment results support improvement strategies.

20.31 Accountability and Reporting

University departments may report progress related to inclusion initiatives through:

- Annual reports
- Assessment documents
- Strategic planning processes

20.32 Training and Professional Development

The University may provide training related to:

- Inclusive practices
- Accessibility awareness
- Respectful communication
- Professional conduct

20.33 Responsibilities of University Community Members

All members of the University community are expected to:

- Treat others respectfully
- Support an inclusive environment
- Follow institutional policies
- Report concerns appropriately

20.34 Review of DEIA Policies

Diversity, Equity, Inclusion, and Accessibility policies are reviewed periodically to ensure alignment with:

- Institutional mission
- Applicable requirements
- Accessibility standards
- Higher education best practices
- Continuous improvement goals

INTERNATIONAL PROGRAMS, GLOBAL PARTNERSHIPS & INTERNATIONAL STUDENT SERVICES

21.1 Purpose of International Programs Policies

Nation Builders University (NBU) recognizes global engagement as an essential component of contemporary higher education.

The University promotes international collaboration, cross-cultural learning, global research, and international student success through responsible and sustainable global initiatives.

These policies establish the framework for:

- International academic partnerships
- Global education programs
- International student recruitment and support
- Cross-border research collaboration
- Global institutional engagement

21.2 Global Mission and International Engagement

Nation Builders University seeks to prepare students to become globally informed professionals, leaders, and innovators.

The University's international mission is to:

- Expand global learning opportunities
- Promote international cooperation
- Encourage cultural understanding
- Support international scholarship
- Develop partnerships that advance education and research

21.3 Office of Global Engagement and International Programs

The Office of Global Engagement and International Programs coordinates international activities.

Responsibilities include:

- Managing international partnerships
- Supporting international students

- Developing global programs
- Coordinating international agreements
- Promoting global learning opportunities
- Supporting international compliance requirements

21.4 Director of International Programs

The Director of International Programs provides leadership for global initiatives.

Responsibilities include:

- Developing international strategies
- Managing partnership relationships
- Supporting international students
- Coordinating global academic activities
- Ensuring compliance with institutional policies

21.5 International Governance Structure

International activities are managed through collaboration among:

Board of Trustees

Provides strategic oversight.

University Leadership

Approves major international initiatives.

Office of Global Engagement

Coordinates international operations.

Academic Departments

Develop academic collaborations.

Student Services

Supports international student success.

21.6 International Strategic Planning

Nation Builders University develops international strategies aligned with:

- Institutional mission

- Academic priorities
- Research goals
- Student success objectives
- Global engagement opportunities

International planning considers sustainability, quality, and institutional benefit.

21.7 Global Partnership Development

The University may establish partnerships with:

- Universities
- Research institutions
- Government organizations
- Non-governmental organizations
- Industry partners
- International education organizations

Partnerships must support academic quality and institutional values.

21.8 International Memoranda of Understanding (MoUs)

International collaborations may be formalized through Memoranda of Understanding or similar agreements.

Agreements may address:

- Student exchanges
- Faculty collaboration
- Research cooperation
- Joint programs
- Academic cooperation
- Cultural initiatives

All agreements require appropriate institutional approval.

21.9 International Partnership Evaluation

Before establishing partnerships, the University evaluates:

- Institutional reputation
- Academic compatibility
- Strategic value
- Financial considerations
- Legal requirements
- Quality standards

Partnerships are periodically reviewed.

21.10 International Academic Collaboration

Academic collaboration may include:

- Joint courses
- Faculty exchanges
- Collaborative research
- Joint conferences
- Shared academic resources
- Dual or collaborative programs

21.11 International Student Admissions

Nation Builders University welcomes qualified international students who meet admission requirements.

International applicants must satisfy:

- Academic admission standards
- Documentation requirements
- Language requirements when applicable
- Financial responsibility requirements
- Immigration requirements when applicable

21.12 International Application Requirements

International applicants may be required to submit:

- Completed application

- Academic transcripts
- Credential evaluations when required
- Proof of language proficiency
- Identification documents
- Financial documentation when applicable

21.13 International Credential Evaluation

Academic credentials from outside the United States may require evaluation to determine equivalency.

Credential evaluation procedures support:

- Admission decisions
- Academic placement
- Transfer evaluation

21.14 English Language Proficiency Requirements

International students whose prior education was not conducted in English may be required to demonstrate English proficiency.

Accepted methods may include:

- Standardized examinations
- Institutional assessments
- Approved alternative measures

Requirements may vary by program.

21.15 International Student Orientation

International students participate in orientation programs addressing:

- Academic expectations
- University policies
- Cultural adjustment
- Student services
- Technology resources

- Community engagement

21.16 International Student Advising

International students receive academic and institutional guidance through:

- Academic advising
- Enrollment support
- Student services
- Cultural adjustment resources

21.17 Immigration and Regulatory Compliance

International students must comply with applicable immigration requirements.

The University provides general guidance regarding:

- Required documentation
- Enrollment obligations
- Reporting requirements

Students remain responsible for maintaining their own immigration compliance.

21.18 International Student Records Management

International student records are maintained securely according to University privacy and records policies.

Records may include:

- Admission documents
- Academic records
- Enrollment information
- Compliance documentation

21.19 International Student Support Services

The University supports international students through services including:

- Academic advising
- Orientation programs
- Cultural support

- Career guidance
- Student engagement opportunities

21.20 Cultural Integration Programs

Nation Builders University encourages cultural exchange through:

- International student activities
- Cultural events
- Global awareness programs
- Community engagement

21.21 Study Abroad and Global Learning Programs

The University may offer global learning opportunities including:

- Study abroad programs
- Faculty-led international experiences
- Global internships
- International service programs

21.22 Study Abroad Approval Process

Study abroad programs must meet institutional standards regarding:

- Academic quality
- Student safety
- Program objectives
- Partner institution evaluation

21.23 International Travel Safety

University-sponsored international travel requires appropriate planning.

Travel planning may include:

- Risk assessment
- Emergency procedures
- Insurance considerations

- Travel guidance

21.24 Faculty International Engagement

Faculty are encouraged to participate in international activities including:

- Research collaboration
- Academic exchanges
- International conferences
- Global teaching initiatives

21.25 International Research Partnerships

Nation Builders University supports international research collaboration involving:

- Joint research projects
- Knowledge exchange
- Scholarly publications
- Innovation partnerships

Research collaborations must follow ethical standards.

21.26 Global Online Education

The University may provide international access through online and hybrid programs.

Global online education emphasizes:

- Academic quality
- Technology accessibility
- Student support
- Cross-cultural learning

21.27 International Recruitment Standards

International recruitment activities must be conducted ethically and transparently.

Recruitment practices must:

- Provide accurate information
- Avoid misleading claims

- Respect applicant rights
- Follow institutional policies

21.28 International Agent and Representative Relationships

If the University works with international representatives, agreements must establish:

- Responsibilities
- Ethical standards
- Communication expectations
- Compliance requirements

21.29 Global Alumni Engagement

The University encourages engagement with international alumni through:

- Alumni networks
- Professional connections
- Global events
- Institutional partnerships

21.30 International Financial Considerations

International students must understand financial responsibilities related to:

- Tuition
- Fees
- Living expenses
- Program costs
- Payment deadlines

21.31 International Emergency Support

The University maintains procedures to support international students during emergencies.

Support may include:

- Emergency communication
- Guidance resources

- Institutional coordination

21.32 Global Diversity and Inclusion

Nation Builders University values international diversity as an institutional strength.

The University promotes:

- Cross-cultural understanding
- Inclusive engagement
- Global citizenship
- Respect for different perspectives

21.33 International Quality Assurance

International programs are evaluated to ensure:

- Academic quality
- Institutional alignment
- Student support effectiveness
- Partnership value

21.34 International Compliance Responsibilities

International activities must comply with:

- Applicable laws
- Institutional policies
- Accreditation expectations
- Partnership agreements

21.35 Review of International Programs Policies

International Programs policies are reviewed periodically to ensure alignment with:

- Institutional strategy
- Global education standards
- Student needs
- Partnership objectives

- Continuous improvement goals

ATHLETICS, RECREATION, STUDENT ACTIVITIES & CAMPUS LIFE

22.1 Purpose of Student Life Policies

Nation Builders University (NBU) recognizes that student success extends beyond classroom learning. A vibrant student life experience contributes to personal development, leadership growth, wellness, community engagement, and lifelong professional skills.

The University supports programs and activities that promote:

- Student engagement
- Leadership development
- Community building
- Physical wellness
- Personal growth
- Cultural awareness
- Professional development

These policies establish guidelines for athletics, recreation, student organizations, and campus life programs.

22.2 Student Life Mission

The mission of Student Life at Nation Builders University is to create meaningful educational experiences outside the classroom that complement academic learning and prepare students for leadership and responsible citizenship.

Student Life programs encourage students to:

- Develop leadership skills
- Build relationships
- Participate in community activities
- Explore interests
- Develop teamwork abilities
- Strengthen personal wellness

22.3 Office of Student Affairs and Campus Life

The Office of Student Affairs and Campus Life provides leadership for student engagement programs.

Responsibilities include:

- Managing student activities
- Supporting student organizations
- Coordinating campus events
- Promoting student leadership
- Supporting wellness initiatives
- Enhancing student experience

22.4 Director of Student Activities and Campus Life

The Director of Student Activities provides leadership for campus engagement programs.

Responsibilities include:

- Developing student programming
- Advising student organizations
- Supporting campus traditions
- Coordinating events
- Promoting student participation

22.5 Student Life Governance Structure

Student life programs operate through collaboration among:

University Leadership

Provides strategic oversight.

Student Affairs Division

Coordinates student programs and services.

Student Organizations

Develop student-led initiatives.

Faculty and Staff Advisors

Provide guidance and mentorship.

Students

Participate responsibly and actively.

22.6 Student Engagement Philosophy

Nation Builders University believes student engagement enhances:

- Academic achievement
- Leadership development
- Social responsibility
- Career preparation
- Institutional connection

Students are encouraged to participate in activities that support their personal and professional goals.

22.7 Student Organizations Policy

The University recognizes student organizations as important components of campus life.

Student organizations may support:

- Academic interests
- Professional development
- Cultural activities
- Community service
- Leadership development
- Recreational interests

22.8 Establishment of Student Organizations

Students seeking recognition for an organization must:

- Submit an application
- Identify organizational objectives
- Establish leadership structure
- Follow University policies
- Identify an advisor when required

Recognition is granted according to institutional procedures.

22.9 Student Organization Responsibilities

Recognized organizations must:

- Operate according to University policies
- Maintain responsible leadership
- Conduct activities safely
- Manage resources appropriately
- Promote respectful participation

22.10 Student Organization Advisors

Faculty or staff advisors provide guidance to student organizations.

Advisors may assist with:

- Program planning
- Risk management
- Leadership development
- Policy compliance

22.11 Student Leadership Development

Nation Builders University encourages leadership development through:

- Leadership workshops
- Student government
- Peer mentoring
- Community projects
- Professional development activities

22.12 Student Government

The University may support student government organizations representing student interests.

Student government may provide:

- Student advocacy

- Campus engagement
- Leadership opportunities
- Communication between students and administration

22.13 Campus Events and Programs

Student Affairs coordinates events that support:

- Community building
- Cultural engagement
- Academic enrichment
- Student wellness
- Professional networking

22.14 Event Approval Process

University-related student events must follow appropriate approval procedures.

Event review may consider:

- Safety requirements
- Facility needs
- Budget considerations
- Compliance requirements
- Accessibility needs

22.15 Campus Traditions and Community Building

Nation Builders University encourages traditions that strengthen institutional identity.

Campus traditions may include:

- Academic celebrations
- Recognition ceremonies
- Community service activities
- Student achievement events

22.16 Athletics Program Mission

Nation Builders University recognizes athletics as a valuable component of student development.

Athletics programs promote:

- Teamwork
- Discipline
- Leadership
- Physical wellness
- Institutional pride

22.17 Athletics Governance

Athletics programs operate under appropriate University oversight.

Responsibilities include:

- Program administration
- Student-athlete support
- Safety management
- Compliance monitoring
- Budget oversight

22.18 Student-Athlete Standards

Student-athletes are expected to maintain:

- Academic progress
- Sportsmanship
- Ethical behavior
- Team commitment
- Compliance with University policies

22.19 Academic Support for Student-Athletes

Student-athletes receive appropriate academic support including:

- Academic advising
- Progress monitoring

- Learning resources
- Time management guidance

22.20 Athletics Safety Policy

The University prioritizes student-athlete health and safety.

Safety practices include:

- Appropriate training procedures
- Injury prevention
- Medical support coordination
- Safe participation standards

22.21 Recreation Programs

Recreation programs promote physical activity, wellness, and community engagement.

Programs may include:

- Fitness activities
- Recreational sports
- Wellness programs
- Outdoor activities

22.22 Wellness and Healthy Lifestyle Programs

Nation Builders University encourages healthy lifestyles through:

- Physical wellness activities
- Health education
- Stress management resources
- Personal development programs

22.23 Student Wellness Support

Student Affairs may provide resources supporting:

- Academic balance
- Personal development

- Social connection
- Wellness awareness

22.24 Community Service and Civic Engagement

The University encourages students to participate in service activities that promote:

- Social responsibility
- Community development
- Leadership experience
- Public engagement

22.25 Volunteer Programs

Student volunteer opportunities may include:

- Community projects
- Educational outreach
- Nonprofit partnerships
- Service-learning activities

22.26 Service-Learning Programs

Service-learning integrates academic learning with community engagement.

Programs may involve:

- Community-based projects
- Professional experiences
- Reflection activities
- Social impact initiatives

22.27 Student Activities Funding

Student organizations may receive institutional funding according to approved procedures.

Funding decisions consider:

- Educational value
- Student benefit

- Available resources
- Responsible financial management

22.28 Student Travel and Off-Campus Activities

University-sponsored student activities outside campus must follow safety procedures.

Requirements may include:

- Approval processes
- Risk assessment
- Transportation planning
- Emergency procedures

22.29 Campus Life Accessibility

Student activities and programs should be accessible to qualified participants.

Accessibility considerations include:

- Facility access
- Program design
- Communication methods
- Reasonable accommodations

22.30 Student Conduct During Activities

Students participating in campus activities must follow:

- Student Code of Conduct
- Safety policies
- Organizational requirements
- University expectations

22.31 Alcohol and Substance-Free Activities

University activities must comply with institutional policies regarding alcohol and controlled substances.

Programs should promote safe and responsible participation.

22.32 Campus Safety During Events

Event organizers are responsible for considering:

- Emergency procedures
- Crowd management
- Accessibility
- Health and safety requirements

22.33 Student Feedback and Program Assessment

Student Affairs evaluates programs through:

- Surveys
- Participation data
- Student feedback
- Program reviews

Assessment results support improvement.

22.34 Campus Life and Online Students

Nation Builders University recognizes that students in online and hybrid programs require meaningful engagement opportunities.

Virtual campus life may include:

- Online student communities
- Virtual events
- Digital leadership programs
- Online networking activities

22.35 Student Recognition Programs

The University may recognize student achievements through:

- Awards
- Leadership recognition
- Academic celebrations
- Service recognition

22.36 Alumni and Career Connections

Student activities may support connections with:

- Alumni
- Employers
- Professional organizations
- Community partners

22.37 Student Life Assessment and Improvement

Student life programs are periodically evaluated to measure:

- Student engagement
- Program effectiveness
- Student satisfaction
- Institutional impact

22.38 Review of Athletics, Recreation, and Campus Life Policies

These policies are reviewed periodically to ensure alignment with:

- Student needs
- Institutional mission
- Safety expectations
- Higher education best practices

INSTITUTIONAL ETHICS, INTEGRITY, LEGAL COMPLIANCE & FINAL ADMINISTRATIVE POLICIES

23.1 Purpose of Institutional Ethics and Integrity Policies

Nation Builders University (NBU) is committed to maintaining the highest standards of ethical conduct, institutional integrity, accountability, and responsible governance.

The University recognizes that trust among students, faculty, staff, administrators, governing bodies, partners, and the public is essential to achieving its educational mission.

These policies establish expectations regarding:

- Ethical behavior
- Institutional integrity
- Legal compliance
- Professional responsibility
- Transparency
- Accountability
- Administrative governance

23.2 Institutional Ethics Statement

Nation Builders University conducts all academic and administrative activities according to principles of:

Integrity

Acting honestly, responsibly, and consistently with institutional values.

Accountability

Accepting responsibility for decisions and actions.

Transparency

Providing accurate and appropriate information.

Respect

Treating all individuals with dignity and professionalism.

Excellence

Maintaining high standards in education and institutional operations.

23.3 Institutional Code of Ethics

All members of the University community are expected to:

- Act honestly and professionally
- Follow institutional policies
- Protect confidential information
- Use resources responsibly
- Respect others
- Maintain academic and professional integrity

Ethical behavior is a shared responsibility.

23.4 Responsibility of University Leadership

University leaders are responsible for:

- Maintaining ethical governance
- Supporting institutional mission
- Ensuring compliance
- Promoting accountability
- Protecting institutional reputation

Leadership decisions must reflect the best interests of the University community.

23.5 Academic Integrity Commitment

Nation Builders University maintains a strong commitment to academic integrity.

Academic integrity requires:

- Honest scholarship
- Original academic work
- Proper acknowledgment of sources
- Ethical research practices
- Responsible use of academic resources

23.6 Academic Misconduct Policy

Academic misconduct includes:

- Plagiarism
- Cheating
- Fabrication of academic work
- Unauthorized collaboration
- Misrepresentation of academic achievement

Academic misconduct is subject to review and appropriate action.

23.7 Research Integrity Policy

Research conducted at Nation Builders University must follow ethical standards.

Researchers must:

- Report findings accurately
- Maintain proper records
- Protect research participants
- Avoid fabrication and falsification
- Acknowledge contributions appropriately

23.8 Administrative Integrity

Administrative operations must be conducted with:

- Accuracy
- Fairness
- Transparency
- Professional responsibility

University employees must maintain appropriate standards when managing institutional activities.

23.9 Conflict of Interest Policy

Nation Builders University requires disclosure and appropriate management of conflicts of interest.

A conflict may occur when personal interests interfere with institutional responsibilities.

Employees and officials must:

- Avoid inappropriate conflicts

- Disclose potential conflicts
- Follow approved resolution procedures

23.10 Conflict of Commitment

University employees must ensure that external activities do not interfere with assigned institutional responsibilities.

External activities must be managed according to University policies.

23.11 Gifts and Benefits Policy

University employees and representatives must avoid accepting gifts, benefits, or favors that could improperly influence institutional decisions.

Exceptions may include:

- Nominal institutional gifts
- Approved academic materials
- Appropriate professional recognition

23.12 Fraud Prevention Policy

Nation Builders University prohibits fraudulent activities.

Fraud may include:

- False financial reporting
- Misuse of institutional funds
- Unauthorized transactions
- False documentation
- Misrepresentation of information

23.13 Reporting Ethical Concerns

Members of the University community are encouraged to report concerns involving:

- Ethical violations
- Policy violations
- Financial misconduct
- Academic misconduct

- Safety concerns

Reports are reviewed according to established procedures.

23.14 Protection Against Retaliation

Nation Builders University prohibits retaliation against individuals who report concerns in good faith or participate in institutional review processes.

23.15 Legal Compliance Commitment

Nation Builders University conducts operations in compliance with applicable:

- Federal requirements
- State requirements
- Local requirements
- Accreditation standards
- Professional regulations

23.16 Office of Compliance and Institutional Responsibility

The University may establish compliance functions responsible for:

- Monitoring legal requirements
- Supporting policy implementation
- Coordinating compliance activities
- Providing guidance and training

23.17 Regulatory Compliance Areas

Compliance responsibilities may include:

- Higher education regulations
- Employment requirements
- Student privacy requirements
- Financial regulations
- Research standards
- Accessibility requirements
- Technology security requirements

23.18 Student Records Privacy

Nation Builders University protects student educational records according to applicable privacy requirements.

Student information is:

- Maintained securely
- Accessed appropriately
- Released only according to authorized procedures

23.19 Employee Privacy and Confidentiality

Employee information is protected and managed responsibly.

Access to confidential employee information is limited to authorized individuals.

23.20 Records Management Policy

Nation Builders University maintains appropriate records management procedures.

Records management includes:

- Creation
- Storage
- Protection
- Retention
- Disposal

23.21 Records Retention

Institutional records are retained according to:

- Legal requirements
- Accreditation expectations
- Institutional needs
- Administrative procedures

23.22 Official University Communications

Official University communications must be accurate, professional, and authorized.

Official communications may include:

- Institutional announcements
- Academic notices
- Policy statements
- Public information

23.23 Use of University Name and Branding

The University name, logo, and institutional identity may only be used for authorized purposes.

Unauthorized representation of the University is prohibited.

23.24 Public Statements and Media Relations

Official public statements are coordinated through authorized University representatives.

Employees speaking publicly on behalf of the University must receive appropriate authorization.

23.25 Social Media Policy

University-related social media activities must reflect:

- Professional standards
- Respectful communication
- Protection of confidential information
- Institutional values

23.26 Intellectual Property Protection

Nation Builders University recognizes and protects intellectual property created through academic, research, and administrative activities.

Intellectual property includes:

- Scholarly works
- Research discoveries
- Educational materials
- Digital content
- Innovations.

23.27 Environmental Responsibility

Nation Builders University supports responsible environmental practices.

The University encourages:

- Sustainable operations
- Resource conservation
- Environmental awareness
- Responsible institutional planning

23.28 Community Responsibility

The University recognizes its responsibility to contribute positively to society through:

- Education
- Research
- Service
- Community partnerships

23.29 Institutional Risk Management

Nation Builders University maintains procedures to identify and manage institutional risks.

Risk areas may include:

- Financial risks
- Operational risks
- Academic risks
- Technology risks
- Compliance risks
- Reputation risks

23.30 Emergency and Crisis Governance

During emergencies or significant institutional challenges, University leadership may implement special procedures to protect:

- Students
- Employees

- Institutional operations
- University resources

23.31 Policy Development and Approval Process

University policies are developed through appropriate review processes.

Policy development includes:

1. Identification of institutional need
2. Drafting and review
3. Stakeholder consultation when appropriate
4. Approval by authorized officials
5. Publication and implementation

23.32 Policy Ownership and Administration

Each institutional policy is assigned to an appropriate responsible office.

Policy owners are responsible for:

- Implementation
- Communication
- Review
- Updates

23.33 Policy Review Cycle

University policies are reviewed periodically to ensure:

- Continued relevance
- Compliance with requirements
- Alignment with institutional goals
- Operational effectiveness

23.34 Administrative Authority

The University reserves the right to establish procedures necessary to implement approved policies.

Administrative procedures must be consistent with institutional governance requirements.

23.35 Exceptions to Policies

Exceptions to University policies may be granted only:

- Under appropriate circumstances
- By authorized officials
- According to documented procedures

Exceptions must not compromise institutional integrity or compliance obligations.

23.36 Student and Employee Responsibility for Policies

All students and employees are responsible for:

- Understanding applicable policies
- Following institutional requirements
- Seeking clarification when needed
- Maintaining professional conduct

23.37 Institutional Governance Continuity

Nation Builders University maintains governance procedures ensuring continued operation during:

- Leadership transitions
- Emergencies
- Institutional changes

23.38 Official University Publications

Official University publications may include:

- University Catalog
- Student Handbook
- Faculty Handbook
- Employee Handbook
- Institutional Policies Manual
- Academic Calendar

23.39 Final Interpretation Authority

Questions regarding interpretation of University policies are addressed by appropriate institutional authorities.

Final administrative interpretation rests with designated University leadership.

23.40 Effective Date and Implementation

These policies become effective upon approval by authorized University governance bodies.

The University may revise policies as necessary to maintain institutional effectiveness and compliance.

23.41 Conclusion of University Policy Manual

Nation Builders University remains committed to:

- Academic excellence
- Student success
- Ethical leadership
- Institutional accountability
- Innovation
- Global engagement
- Continuous improvement

Through responsible governance and adherence to these policies, the University advances its mission of preparing knowledgeable, ethical, and capable leaders who contribute positively to society.

APPENDIX A — ACADEMIC ORGANIZATION: SCHOOLS, DEPARTMENTS, PROGRAMS & CREDENTIALS

A.1 Purpose of This Appendix

This appendix presents the complete academic organization of Nation Builders University (NBU) — its schools, departments, academic programs, concentrations, credential levels, tuition framework, and illustrative career outcomes — to complement the institutional policies set out in Sections 1 through 23 of this Catalog.

This appendix should be read together with **Section 2.7 (Schools and Academic Units)**, **Section 3 (Institutional Authorization, Accreditation & Quality Assurance)**, **Section 7 (Tuition, Fees & Financial Policies)**, and **Section 8 (Academic Policies & Standards)**. Where this appendix provides program-specific detail, Sections 1 through 23 govern all general institutional policy, procedure, and compliance matters.

A.2 Regulatory Status Notice

Consistent with Section 3 of this Catalog, Nation Builders University LLC is a privately organized higher education institution established under the laws of the District of Columbia that is currently engaged in the institutional development and licensure process administered by the **Higher Education Licensure Commission (HELC)** through the **Office of the State Superintendent of Education (OSSE)**.

Nation Builders University is **not represented in this appendix, or in this Catalog, as currently licensed, accredited, approved, or authorized to confer degrees.** Institutional licensure and any subsequent accreditation review by a recognized regional or national accreditor are separate, independent processes, each with its own standards covering faculty qualifications, learning resources, financial stability, governance, and student outcomes.

The academic organization, programs, concentrations, credentials, credit requirements, and tuition figures described in this appendix are presented as NBU's **proposed and planned academic offering** for purposes of institutional development and licensure review. They are **subject to change** based on HELC/OSSE licensure requirements, subsequent accreditation standards, faculty availability, and institutional readiness, and do not constitute a guarantee that any specific program, credential, or tuition rate will be offered as described. This appendix does not authorize current student enrollment in, or conferral of, any credential until NBU has received the applicable licensure and, where required, accreditation approval. This notice supplements, and does not replace, the Catalog Disclaimer in Section 3.9.

A.3 Academic Organization Hierarchy

NBU organizes its academic offerings using a hierarchy consistent with the structure used by established U.S. hybrid and research universities:

Nation Builders University LLC → Academic Governance → Schools → Departments → Academic Programs (Majors) → Concentrations / Specializations → Credentials Offered

NBU is organized into five Schools, each housing several Departments under the oversight of an Academic Dean. Each Department offers one or more flagship academic Programs; each Program may include focused Concentrations, and each Program culminates in a defined set of stackable credentials — from Professional Certificate through Master's degree. Doctoral study is offered only within the four flagship doctoral programs described in Section A.8, consistent with a realistic, launch-stage academic portfolio.

A.4 Credential Framework

Credential	Typical Duration	Notes
Professional Certificate	3–6 Months	Career advancement, workforce development, executive education, and professional-skills training.
Diploma	1 Academic Year	Applied professional preparation and entry-level career advancement.
Bachelor's Degree	Three academic years under NBU's accelerated hybrid learning model, subject to applicable credit-hour requirements and HELC/OSSE authorization standards	Titles: BBA, BS, BPA, BA.
Master's Degree	Two academic years	Titles: MBA, MS, MPA, MA, M.Ed.
Doctoral Degree	Minimum of three academic years	Titles: DBA, Ph.D., Ed.D. Offered initially only within the Flagship Doctoral Portfolio (Section A.8).

All durations, credit totals, and credential titles above are planning figures and remain subject to final HELC/OSSE licensure standards and NBU's academic policies then in effect.

A.5 Academic Credit Framework, Program Length & Planned Tuition Structure

Nation Builders University plans to use a credit-based academic framework designed to support hybrid, online, and applied professional education. Academic credits represent completed learning experiences measured through coursework, assessments, applied projects, and other academic requirements, consistent with the Credit Hour Policy in Section 8.4. All figures below are planning estimates; all academic programs, credit totals, and tuition rates remain subject to final licensure approval, institutional authorization requirements, and official adoption by the Office of the President and Office of the Provost under Section 7 (Tuition, Fees & Financial Policies).

Professional Certificate Programs

- Duration: 3–6 Months
- Credit Structure: Program-specific professional development coursework
- Planned Tuition Framework: $100 per credit-equivalent, where applicable
- Purpose: Focused workforce preparation that may support progression into a related Diploma or degree pathway under NBU's academic-progression policies.

Diploma Programs

- Duration: 1 Academic Year
- Academic Requirement: 60 Credits
- Planned Tuition Rate: $100 per credit
- Estimated Program Tuition: 60 credits x $100 = $6,000
- Purpose: Applied professional preparation and foundational knowledge in a specific academic field.

Bachelor's Degree Programs

- Credential Titles: Bachelor of Business Administration (BBA), Bachelor of Science (BS), Bachelor of Public Administration (BPA), Bachelor of Arts (BA)
- Duration: 3 Academic Years under NBU's accelerated hybrid learning model
- Academic Requirement: 120 Credits
- Planned Tuition Rate: $100 per credit
- Estimated Program Tuition: 120 credits x $100 = $12,000
- Includes: general education foundation, major coursework, concentration courses, applied learning experience, and a senior capstone or final project.

Master's Degree Programs

- Credential Titles: MBA, MS, MPA, MA, M.Ed.
- Duration: 2 Academic Years
- Academic Requirement: 60 Credits
- Planned Tuition Rate: $300 per credit
- Estimated Program Tuition: 60 credits x $300 = $18,000
- Includes: advanced coursework, professional specialization, research methodology, and an applied project, thesis, or comprehensive assessment.

Doctoral Degree Programs (Flagship Portfolio only — see Section A.8)

- Programs: Doctor of Business Administration (DBA); Doctor of Philosophy (Ph.D.) in Public Policy & Leadership; Doctor of Philosophy (Ph.D.) in Artificial Intelligence & Data Analytics; Doctor of Education (Ed.D.)
- Duration: Minimum 3 Academic Years
- Planned Tuition Framework: Fixed doctoral program tuition of $24,000 total

- Includes: advanced doctoral coursework, research preparation, and dissertation or applied doctoral project supervision, subject to doctoral academic policies and HELC/OSSE authorization standards.

Planned Tuition Summary Table

Credential Level	Duration	Academic Credits	Planned Tuition Rate	Estimated Total Tuition
Professional Certificate	3–6 Months	Program-dependent	$100 per credit-equivalent, where applicable	Varies by program
Diploma	1 Year	60 Credits	$100 / credit	$6,000
Bachelor's Degree	3 Years	120 Credits	$100 / credit	$12,000
Master's Degree	2 Years	60 Credits	$300 / credit	$18,000
Doctoral Degree	Minimum 3 Years	Program-dependent	Fixed tuition	$24,000

The planned tuition figures above represent instructional costs associated with academic coursework only. Additional charges may apply, including technology fees, administrative fees, learning resource fees, student services fees, graduation fees, and other institutional charges established through official University policy under Section 7. Final tuition, fees, and payment policies will be adopted by the Office of the President and Office of the Provost prior to institutional licensure and student enrollment.

A.6 Schools Overview

No.	School	Mission
01	School of Business, Executive Strategy & Consulting	Preparing leaders in management, strategy, and entrepreneurship for the modern organization.
02	School of Public Policy, Diplomacy & Humanitarian Studies	Training public servants, diplomats, and humanitarian professionals to lead with purpose.
03	School of Advanced Technology & Applied Analytics	Building skilled technologists and analysts ready for a data-driven, digital world.
04	School of Service Operations & Global Hospitality	Developing professionals for careers across hospitality, tourism, and service industries worldwide.
05	School of Humanities, Communication & Educational Innovation	Cultivating communicators, educators, and thinkers who shape culture and learning.

A.7 Departments by School

NBU's planned launch academic organization includes 17 departments across its five Schools.

School 01 — School of Business, Executive Strategy & Consulting

- Department of Business Administration
- Department of Entrepreneurship & Innovation
- Department of Finance & Accounting
- Department of Marketing & Human Capital Management

School 02 — School of Public Policy, Diplomacy & Humanitarian Studies

- Department of Public Administration & Policy
- Department of International Relations & Diplomacy
- Department of Humanitarian, Peace & Security Studies

School 03 — School of Advanced Technology & Applied Analytics

- Department of Artificial Intelligence
- Department of Computer Science & Information Technology
- Department of Cybersecurity
- Department of Data Science & Analytics

School 04 — School of Service Operations & Global Hospitality

- Department of Hospitality Management
- Department of Tourism, Aviation & Logistics Management
- Department of Event, Sports & Entertainment Management

School 05 — School of Humanities, Communication & Educational Innovation

- Department of Communication & Digital Media
- Department of Education & Learning Technologies
- Department of Professional Studies

A.8 Academic Programs by School

All credentials, concentrations, and degree titles listed below are planned academic offerings, subject to the Regulatory Status Notice in Section A.2.

School 01 — School of Business, Executive Strategy & Consulting

Preparing leaders in management, strategy, and entrepreneurship for the modern organization.

Standard Degree Titles for this School: Diploma, Bachelor of Business Administration (BBA), Master of Business Administration (MBA)

Department of Business Administration

- Program: Business Administration — Concentrations: Operations Management, Project Management — Credentials: Diploma, BBA, MBA
- Program: Business Analytics & Intelligence — Concentrations: Business Analytics, Business Intelligence — Credentials: Diploma, BBA, MBA

Department of Entrepreneurship & Innovation

- Program: Entrepreneurship & Innovation Management — Concentrations: Startup Management, Innovation Management, Digital Business — Credentials: Diploma, BBA, MBA
- Program: Venture Capital & Small Business Development — Concentrations: Venture Capital & Investment, Small Business Development — Credentials: Diploma, BBA, MBA

Department of Finance & Accounting

- Program: Accounting & Financial Management — Concentrations: Corporate Finance, Financial Management — Credentials: Diploma, BBA, MBA
- Program: Financial Technology & Investment Management — Concentrations: Financial Technology (FinTech), Investment Management — Credentials: Diploma, BBA, MBA

Department of Marketing & Human Capital Management

- Program: Marketing Management — Concentrations: Brand Management, Digital Marketing, Sales Management — Credentials: Diploma, BBA, MBA
- Program: Human Resource Management — Concentrations: Talent Acquisition, Organizational Development, Workforce Analytics — Credentials: Diploma, BBA, MBA

School 02 — School of Public Policy, Diplomacy & Humanitarian Studies

Training public servants, diplomats, and humanitarian professionals to lead with purpose.

Standard Degree Titles for this School: Diploma, Bachelor of Public Administration (BPA) or Bachelor of Arts (BA), Master of Public Administration (MPA) or Master of Arts (MA)

Department of Public Administration & Policy

- Program: Public Administration & Government Management — Concentrations: Government Management, Local Government Leadership — Credentials: Diploma, BPA/BA, MPA/MA
- Program: Public Policy & Finance — Concentrations: Public Policy Analysis, Public Finance — Credentials: Diploma, BPA/BA, MPA/MA

Department of International Relations & Diplomacy

- Program: International Relations & Diplomacy — Concentrations: Diplomacy & Protocol, Foreign Affairs — Credentials: Diploma, BPA/BA, MPA/MA
- Program: International Negotiation & Global Organizations — Concentrations: International Negotiation, International Organizations — Credentials: Diploma, BPA/BA, MPA/MA

Department of Humanitarian, Peace & Security Studies

- Program: Humanitarian Assistance & Human Rights — Concentrations: NGO Management, Disaster Risk Management, Human Rights — Credentials: Diploma, BPA/BA, MPA/MA
- Program: Peace, Conflict & Security Studies — Concentrations: Peace & Conflict Resolution, National & Global Security — Credentials: Diploma, BPA/BA, MPA/MA

School 03 — School of Advanced Technology & Applied Analytics

Building skilled technologists and analysts ready for a data-driven, digital world.

Standard Degree Titles for this School: Diploma, Bachelor of Science (BS), Master of Science (MS)

Department of Artificial Intelligence

- Program: Artificial Intelligence — Concentrations: Machine Learning, AI Business Applications — Credentials: Diploma, BS, MS
- Program: Generative AI & Prompt Engineering — Concentrations: Generative AI, Prompt Engineering — Credentials: Diploma, BS, MS

Department of Computer Science & Information Technology

- Program: Software Engineering — Concentrations: Full Stack Development, DevOps — Credentials: Diploma, BS, MS
- Program: Cloud Computing & IT Infrastructure — Concentrations: Cloud Computing, Network & Systems Administration — Credentials: Diploma, BS, MS

Department of Cybersecurity

- Program: Cybersecurity — Concentrations: Ethical Hacking, Digital Forensics — Credentials: Diploma, BS, MS
- Program: Cloud & Security Operations — Concentrations: Cloud Security, Security Operations — Credentials: Diploma, BS, MS

Department of Data Science & Analytics

- Program: Data Science — Concentrations: Big Data, Business Intelligence — Credentials: Diploma, BS, MS
- Program: Data Analytics — Concentrations: Applied Data Analytics — Credentials: Diploma, BS, MS

School 04 — School of Service Operations & Global Hospitality

Developing professionals for careers across hospitality, tourism, and service industries worldwide.

Standard Degree Titles for this School: Diploma, Bachelor of Science (BS), Master of Science (MS)

Department of Hospitality Management

- Program: Hotel & Resort Management — Concentrations: Hotel Management, Resort Management — Credentials: Diploma, BS, MS
- Program: Hospitality Leadership & Food and Beverage Management — Concentrations: Hospitality Leadership, Food & Beverage Management — Credentials: Diploma, BS, MS

Department of Tourism, Aviation & Logistics Management

- Program: Tourism & Aviation Management — Concentrations: Tourism Management, Airline & Airport Management — Credentials: Diploma, BS, MS
- Program: Supply Chain & Logistics Management — Concentrations: Supply Chain Management, Transportation & Procurement — Credentials: Diploma, BS, MS

Department of Event, Sports & Entertainment Management

- Program: Event & Entertainment Management — Concentrations: Event Management, Entertainment Management — Credentials: Diploma, BS, MS
- Program: Sports & Luxury Hospitality Management — Concentrations: Sports Management, Luxury Hospitality — Credentials: Diploma, BS, MS

Note: consistent with Section A.8 (Initial Doctoral Portfolio), the School of Service Operations & Global Hospitality does not offer a doctoral program at launch; its planned credential ladder extends from Professional Certificate through Master of Science (MS).

School 05 — School of Humanities, Communication & Educational Innovation

Cultivating communicators, educators, and thinkers who shape culture and learning.

Standard Degree Titles for this School: Diploma, Bachelor of Arts (BA), Master of Arts (MA) or Master of Education (M.Ed.)

Department of Communication & Digital Media

- Program: Digital Communication & Journalism — Concentrations: Digital Communication, Journalism, Public Relations — Credentials: Diploma, BA, MA/M.Ed.
- Program: Digital Marketing & Content Strategy — Concentrations: Social Media Marketing, SEO & Content Marketing — Credentials: Diploma, BA, MA/M.Ed.

Department of Education & Learning Technologies

- Program: Educational Technology & Instructional Design — Concentrations: Educational Technology, Instructional Design, Curriculum Development — Credentials: Diploma, BA, MA/M.Ed.
- Program: AI in Education & Online Learning Design — Concentrations: AI in Education, Online Learning Design — Credentials: Diploma, BA, MA/M.Ed.

Department of Professional Studies

- Program: Leadership & Professional Communication — Concentrations: Leadership Studies, Professional Communication — Credentials: Diploma, BA, MA/M.Ed.
- Program: Corporate Training & Global Professional English — Concentrations: Corporate Training, English for Global Professionals — Credentials: Diploma, BA, MA/M.Ed.

A.9 Initial Doctoral Portfolio

Consistent with a realistic launch-stage portfolio, NBU plans to limit its initial doctoral offerings to four flagship programs — one per School with the strongest institutional readiness. Doctoral study is not planned under every Department at launch. Additional doctoral programs may be introduced over time, in line with Section A.13 (Future Academic Expansion) and applicable HELC/OSSE authorization requirements.

School	Planned Doctoral Degree	Focus Areas
School of Business, Executive Strategy & Consulting	Doctor of Business Administration (DBA)	Executive Leadership, Entrepreneurship, Strategic Management
School of Public Policy, Diplomacy & Humanitarian Studies	Doctor of Philosophy (Ph.D.) in Public Policy & Leadership	Governance, International Development, Public Leadership
School of Advanced Technology & Applied Analytics	Doctor of Philosophy (Ph.D.) in Artificial Intelligence & Data Analytics	Artificial Intelligence, Data Science, Emerging Technologies
School of Humanities, Communication & Educational Innovation	Doctor of Education (Ed.D.)	Educational Innovation, Learning Technologies, Leadership in Education

The School of Service Operations & Global Hospitality does not plan to offer a doctoral program at launch.

A.10 Professional Certificate Programs

NBU's planned Professional Certificate Programs are designed to support workforce development, career transition, executive education, international learners, and corporate partnerships. Each certificate is planned to run 3–6 months and to serve as a stackable building block toward a related Diploma or degree program, subject to NBU's academic-progression and transfer-credit policies (see Section A.11 and the Transfer Credit & Prior Learning Assessment Policy).

1. Business & Management

Build practical, job-ready competency in core business functions, tools, and management practices for working professionals and career-changers.

Certificate (3–6 Mo.)	Learning Outcome	Career Application	Academic Pathway
Business Fundamentals	Explain core business functions and terminology	Entry-level business roles	→ Business Administration Diploma
Business Analytics Essentials	Interpret basic business data for decisions	Junior analyst, reporting roles	→ Business Analytics & Intelligence Diploma
Project Management	Apply core project-	Project coordinator/PM	→ Business

Professional Prep	management methods	roles	Administration Diploma
Operations Management	Improve routine operational workflows	Operations coordinator/supervisor	→ Business Administration Diploma
Strategic Management	Apply basic strategic-planning frameworks	Junior strategy/planning roles	→ MBA (via Diploma + BBA)
Entrepreneurship Fundamentals	Develop a basic business concept and plan	Founders, small business owners	→ Entrepreneurship & Innovation Diploma
Startup Launch & Growth	Execute early-stage startup operations	Startup operators	→ Entrepreneurship & Innovation Diploma
Small Business Management	Manage day-to-day small business operations	Small business managers/owners	→ Venture Capital & Small Business Diploma
Venture Capital & Fundraising Essentials	Explain startup funding and pitch basics	Investment analyst support roles	→ Venture Capital & Small Business Diploma
Financial Accounting Fundamentals	Record and interpret basic financial transactions	Bookkeeping, junior accounting roles	→ Accounting & Financial Mgmt. Diploma
Corporate Finance Essentials	Apply basic corporate-finance concepts	Finance assistant/analyst roles	→ Accounting & Financial Mgmt. Diploma
Financial Technology (FinTech) Foundations	Explain core FinTech tools and platforms	FinTech operations roles	→ FinTech & Investment Diploma
Investment Management Basics	Apply fundamental portfolio concepts	Junior investment/portfolio support	→ FinTech & Investment Diploma
Digital Marketing Fundamentals	Plan a basic digital marketing campaign	Marketing assistant/coordinator	→ Marketing Management Diploma
Sales Management Essentials	Apply core sales-pipeline techniques	Sales representative/team lead	→ Marketing Management Diploma
Human Resource Management Fundamentals	Apply core HR administration practices	HR coordinator/generalist	→ Human Resource Management Diploma
Talent Acquisition & Recruiting	Run a basic recruiting and hiring process	Recruiter/talent sourcing roles	→ Human Resource Management Diploma

2. Technology & Artificial Intelligence

Provide hands-on technical skills across AI, software, cybersecurity, and data disciplines aligned to current industry tools and practices.

Certificate (3–6 Mo.)	Learning Outcome	Career Application	Academic Pathway
Artificial Intelligence Fundamentals	Explain core AI concepts and use cases	AI support/junior analyst roles	→ Artificial Intelligence Diploma
Generative AI Applications	Apply generative AI tools to business tasks	GenAI implementation roles	→ Generative AI & Prompt Eng. Diploma
Prompt Engineering	Design effective prompts for AI systems	Prompt/AI workflow specialist	→ Generative AI & Prompt Eng. Diploma
Machine Learning Foundations	Explain basic machine-learning workflows	Junior ML/data roles	→ Artificial Intelligence Diploma
AI for Business Leaders	Evaluate AI adoption options for a team	Managers integrating AI tools	→ Artificial Intelligence Diploma
Full Stack Web Development	Build a basic full-stack web application	Junior web developer	→ Software Engineering Diploma
Cloud Computing Essentials	Deploy basic workloads on cloud platforms	Cloud support/junior engineer	→ Cloud Computing & IT Infrastructure Diploma
DevOps Fundamentals	Apply basic CI/CD and automation practices	Junior DevOps engineer	→ Software Engineering Diploma
Network & Systems Administration	Configure and maintain basic network systems	Network/systems technician	→ Cloud Computing & IT Infrastructure Diploma
Cybersecurity Fundamentals	Identify and respond to common security threats	Security analyst (entry-level)	→ Cybersecurity Diploma
Ethical Hacking Foundations	Perform basic penetration-testing techniques	Junior penetration tester	→ Cybersecurity Diploma
Digital Forensics Essentials	Apply basic digital-evidence procedures	Forensics analyst support	→ Cybersecurity Diploma
Cloud Security	Apply core cloud security controls	Cloud security analyst	→ Cloud & Security Operations Diploma
Data Science Fundamentals	Apply basic statistical and modeling methods	Junior data scientist	→ Data Science Diploma
Data Analytics Essentials	Build basic dashboards and reports	Data/reporting analyst	→ Data Analytics Diploma
Big Data	Explain large-scale	Big data support	→ Data Science

Foundations	data processing concepts	roles	Diploma
IT Systems Administration	Maintain routine IT systems and support tickets	Systems administrator	→ Cloud Computing & IT Infrastructure Diploma

3. Public Policy & Leadership

Prepare current and aspiring public servants, diplomats, and humanitarian professionals with applied policy, negotiation, and governance skills.

Certificate (3–6 Mo.)	Learning Outcome	Career Application	Academic Pathway
Public Administration Fundamentals	Explain core public-sector management concepts	Government/agency support roles	→ Public Administration & Gov't Mgmt. Diploma
Government Management Essentials	Apply basic public-management practices	Local/municipal management roles	→ Public Administration & Gov't Mgmt. Diploma
Public Policy Analysis	Conduct a basic policy analysis	Policy analyst (entry-level)	→ Public Policy & Finance Diploma
Public Finance Fundamentals	Interpret basic public budgets	Budget analyst support	→ Public Policy & Finance Diploma
Local Government Leadership	Apply basic municipal leadership practices	Municipal leadership roles	→ Public Administration & Gov't Mgmt. Diploma
International Relations Foundations	Explain core international-relations concepts	Foreign affairs support roles	→ International Relations & Diplomacy Diploma
Diplomacy & Protocol	Apply basic diplomatic protocol practices	Diplomatic support/protocol officer	→ International Relations & Diplomacy Diploma
International Negotiation	Apply basic cross-border negotiation techniques	Negotiation support roles	→ Intl. Negotiation & Global Orgs. Diploma
NGO Management Fundamentals	Coordinate basic NGO program operations	NGO program coordinator	→ Humanitarian Assistance & Human Rights Diploma
Disaster Risk & Emergency Management	Apply basic emergency-response planning	Emergency management coordinator	→ Humanitarian Assistance & Human Rights Diploma
Human Rights Foundations	Explain core human-rights	Human rights program support	→ Humanitarian Assistance & Human

	frameworks		Rights Diploma
Peace & Conflict Resolution	Apply basic conflict-resolution techniques	Conflict resolution practitioner	→ Peace, Conflict & Security Studies Diploma
Mediation Skills	Facilitate a basic mediation session	Community/organizational mediator	→ Peace, Conflict & Security Studies Diploma
National & Global Security Foundations	Explain core security-studies concepts	Security analyst support roles	→ Peace, Conflict & Security Studies Diploma

4. Hospitality & Operations

Develop operational and service-leadership skills for hospitality, tourism, logistics, and live-event industries.

Certificate (3–6 Mo.)	**Learning Outcome**	**Career Application**	**Academic Pathway**
Hotel Operations Management	Manage basic front-of-house hotel operations	Front-desk/operations supervisor	→ Hotel & Resort Management Diploma
Resort & Guest Services Management	Apply core guest-service standards	Guest services supervisor	→ Hotel & Resort Management Diploma
Food & Beverage Management	Manage basic F&B service operations	F&B supervisor/manager	→ Hospitality Leadership Diploma
Hospitality Leadership Essentials	Apply core hospitality team-leadership practices	Hospitality team lead	→ Hospitality Leadership Diploma
Tourism Management Fundamentals	Plan a basic destination tourism program	Tourism coordinator	→ Tourism & Aviation Management Diploma
Airline Operations Essentials	Explain core airline operations procedures	Airline operations agent	→ Tourism & Aviation Management Diploma
Airport Management Fundamentals	Coordinate basic airport operations tasks	Airport operations coordinator	→ Tourism & Aviation Management Diploma
Supply Chain Management Fundamentals	Map a basic supply-chain process	Supply chain coordinator	→ Supply Chain & Logistics Mgmt. Diploma
Logistics & Transportation Management	Coordinate basic transportation logistics	Logistics coordinator	→ Supply Chain & Logistics Mgmt. Diploma

Procurement & Vendor Management	Apply basic vendor-sourcing practices	Procurement specialist	→ Supply Chain & Logistics Mgmt. Diploma
Event Management Essentials	Plan and execute a basic event	Event coordinator	→ Event & Entertainment Mgmt. Diploma
Sports Management Fundamentals	Coordinate basic sports-program operations	Sports operations coordinator	→ Sports & Luxury Hospitality Diploma
Entertainment Management	Coordinate basic entertainment production logistics	Entertainment production coordinator	→ Event & Entertainment Mgmt. Diploma
Luxury Hospitality Service	Apply premium guest-service standards	Luxury service specialist	→ Sports & Luxury Hospitality Diploma

5. Communication & Education

Sharpen written, digital, and instructional communication skills for media, marketing, and education professionals.

Certificate (3–6 Mo.)	**Learning Outcome**	**Career Application**	**Academic Pathway**
Digital Communication Essentials	Produce basic digital communication materials	Communications coordinator	→ Digital Communication & Journalism Diploma
Public Relations Fundamentals	Draft a basic PR message and release	PR assistant/coordinator	→ Digital Communication & Journalism Diploma
Journalism & News Writing	Write a basic news or feature story	Junior reporter/writer	→ Digital Communication & Journalism Diploma
Podcast Production	Produce a basic podcast episode	Podcast producer	→ Digital Marketing & Content Strategy Diploma
Content Creation & Strategy	Plan a basic content calendar	Content creator/strategist	→ Digital Marketing & Content Strategy Diploma
Social Media Marketing	Run a basic social media campaign	Social media coordinator	→ Digital Marketing & Content Strategy Diploma
SEO Fundamentals	Apply basic search-optimization techniques	SEO specialist	→ Digital Marketing & Content Strategy Diploma

Content Marketing Strategy	Develop a basic content-marketing plan	Content marketing coordinator	→ Digital Marketing & Content Strategy Diploma
Instructional Design Fundamentals	Design a basic instructional unit	Instructional designer (entry)	→ Educational Technology Diploma
Educational Technology Essentials	Apply basic ed-tech tools in a classroom	EdTech coordinator	→ Educational Technology Diploma
AI in Education	Apply basic AI tools to instructional tasks	EdTech/AI integration specialist	→ AI in Education & Online Learning Diploma
Curriculum Development	Draft a basic curriculum map	Curriculum coordinator	→ Educational Technology Diploma
Online Learning Design	Build a basic online course module	Online course designer	→ AI in Education & Online Learning Diploma
Corporate Training & Facilitation	Facilitate a basic corporate training session	Corporate trainer/facilitator	→ Professional Studies Diploma
English for Global Professionals	Communicate professionally in workplace English	International professional communication	→ Professional Studies Diploma

A.11 Stackable Learning Pathways and Degree Requirements

Stackable Learning Pathways

Eligible coursework may be applied toward a higher credential pathway according to NBU's academic-progression policies, transfer-credit standards (see the Transfer Credit & Prior Learning Assessment Policy), and applicable HELC/OSSE authorization requirements:

- Professional Certificate → may apply toward a related Diploma
- Diploma → may apply toward the related Bachelor's degree program
- Bachelor's degree → prerequisite for the related Master's degree
- Master's degree → prerequisite for the related Doctoral degree (where offered — see Section A.9)

Illustrative Pathway — School of Business: Digital Marketing Fundamentals (Certificate) → Diploma in Marketing → Bachelor of Business Administration, Marketing concentration → Master of Business Administration. Actual credit application is determined on a case-by-case basis under NBU's academic-progression policy.

General Degree Requirements

- **Professional Certificate:** focused competency-based coursework in a single skill area; no general-education requirement; 3–6 months.
- **Diploma:** applied major coursework with a career-readiness capstone project; 1 academic year.
- **Bachelor's Degree:** general-education foundation, major core coursework, concentration electives, and a senior capstone or applied project; three academic years under NBU's accelerated hybrid model, subject to applicable credit-hour requirements and HELC/OSSE authorization standards.
- **Master's Degree:** advanced major coursework, a concentration sequence, and a thesis, applied research project, or comprehensive examination; two academic years.
- **Doctoral Degree** (flagship programs only): advanced seminars, comprehensive examinations, and an original dissertation or applied doctoral research project; minimum of three academic years.

Specific credit-hour totals, residency requirements, and transfer-credit policies will be finalized in alignment with HELC/OSSE licensure standards, consistent with Section 8 (Academic Policies & Standards), prior to publication of a fully authorized catalog.

A.12 Illustrative Career Outcomes by School

The career outcomes below describe representative fields and roles associated with each School's planned programs. They are illustrative of program design intent only, and are **not placement guarantees, employment statistics, or promises of any specific career or salary outcome.**

- **School of Business, Executive Strategy & Consulting:** management, consulting, entrepreneurship, corporate finance, marketing, and human resources roles across corporate, nonprofit, and startup environments.
- **School of Public Policy, Diplomacy & Humanitarian Studies:** government agencies, international organizations, NGOs, diplomatic services, and policy research institutions.
- **School of Advanced Technology & Applied Analytics:** software engineering, data science, artificial intelligence, cybersecurity, and IT infrastructure roles across technology, government, and enterprise sectors.
- **School of Service Operations & Global Hospitality:** hotel and resort management, tourism, aviation, logistics, supply chain operations, and event or sports management.
- **School of Humanities, Communication & Educational Innovation:** media, digital marketing, public relations, curriculum design, instructional technology, and educational leadership.

A.13 Future Academic Expansion

NBU intends to expand its academic offerings gradually, based on institutional capacity, faculty expertise, student demand, HELC/OSSE regulatory requirements, and the quality-assurance standards described in Section 14 (Institutional Effectiveness, Assessment & Continuous Improvement). Expansion priorities include broadening the Initial Doctoral Portfolio (Section A.9), introducing additional concentrations within existing flagship programs, and adding new

programs only after existing offerings have demonstrated stable enrollment, qualified faculty staffing, and successful institutional review.

A.14 Appendix Disclaimer

This appendix is provided for institutional planning, licensure review, and informational purposes. It does not modify, supersede, or take precedence over Section 3 (Institutional Authorization, Accreditation & Quality Assurance) or Section 3.9 (Catalog Disclaimer) of this Catalog. As stated in Section 3.9, the University reserves the right to revise curricula, policies, tuition, fees, procedures, schedules, and other institutional information described in this appendix when necessary, and publication of this appendix does not constitute a contractual guarantee of any particular program, course, policy, fee, or degree requirement. This document should be reviewed by qualified District of Columbia higher-education licensure counsel before external or promotional use, and updated to reflect NBU's actual licensure and accreditation status as it progresses.