AUI-S

Notices

Information in this catalogue applies to the 2010-2011 academic year. The American University of Iraq – Sulaimani reserves the right to repeal, change, or amend programs, course offerings, academic requirements, and teaching staff without prior notice and as need arises.

The material contained in the AUI-S Academic Catalogue is for information only and does not constitute a contract between the student and the University. The University and its various units reserve the right to revise, amend, alter, and change from time to time its policies, rules, regulations, and financial charges including those relating to admission, financial aid, instruction, and graduation, without notice. The University reserves the right to withdraw curricula and specific courses, alter course content, change the calendar, and withdraw or change programs and majors offered by the University without notice. While the University will make every effort to provide accurate information, it is the responsibility of students to know and understand degree requirements.

Non-discrimination Policy

The American University of Iraq – Sulaimani accepts students based on the record of their past academic performance and potential for success regardless of affiliation or origin.

Contact AUI-S

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English Writing Program and Language Institute (EWPLI):
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Academic Freedom

Academic freedom is central to the intellectual life of The American University of Iraq - Sulaimani. We believe that all members of the University possess both the right and the responsibility to follow an argument wherever it may lead; that intellectual inquiry must be protected against those who would reject it, silence it, or punish it; and that the pursuit of truth properly lies at the core of all university life and is fundamental to human progress.

THE AMERICAN UNIVERSITY OF IRAQ
——— SULAIMANI ———

www.auis.org

Provost's Welcome Letter

Welcome to The American University of Iraq – Sulaimani (AUI-S). I believe I can say with confidence that when you enter this university you will be embarking on one of the most exciting journeys of your life.

The mission of AUI-S is to provide you with an education similar to that offered in the best universities in the United States. In fact, AUI-S is the only US accredited university in Iraq. We received this honor because of four things we do very well – First, we will turn all of you into proficient English speakers and writers. By the time you graduate from AUI-S your skills in English will be among the best in the entire region. Second, we will give you a broad, wide-ranging "liberal education." That is, while your friends at other universities will learn one thing, here you will learn many things; while your friends elsewhere will become narrower and more focused, here you will learn about the whole world around you, not only your "specialty." However, third, in addition to expanding your mind we will also train you in a particular field or department. But it will be a field or department of your own choosing, not one you will be told you must take. At AUI-S, you are the primary architect of your own future. Fourth, we at AUI-S will not only teach you a field, or teach the English language, or teach you as much as we can about the world around you – we will also teach you to think for yourself. A free country can only survive if it has in it leaders and citizens who are able to reason carefully, discuss intelligently, and weigh matters wisely --that is, citizens who can think on their own.

We believe that as an AUI-S student you will soon be equipped with analytical skills, competence, and confidence to excel in any desired profession, any way of life. We look forward to all our graduates becoming intelligent citizens and even gifted leaders of a free and democratic Iraq.

In return, what we ask of you is that you do your work, attend to your studies, ask questions, be inquisitive, and act always and everywhere in an honorable, respectful, and professional manner. Having admitted you to AUI-S, we have shown our confidence in your intelligence and abilities; henceforward, it falls to you to live up to the trust we have placed in you.

I look forward to a productive and enjoyable year ahead and wish you every success in your studies at AUI-S.

Dr. Athanasios Moulakis, Provost

Academic Calendar
2010-2011

>>Fall Semester 2010 - 11

Friday-Sunday, September 10-12	Holiday – University Closed
Wednesday, September 15	Admissions and Financial Aid Applications Due
Tuesday, October 5	First Tuition Payment Due
Saturday, October 9	Fall Orientation
Sunday, October 10	Fall Classes Begin
	Request for Fall Leave of Absence Due
Thursday, October 14	Last Day to Add a Course
Thursday, October 21	Last Day to Drop a Course
	Last Day for 100% Tuition Refund
Thursday, October 28	Last Day for 75% Tuition Refund
Wednesday, November 3	Second Tuition Payment Due
Monday, November 15	Last Day for 50% Tuition Refund
Wednesday-Saturday, November 17-20	Holiday – University Closed
Thursday, November 25	Holiday – University Closed
Thursday, December 2	Mid-term Grades Due
Sunday, December 5	Third Tuition Payment Due
Tuesday, December 7	Holiday – University Closed
Thursday, December 9	Last Day to Withdraw from a Course
Wednesday, December 15	University Closes at 5:30 pm for Winter Break
Sunday, January 2	University Reopens
Sunday, January 9	Fall Classes Resume
Tuesday, February 15	Holiday – University Closed
Thursday, February 17	Fall Classes End
Saturday-Thursday, February 19-24	Fall Exams
Thursday, February 24	Fall Grades Due by 5:00 pm
Sunday-Thursday, February 27-March 3	Semester Break for Students and Faculty

>>Spring Semester 2010 - 11

Date	Event
Thursday, January 27	Admissions and Financial Aid Applications Due
Tuesday, February 22	First Tuition Payment Due
Saturday, March 5	Spring Orientation
Sunday, March 6	Spring Classes Begin
	Request for Spring Leave of Absence Due
	Second Tuition Payment Due
Thursday, March 10	Last Day to Add a Course
	Last Day for 100% Spring Tuition Refund
Thursday, March 17	Last Day to Drop a Course
	Last Day for 75% Spring Tuition Refund
Sunday-Thursday, March 20-24	Spring Break
Thursday, March 31	Last Day for 50% Spring Tuition Refund
Saturday, April 2 Sunday	Classes Meet this Day
Sunday, April 3	Third Tuition Payment Due
Sunday, April 24	Holiday – University Closed
Thursday, April 28	Mid-term Grades Due
Thursday, May 5	Last Day to Withdraw from a Course
Thursday, June 23	Spring Classes End
Saturday-Thursday, June 25-30	Spring Exams
Thursday, June 30	Spring Grades Due by 5:00 pm
Monday, July 4	Holiday – University Closed

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Board of
Trustees

The University

Vision

The American University of Iraq – Sulaimani aspires to be the foremost educational institution in the development of future leaders in all fields. Faculty, staff and students will thrive at AUI-S because of its uniqueness in the region, its high standards, open and innovative culture, and programs that aim at promoting and preserving a peaceful and democratic Iraq with liberty and prosperity for all its citizens and for the entire region.

Mission Statement

The mission of The American University of Iraq – Sulaimani is to promote the development and prosperity of Iraq through the careful study of modern commerce, economics, business and public administration and to lead the transformation of Iraq into a liberal and democratic society, through an understanding of the ideals of freedom and democracy.

Teaching Philosophy

At AUI-S, our teaching philosophy is firmly rooted in the American liberal arts tradition. This means that, while the faculty is charged with facilitating the learning process by encouraging inquiry and providing guidance, it is ultimately the individual student who is responsible for the direction and scope of his or her education and intellectual development.

Here students should be willing and able to go far beyond merely absorbing, memorizing, and reciting facts and information received passively from their professors, which has too often been the case at other universities in Iraq, and elsewhere in the region. We believe they should participate actively and meaningfully in the classroom. They are expected to be fully engaged, to ask questions in class, and to confer with their professors outside of class. Moreover, they should be ready to respectfully challenge the opinions of others and have their own views challenged in turn.

Therefore, there are no large lecture halls at AUI-S packed with hundreds of students all furiously trying to write down every word the professor says. At AUI-S you will find small classes in which students work through problems together, discuss and debate with each other, and learn from one another. Here it is not unusual to walk into a classroom and see fifteen students sitting with their professor, talking about an issue, and picking it apart, with everyone—students and professor—contributing to a dynamic and lively exchange of thoughts and ideas.

Members of the AUI-S faculty bring to the classroom not only their experience and expertise, but also an approach to education that aims to help each student to become the master of his or her own learning. This approach, taken together with our comprehensive core curriculum, is intended to equip all AUI-S students with the skills, insights, and confidence to make a positive contribution to the new Iraq.

This is why at AUI-S we seek thoughtful and inquisitive men and women who understand and appreciate that a true education is a lifelong endeavor, and we do not hesitate to say that we accept only the most intelligent and promising students.

Ours is a teaching philosophy that emphasizes the necessity of free inquiry and debate, as well as the development of superior communication skills, and a sense of civic and global awareness. We want our students to become leaders in their fields, as well as in their communities. Beyond this, we hope most of all to produce leaders, the next generation of leaders for a free and prosperous Iraq.
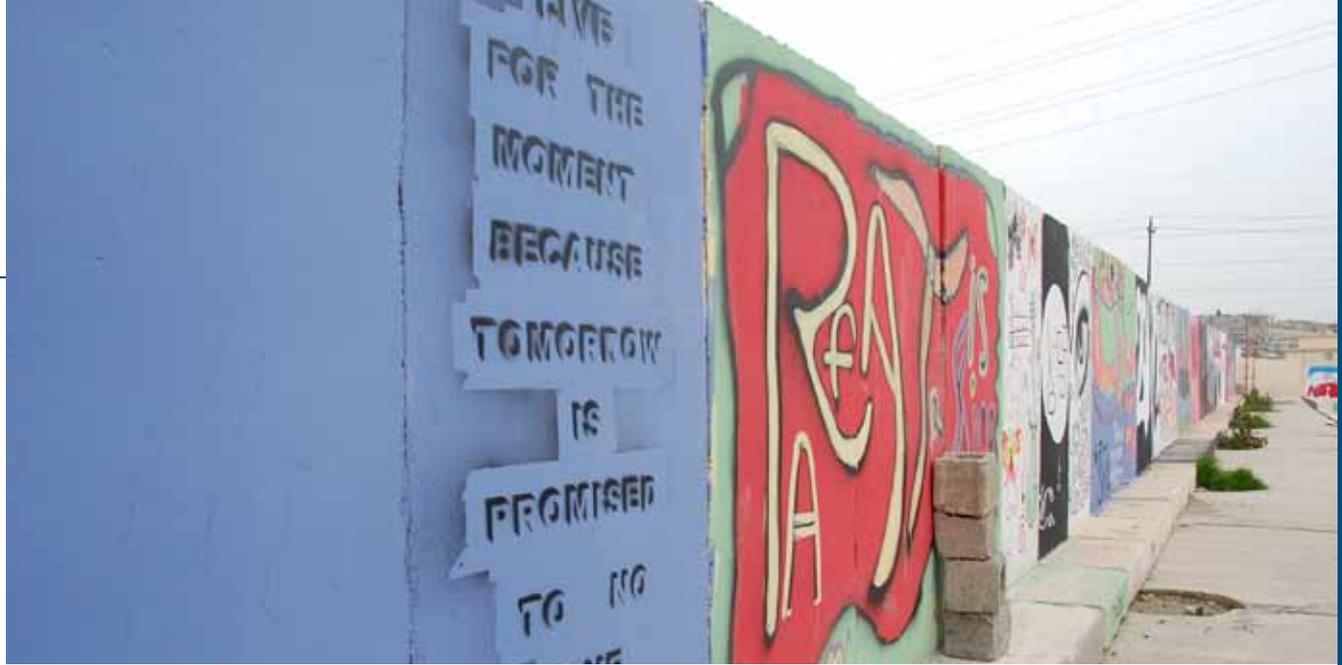
History

In 2004, the Board of Trustees of The American University of Iraq – Sulaimani set out to establish an institution dedicated to offering a truly comprehensive, American-style education in Iraq. They sought to create a University where talented students in Iraq and the region would come to learn, regardless of origin or affiliation.

This new University, determined to provide an alternative to the "lecture-memorize-repeat" standard model of education so prevalent elsewhere in Iraq and the Middle East, opened its doors in 2007. Fifty students from across Iraq were admitted to the first class of the English Language Program and Writing Institute (EWPLI), and, once proficient in English, matriculated into one of the undergraduate majors the University offered. At the time, these included Computer Systems and Information Technology, Business Administration, and International Studies.

The University simultaneously launched its MBA program for those students looking to study business and leadership at the graduate level.

The University, capitalizing on its early successes, grew quickly. With a thorough undergraduate curriculum taught by expert American professors, and an MBA program partnered with Furtwangen University in Germany, the administration looked to enhance the University's research capacity. The Twin Rivers Institute (TRI), was established with a $5.5 million grant from the Italian government to research Iraq's much neglected environment, focusing on soil and water management. Other centers, including the Center for the Study of Ancient Mesopotamia (CSAM), the Center for Regional Studies (CRS), and the Center for Peace and Security Studies (CPSS), were founded in quick succession, both supporting the various major fields of study on campus and providing an opportunity for practitioners in a wide variety of fields to come and pursue their research in Iraq.

While much has changed since its early days, and the University has grown to over 400 students, AUI-S remains firmly committed to the ideal with which it was founded: to build a center of excellence and research dedicated to educating talented students from across Iraq and the region.

General Academic Information

Admissions

AUI-S offers qualified students the opportunity to gain proficiency in a variety of professional fields, all within the context of a broad and rigorous liberal education. Instruction at all levels is in English.

The University has a selective admissions policy that requires of everyone a commitment to academic and professional development as well as the highest standards of personal integrity. Admission is based solely on the record of students' past academic performance and the potential they demonstrate for success. AUI-S admits only students who are motivated and who have demonstrated the capacity to engage in self-directed learning and serious thinking. Students who violate the University's expectations for honesty and good conduct in their application for admission or their future study and behavior will be subject to dismissal.

The Components of the University

The Academic Program at AUI-S consists of two parts – the English Writing Program and Language Institute (EWPLI), which provides intensive English-language preparation for AUI-S students, and the Academic Program, which awards undergraduate degrees and a Master in Business Administration degree (MBA). The University has a Continuing Education Division (CED), as well as four research centers: the Center for Regional Studies, the Center for Peace and Security Studies, the Center for the Study of Ancient Mesopotamia, and a scientific research arm called the Twin Rivers Institute (TRI).

The English Writing Program and Language Institute (EWPLI)

The English Writing Program and Language Institute at AUI-S provides English-language instruction for students seeking admission to the Academic Program.

EWPLI offers four levels of instruction in reading and writing, three levels of instruction in grammar, and two levels of listening/speaking. All instructors are native English speakers with experience in teaching second-language learners. Classes are small to allow for one-on-one work with teachers and pair and group work with other students. Instruction varies depending on the subject.

Grades are important to students, but they are only a partial measure of their mastery of English. Daily class work, especially oral participation, attendance, writing exercises, University-sponsored lectures, workshops, and extracurricular activities are all integral to the development of students' English abilities.

Extra-curricular activities are an important part of the EWPLI program. Tuesday afternoons are devoted to Enrichment classes ranging from activities like yoga, guitar, chess, painting, debate, drama, sports, and Tai-Chi, to exploration of topics such as ecology, public health, genocide, and play-writing and set design.

Students participate enthusiastically in activities like spelling, grammar, and geography "bees" that are fun as well as instructional. The Drama Club is a mainstay of the EWPLI program, and is one of the most popular activities on campus. EWPLI students are also active participants in the AUI-S debate program and contributors to the AUI-S Voice, the University's student newspaper.

The purpose of the EWPLI program, as noted above, is to prepare students for admission to the University's four-year Academic Program. Before matriculating to the Academic Program, all students must successfully complete the University's Academic Entrance Exam (see EWPLI-Academic Program Transition). The AEE assesses students' proficiency in reading, writing, and speaking English, and is designed and administered by a panel of EWPLI and Academic Program faculty.

At the end of each semester, the EWPLI program holds a graduation ceremony to honor students who have successfully completed Level 4 and have passed the Academic Entrance Exam. Students are awarded diplomas certifying them as prepared for undergraduate study in the English language.

Application Instructions for EWPLI and Undergraduate Programs

The University relies on scores from the Iraqi high school exit exam. Currently, students with scores of 90% or higher will find that they have an excellent chance of admission to AUI-S. Students with high school exit exam scores above 80% have a very good chance of admission. The University will consider students whose scores are below 80% on a case-by-case basis.

Students with strong English language skills, as demonstrated by scores on the University's placement test, may be invited to take the AEE for possible entrance directly into the Academic Program.

All students interested in applying to AUI-S should complete the relevant application form available on the University website (www.auis.org). Applicants can contact or visit the Admissions Office for further assistance.

All students seeking admission to AUI-S should submit the following information to the Admissions Office by email (admissions@auis.org) or in person:

1. Completed Application Form (see form at www.auis.org).

2. Typed letter of application addressed to the AUI-S Admissions and Scholarship Committee (admissions@auis.org) in English.

   This letter must state:

   - the reasons for applying to AUI-S
   - long-term academic and professional goals
   - how you hope to achieve these goals through your higher education at AUI-S
   - possible need for any financial aid or support
   - any special qualifications relevant to your proposed study at AUI-S.

   The letter should be between 250-500 words long and should reflect your own thoughts and writing skills. It must be written by you and you alone. All necessary applicant contact information should be included in the letter.

3. Certified/Attested copies of secondary school completion scores.

4. Four passport-size photos and a photocopy of passport photo and signature (fingerprint) pages or ID.

The Admissions Office may subsequently request other information to complete your file and the admissions process. Students may also be asked to come in for an interview.

Any application or form requesting financial aid that is found to contain false or misleading information will result in the rejection of the student's application or the withdrawal of an offer of admission. All application materials are the property of AUI-S and cannot be returned to applicants. Please note that while the University has designated funds for financial aid, this aid is available to those with demonstrated financial need. AUI-S may award scholarships to those students who have a demonstrated record of academic achievement.

Deadlines for Admission:

Fall Semester 2010 – Students applying for the Fall 2010 semester must submit their applications by Monday, September 20.

Spring Semester 2011 – Students applying for the Spring 2011 semester must submit their applications by Thursday, January 27.

Application Instructions for Graduate Study

Students seeking admission to any graduate program should submit the following information to the Admissions Office by email (admissions@auis.org) or in person:

1. Completed Application Form (see form at www.auis.org).

2. Typed and signed (if possible) letter of application addressed to the AUI-S Admissions Committee (admissions@auis.org), in English.

   This letter must state:

   - the reasons for applying to AUI-S
   - professional work experience
   - how the graduate program will enhance your career
   - how you hope to achieve your career goals through your higher education at AUI-S

- any special qualifications relevant to your proposed study at AUI-S.

The letter should be between 500-1,000 words long and should reflect your own thoughts and writing skills. It must be written by you and you alone. All necessary applicant contact information should be included in the letter.

3. Certified/Attested copies of your University degree and transcripts.

4. Four passport-size photos and a photocopy of your passport photo and signature (fingerprint) pages or ID.

5. Curriculum Vitae/Resume with professional contacts verifying professional work experience.

6. A minimum TOEFL 550 score or its IBT equivalent of 79. This test must have been taken within the last three years.

The Admissions Office may request other information to complete your file and the admissions process, and some students may be asked to come in for an interview.

Any application or form that is found to contain false or misleading information will result in the rejection of the student's application or the withdrawal of an offer of admission. All application materials are the property of AUI-S and cannot be returned to applicants.

MBA Program

Designed to meet the needs of working professionals, the AUI-S Master of Business Administration (MBA) in International Management and Leadership program helps students build professional effectiveness skills that advance a student's career through courses that include such topics as Strategic Management, International Economics, Operations and Supply Chain Management, and IT for Managers.

Notification of Admission and Start Dates:

Applicants for admission will be notified of their status in writing or by email by the Admissions Office. Admitted students will be notified about the date and location of their orientation, English language placement testing, and registration, as well as the start time and location of classes.

Study Abroad/Non-Degree Admission

Degree-seeking students at other recognized institutions who wish to enhance their education by enrolling for a period of time at AUI-S are invited to apply for admission as visiting Study Abroad/Non-Degree students. All such students must submit application materials that include post-secondary school transcripts, letters of reference, and a study plan approved by their home university to the AUI-S admissions office before the appropriate deadline for undergraduate admissions. Financial aid is not available for non-degree students. For more information, please contact AUI-S Admissions Office at admissions@auis.org, or visit the Admissions page on our website, www.auis.org.

EWPLI – Academic Program Transition

Students may progress from EWPLI into the University's undergraduate program if they satisfy the following criteria:

They have successfully completed a EWPLI Level 4 course with a minimum passing score of 70%.

OR

They are incoming students* who have achieved a score on the English Placement Exam that permits them to bypass EWPLI Level 4.**

AND

They achieve a passing score on the University's Academic Entrance Exam.

* Incoming students are those who have not previously been enrolled at AUI-S.

**Incoming students with English Placement Exam scores that permit them to bypass EWPLI Level 4 who do not pass the Academic Entrance Exam will be offered a place in the EWPLI program. Their level will be determined by their performance on the Academic Entrance Exam writing sample.

Types of Students

Undergraduate – Students in this category are working toward a Bachelor's degree, which is the first post-secondary

degree.

Graduate – These students possess a Bachelor's degree, and are working toward a Master's degree.

Full-time – Full-time students must be enrolled for a minimum of 12, but no more than 16, credits per semester. Currently, the only full-time programs offered by AUI-S are EWPLI and undergraduate programs.

Part-time – Part-time students are enrolled for three to nine credits per semester. Students in this category are usually part-time students because they are employed full-time. Students taking fewer than twelve credit hours are part-time students unless they are seniors who need to complete their degree requirements, or are prevented from taking a normal load as a result of University restrictions. Students may not change their status from full time to part time in the middle of the semester. Exceptions to this policy are extremely rare and are made at the discretion of the Academic Dean of Students. Currently, the only part-time program offered by AUI-S is postgraduate.

Degree Programs

Major and Minor Fields of Study

A major field of study is required and each student must declare his or her major by the first semester of the second year of their undergraduate studies. A student can only change their major after consulting his or her Academic Advisor.

A minor field of study is a secondary focus of undergraduate study and must be declared in writing to the Registrar's Office, by the last year of undergraduate study. All Minors must be completed before students are awarded their baccalaureate degree, and can only be pursued in conjunction with an AUI-S baccalaureate degree. Students are allowed to pursue a maximum of two Minors. Please see the "Undergraduate Degree Program" section for more information.

Only grades of a "C" or better count towards a major or minor.

Core Curriculum

In keeping with the traditions of the most prestigious liberal arts universities in the United States, all AUI-S students are exposed to a core curriculum ranging across the spectrum of critical academic fields. The courses encourage creative and critical thinking in each student, as well as to provide a foundation of learning to all University graduates within a common academic experience.

University Requirements – 63 Credits

Course Code	Course Title	Credit Hours	Prerequisite(s)
ART 102	Fine Arts	3	No Prerequisite
CSC 101	Computer Science and IT Applications	3	No Prerequisite
ECO 201	Principles and History of Economic Thought	3	No Prerequisite
ENG 101	English Composition and Public Speaking I	3	No Prerequisite
ENG 102	English Composition and Public Speaking II	3	ENG 101
ENG 201	English Composition and Public Speaking III	3	ENG 102
ENG 202	English Composition and Public Speaking IV	3	ENG 201
LIT 301	British Literature	3	ENG 202
LIT 302	American Literature	3	ENG 202
HST 101	World and European History I	3	No Prerequisite
HST 102	World and European History II	3	HST 101
HST 201	History of the Middle East	3	HST 102
HST 202	American History	3	HST 102
MTH 101	Mathematics I	3	No Prerequisite
MTH 102	Mathematics II	3	MTH 101
PHI 202	Philosophy and Ethics	3	No Prerequisite
POL 201	Politics and Government	3	No Prerequisite

REL 202	Comparative World Religions	3	No Prerequisite
SCI 101	Life Science	3	No Prerequisite
SCI 102	Physical Science	3	No Prerequisite
STT 201	Statistics	3	MTH 101

Bachelor of Arts (BA): International Studies

Program Overview

The Bachelor of Arts (BA) major in International Studies takes a broad, interdisciplinary perspective and concentrates on the role of economics, politics, and philosophy in shaping culture and nations. The major offers students both theoretical and practical insights into the sweep of human history, from antiquity to the present. With its particular emphasis on the development of notions of liberty, democracy, and market economics, the major aims at equipping students to better understand the ideas, societies, and institutions that comprise our contemporary world.

Degree Requirements – 42 Credits

Course Code	Course Title	Credit Hours	Prerequisite(s)
ECO 301	Principles of Microeconomics	3	No Prerequisite
ECO 302	Principles of Macroeconomics	3	No Prerequisite
ECO 403	International Trade and Finance	3	ECO 302
GEO 303	World Geography	3	No Prerequisite
HST 306	World History since 1945	3	HST 102
LIT 403	Literature and Politics	3	ENG 202
IST 202	Introduction to International Studies: Geopolitics Ancient and Modern	3	ENG 201
IST 410	International Studies Capstone: Democratic Theory	3	Senior Status
POL 301	Comparative Political Systems	3	POL 201
POL 302	International Relations	3	POL 201
POL 401	Political Philosophy	3	POL 201
POL 403	American Government	3	POL 201
POL 404	Leaders and Statesmen	3	POL 201
POL 406	Contemporary Political Trends	3	POL 201

Bachelor of Science (BS): Information Systems and Technology

Program Overview

The Bachelor of Science (BS) major in Information Systems and Technology provides training in the application of systems theory and information technology to organizational operations and management. Information systems in organizations are of strategic significance because of the role systems play in enabling organizational processes and strategies. The major prepares students for rewarding careers in database administration, network administration, programming, IT project management, and systems analysis, each of which are highly dynamic fields in great demand in today's information society. Students will have the opportunity to pursue various options, such as the application of technology in managerial functions, management of information resources, training and consulting, or entrepreneurial endeavours at the leading edge of technology in business.

Degree Requirements – 42 Credits

Course Code	Course Title	Credit Hours	Prerequisite(s)
CSC 202	Introduction to Programming	3	CSC 101
ITE 301	Data Communications and Networks	3	CSC 101
ITE 302	Introduction to Management Information Systems	3	CSC 101
ITE 305	Database Management Systems	3	CSC 101
ITE 306	E-Commerce Application Design	3	CSC 101
ITE 307	Systems Analysis and Design	3	CSC 101
ITE 308	IT Project Management	3	CSC 101
ITE 401	Computer Networks: Design and Implementation	3	ITE 301
ITE 403	Information Security	3	ITE 301
ITE 404	Information and Knowledge Management	3	ITE 302
ITE 406	IS Strategy, Management, and Acquisition	3	Senior Status
ITE 407	Advanced Database Management Systems	3	ITE 305
ITE 409	IST Capstone 1: Project Analysis and Design	3	All 300 Level Courses
ITE 410	IST Capstone 2: Project Implementation	3	ITE 409

Bachelor of Science (BS) in Business Administration:

Program Overview

The Bachelor of Science (BS) major in business administration is designed to equip students with the tools necessary to excel in private sector enterprises. The discipline specific knowledge covered in this major includes accounting, finance, and economics and these areas are augmented with courses in management, law and ethics, quantitative analysis and information technology. Throughout the curriculum, an emphasis is placed on critical thinking and problem solving that will enable students to add value in a variety of commercial settings. This comprehensive blend of skills will prepare students for a variety of careers in commerce.

Degree Requirements – 42 Credits

Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 301	Principles of Financial Accounting	3	BUS 202
ACC 302	Principles of Managerial Accounting	3	ACC 301
BUS 202	Introduction to Business	3	No Prerequisite
BUS 303	Quantitative Business Analysis	3	STT 201, BUS 202
BUS 401	Business and Ethics	3	BUS 202
ECO 301	Principles of Microeconomics	3	No Prerequisite
ECO 302	Principles of Macroeconomics	3	No Prerequisite
FIN 301	Principles of Finance	3	ACC 301
ITE 302	Introduction to Management Information Systems	3	CSC 101
MGT 403	Operations and Supply Chain Management	3	ACC 301, BUS 202, ITE 302
MGT 404	Strategic Management	3	MGT 403

MGT 406	Organization Management	3	BUS 202
MGT 410	Business Capstone	3	MGT 403
MKT 301	Principles of Marketing	3	BUS 202

Bachelor of Science (BS) in Environmental Science:

Program Overview

The Bachelor of Science (BS) major in Environmental Science is an interdisciplinary course of study that will equip successful graduates with an understanding of the science of the natural environment. The program unites the disparate scientific disciplines of Biology, Chemistry, Ecology, Zoology, Hydrology, and Geoscience, allowing students to explore environmental issues from a variety of perspectives. Students will also gain familiarity with techniques for environmental analysis. With the resources of the Twin Rivers Institute and opportunities for field work in Hydrology, students study global issues in local contexts. The program culminates with a capstone project of the student's own choosing in which the student brings all his knowledge to bear on a single environmental issue.

Degree Requirements – 42 Credits

Course Code	Course Title	Credit Hours	Prerequisite(s)
BIO 301	General Biology	4	SCI 101, SCI 102,
BIO 302	Principles of Ecology	3	BIO 301
BIO 306	Botany	4	BIO 301
BIO 401	Zoology	4	BIO 301
CHE 301	General Chemistry	4	SCI 101, SCI 102,
ENV 202	Introduction to Environmental Science	3	SCI 101, SCI 102
ENV 302	Geoscience	3	SCI 101, SCI 102
ENV 401	Hydrology	3	ENV 302
ENV 404	Management of Environmental Problems	3	Senior Status
ENV 405	Techniques of Environmental Analysis	4	Senior Status
ENV 408	Field Experience	2	Senior Status
ENV 410	Environmental Science Capstone	2	Senior Status
POL 305	Comparative Environmental Policy	3	ENV 202, POL 201

Minors

All minors are subject to change. Students must earn a minimum of 2.0 in each course in the Minor(s) in order to have the Minor officially recorded on the student's transcript. All courses in the Minor(s) must be taken at AUI-S in order for the Minor(s) to be included on the student's AUI-S transcript. All Minors must be completed before students are awarded their baccalaureate degrees, and can only be earned in conjunction with an AUI-S baccalaureate degree. Students are allowed to pursue a maximum of two Minors.

AUI-S currently offers minors in:

- IT
- English
- Economics
- Business Administration
- Political Science
- International Studies
- Environmental Science

Postgraduate Degree Program

Master of Business Administration (MBA): International Management and Leadership

Program Overview

Designed to meet the needs of working professionals, the Master of Business Administration (MBA) program in International Management and Leadership helps students build professional effectiveness skills that advance a student's career through courses that include such topics as Strategic Management, International Economics, Operations and Supply Chain Management, and IT for Managers.

Program features include:

•   English-only Instruction
•   Use of the case-model approach

With classes at times convenient for working professionals, AUI-S currently offers two schedule options for MBA students: 1) The Evening Program in which students take courses on the semester schedule, with each course meeting one evening per week. 2) The Modular MBA program in which courses are taught in intensive one-week sessions held once a month. The Modular MBA program is taught in partnership with the Furtwangen University of Applied Sciences of Germany. Upon successful completion of this program students are awarded a diploma given jointly by AUI-S and Furtwangen.

* In order to be awarded the MBA degree, students must earn a minimum grade of C in each of 17 courses and earn a cumulative grade point average of 3.0.

 **Students entering the MBA program are expected to be proficient in English. This includes the ability to speak, read, and write English well. As such, AUI-S requires applicants to the MBA program to have achieved a minimum TOEFL score of 550. AUI-S offers the internet-based TOEFL test for those applicants who have not taken the TOEFL test within three years of submitting their applications. Applicants who have not achieved TOEFL 550 must do so through English courses offered at AUI-S or elsewhere before being granted admission into the MBA program.

Course Code	Course Title
MGT 500	Strategic Management I
MGT 501	Strategic Management II
MGT 505	Operations & Supply Chain Management
MGT 506	Project Management
MGT 510	Management Ethics & Law
MGT 515	Human Resources Management
MGT 520	International Economics
MGT 525	International Business
MGT 535	IT for Managers
MGT 540	Management Statistics & Research
MGT 545	Management Finance & Accounting
MGT 550	Organizational Leadership
MGT 504	Business Plan Development
MGT 555	Organization Management
	Elective
	Elective
MGT 560	Capstone

Grading Scale

Grades are reported as letters. The 4.00 grade point system is used to calculate student averages.

Undergraduate courses:

- A (4.0) Superior
- A- (3.7)
- B+ (3.3) Above Average
- B (3.0)
- B- (2.7)
- C+ (2.3) Satisfactory
- C (2.0)
- C- (1.7)
- D+ (1.3) Passing
- D (1.0)
- F (0) Failure

Graduate courses:

- A (4.0) Superior
- A- (3.7) Above Average
- B+ (3.3)
- B (3.0) Satisfactory
- B- (2.7)
- C+ (2.3)
- C (2.0) Passing
- F (0) Failure

Correct Use of Language

A basic requirement for graduation is facility in clear, correct, and responsible use of English. Papers (term papers, essays, or examinations) that are poorly written may receive a lower grade for the quality of writing alone.

Instructors may lower the final grade in any course for consistently substandard written or oral expression. In extreme cases the instructor may give a failing grade for this reason alone.

Grade Appeals Process

Students can appeal final grades using the following procedures:

- Students who disagree with a final grade should contact the instructor within one week of receiving the grade. The instructor and student should attempt to resolve the issue at this level.
- If the issue is not resolved, the student should write a letter of appeal to the Academic Dean of Students explaining the nature of the complaint and the specific request. This letter should be written within two weeks of receiving the grade.

The Academic Dean of Students will review the case and send a written response to the student within three days of receiving the letter. A copy of the letter will be sent to the instructor and to the Registrar to be placed in the student's file. The decision made by the Academic Dean of Students is final and may not be appealed.

Academic Mentoring

Academic Advisors:

Upon admission and enrollment in AUI-S, undergraduate students will be assigned faculty advisors in accordance with the area of study each student designates. Each academic student should meet with their faculty member once per semester to discuss their academic plan and to ensure they will fulfill all necessary credits for graduation. Advisors are responsible for maintaining a schedule that allows them to be accessible to their students.

Although advisors are available for help and guidance, students must assume the ultimate responsibility for the course

of their educational careers. Students should become familiar with University policies, procedures, and program requirements; recognize the necessity of getting timely assistance with academic issues; and schedule meetings with their advisors in advance so that both parties have time to prepare.

It is important to note that while students have only one advisor, advisors often have many advisees in addition to teaching, research, and committee responsibilities.

Student Tutoring:

The AUI-S student tutoring program is designed to assist students who require additional help with their University studies. The program was created to assist students in achieving academic success by matching them with other AUI-S students who have already completed the same subjects. The Student Affairs office works in conjunction with students and faculty to provide personalized tutoring to help increase student motivation and confidence. Scheduling of tutoring services is done through SA, so students seeking additional help in specific subjects should visit the SA office. Students interested in becoming tutors should obtain an academic reference from their professor and fill out the necessary forms at the SA office.

The University Library

The University library is important to the intellectual life of AUI-S. By providing and maintaining collections that comprise a record of human knowledge, and by offering a variety of services, it enhances the University's mission. During the 2010-2011 academic year, the AUI-S library will be located on the lower level of the temporary campus, where it provides a free book-lending service to all students, faculty, and staff. The library has Internet stations that provide additional sources of information where students can conduct research for class-related purposes.

Library Rules and Regulations

The following Library Rules and Regulations are intended to ensure open access to information while protecting the quality and safety of information resources.

The Librarian will control the use of library materials and exercise disciplinary authority with respect to both the preservation and loan of such materials and the behavior of library users.

All library users must comply with any instructions given by the librarian.

Borrowed materials are the responsibility of the borrower, and failure to return items or damage to items will result in a fine or other penalty.

Unless the librarian decides otherwise, library materials may be used in and borrowed from the library by any of the following:

- Employees of the University;
- Students of the University;
- Members of other institutions that have entered into an agreement with the University.

Individuals must show a valid ID to demonstrate that they fall into one of the three categories above and are thus eligible to use or borrow books.

During the Fall and Spring semesters, library materials may be borrowed by students and staff for renewable periods of two weeks and may be renewed up to three times. Students may also borrow books on summer loan. If a student wishes to borrow a book for the entire summer, the due date will be set as the last day of the first week of the Fall semester. Faculty may borrow books for a period of one semester.

The date of return will be indicated for each item issued. Any person who borrows library material must:

- Return it within the time prescribed at the time of issue; and
- Comply with any written request for its return within the time set out in the request. Otherwise, the item will be considered overdue.
- When the return date for the material is a Friday or a public holiday, the book or other item will be due the following workday.

Late fees and other fines

Fines will begin to accrue on the day an item becomes overdue (the day after its return date), at the rate of ID 500/ day, and will apply to all borrowers; however, a borrower may not be charged more in late fees than the current value

of the book or other material. As a courtesy, the library will send two notices, at two-week intervals after an item becomes overdue, to remind the borrower to return the material. This does not excuse the borrower's responsibility for returning materials on time.

Any overdue item not returned within a week after the sending of a final overdue reminder will be considered lost. Items may also be voluntarily declared lost by the borrower. Any damage to or loss of books or other library materials will be charged at the current replacement value or repair cost. The decision to repair or replace the item will be at the discretion of the librarian. In addition to any late fees, an administrative charge of ID 30,000 will be levied.

Library materials may be put on reserve for academic purposes for renewable periods of two weeks by request of faculty members. Reserved materials may not be removed from the library. Some materials may be placed on permanent reserve by the librarian. These books may never be removed from the library.

All behavior that in the opinion of the Librarian is not proper in the Library, or that interferes with the comfort or convenience or use of the Library by others, is prohibited. Talking must be kept to a minimum.

Members of the library staff may request any person in the library to produce evidence of identity (ID card). Those who cannot or will not produce the required identification must leave the library and not return until they are able to comply with the request for identification.

No advertisements, newspapers, or other material -- other than official notices of the library or the University -- may be distributed or displayed in the library.

Individuals who do not pay their library fines or who keep items to which they are not entitled will have their rights to use the library suspended. Students in this category will not be permitted to receive any grades, certification, or transcript from the University until all fines are paid and/or items returned.

All enquiries and transactions related to library materials are confidential, as is any information provided by users to the library.

Faculty Office Hours

All AUI-S faculty and staff must post their name, title, office hours, and contact information in clear view in front of their respective office. To meet with a staff or faculty member, students should be asked either to attend office hours or to make an appointment.

Dean's and Provost's List

AUI-S recognizes students for outstanding academic achievement each semester.
- Students with a 3.50 grade point average or higher are awarded a place on the Dean's List.
- Students with a 3.70 grade point average or higher are awarded a place on the Provost's List.

Graduating with Honors

Honors are awarded at graduation for superior scholastic achievement. Students are recommended for honors if they satisfy all requirements for the degree and have earned the following relevant grade point average:

- Cum Laude requires a grade point average of at least a 3.40.

- Magna Cum Laude requires a grade point average of at least a 3.60.

- Summa Cum Laude requires a grade point average of at least 3.80.

Deferral of Admissions

Students who have been accepted at AUI-S can defer admission for up to one year. To be considered for deferral, students must complete a Deferral Request Form, available at the Admissions Office or on the AUI-S website.

Deferrals may be granted for one or two semesters. Students who request deferral for one semester and who would like to extend the deferral to a second semester must complete another Deferral Request Form. No deferral can extend beyond one year. Students who attend another University on a full-time basis during the deferral period will lose their deferral status at AUI-S.

Students who defer for one year must reapply for financial aid. Students who defer for one semester will receive the portion of their aid allocation for the semester in which they enroll.

Deadlines for Deferral of Admissions

Fall 2010 Semester – All Deferral Request Forms must be submitted by September 30, 2010.

Spring 2011 Semester – All Deferral Request Forms must be submitted by January 31, 2011.

University Policies
and Procedures
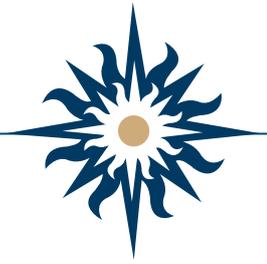
Attendance Policy

The AUI-S Attendance Policy establishes the rules and procedures to track student attendance. Faculty members should make students aware that absences or repeated lateness may ultimately lead to consequences as severe as dismissal from the University.

Unexpected Schedule Changes

The University will announce official closures and delays or calendar changes to students by electronic mail. Faculty members should clarify in their class syllabi their policy for handling officially scheduled adjustments. Where possible, faculty members forced to cancel a class due to unexpected circumstances should notify their students and the department chair via email at least 24 hours in advance.

Taking Attendance

Students at AUI-S are expected to participate fully in all scheduled classes. Instructors will take daily attendance and keep records. Attendance will be recorded at the beginning of class with the following guidelines:

Academic students will be given a five-minute grace period before they are marked as Tardy.

Academic students are expected to attend classes to their completion. Students who leave class before completion will be marked as Tardy.

Academic students who do not attend class will be marked as Absent.

Academic students who are dismissed from a class for the entire semester will receive a grade of F. If they choose to take the course again, they can replace the failure with the repeated course grade.

EWPLI – Taking Attendance

EWPLI students who arrive between the time class starts and five minutes into the class period are marked as Tardy.

Two Tardies count as one absence.

EWPLI students who arrive five minutes after the class has started or depart class early are marked as Absent.

Policy Implementation

Instructors are responsible for notifying the Registrar in writing when a student attains a certain number of absences or tardies over time. The Office of the Registrar will send a letter of warning to the student, copying the course instructor and either the EWPLI Director or the Academic Dean of Students. The letter will indicate the number of absences and tardies accumulated and the overall attendance requirements before dismissal. A copy of the letter will be placed in the student's permanent file.

When instructors determine that a student has reached the limit of acceptable absences or tardies for the relevant program, they will notify the Office of the Registrar, which sends a letter to students informing them of their dismissal from the university with a copy to the Academic Dean of Students. The Registrar also will place a copy of the letter in the student's permanent file. Students wishing to contest a decision of dismissal can submit a written appeal to the Academic Dean of Students within one week of the notification by the Registrar.

The following charts outline the attendance thresholds for each program and when instructors should send warning letters to the Registrar:

EWPLI

Attendance or Absent Issues	Academic Consequences
4 Absences or 8 Tardies	First written warning
6 Absences or 12 Tardies	Second written warning
9 Absences or 18 Tardies	Dismissal from course

Undergraduate Degree Program

Attendance or Absent Issues	Academic Consequences
2 Absences or 4 Tardies	First written warning
4 Absences or 8 Tardies	Second written warning
6 Absences or 11 Tardies	Dismissal from course

The AUI-S attendance policy does not apply for graduate degree programs. While faculty may choose to take attendance if they wish, adult students are ultimately responsible for their own attendance, and no administrative disciplinary procedure applies.

Add/Drop

Students who wish to add a course to their schedule may do so no later than the fifth day of classes so long as they do not exceed the maximum number of credits allowable per semester. Students who wish to drop a course from their schedule may do so no later than the tenth day of classes so long as they are still enrolled in the minimum number of credits per semester. A course dropped by the tenth day of classes will not appear on the permanent academic record. Students who wish to take one additional class above the maximum credit requirements must have a minimum G.P.A. of 3.3 and written permission from the Academic Dean of Students.

Course Withdrawal

Students who withdraw from a course within the first two weeks will not receive a grade (see Add/Drop). If a student withdraws anytime after the second week of classes and up to one week following the date mid-term grades are due (see the last withdrawal date published in the academic calendar for that semester), a "W" is assigned. However, a student may not receive a grade of "W" to avoid the consequences of a breach of academic integrity. A grade of "W" carries no academic penalty or prejudice. A course withdrawal must be done in writing in the Registrar's Office. If a course withdrawal will result in the student being enrolled for fewer than the minimum credits, or if the course is a degree requirement, permission from the Academic Dean of Students is required.

Withdrawal from the University

If students need to withdraw from the University, they must complete a Withdrawal form, available at the Registrar's Office. When such conditions as severe illness or absence from the area prevent students from filing the Withdrawal form in person, they can submit a letter to the Academic Dean of Students, stating the reasons for withdrawal. The date recorded by the Academic Dean of Students is considered to be the date of withdrawal. The Withdrawal form or letter will be filed with the Registrar and made part of the student's permanent record.

Leave of Absence from the University

Students can request a leave of absence from the University for up to one year. To be eligible for a leave of absence, students must be in good academic standing and show some type of personal hardship that prevents them from successfully completing the academic year. Students requesting a leave of absence must complete a Leave of Absence Form, available at the Admissions Office or on the AUI-S website, and submit it to the Academic Dean of Students for final approval.

Students who take a leave of absence for one year must reapply for financial aid and housing. Students who take a leave of absence for one semester or less will receive the adjusted portion of their aid allocation for the following semester; however, they must reapply for housing.

Financial Charges and Reimbursements for Leave of Absence and Withdrawal

Refunds for students who take a leave of absence or withdraw from the University are subject to the refund schedule

outlined in the academic catalogue. Students who take a leave of absence or withdraw from the University after the first month of classes will not be refunded any part of their tuition payment.

Students who are required to withdraw from the University for academic, disciplinary, or behavioral matters will not be reimbursed for any part of their tuition.

Academic Probation/Academic Dismissal

Academic Probation (AP)

AUI-S requires students to maintain a minimum GPA or be placed on Academic Probation (AP). Students may be placed on Academic Probation as a result of either a semester GPA, a cumulative GPA, or both. The following identifies the minimum GPA required for different categories of students in the Academic Program:

Undergraduates – 2.0 GPA

Undergraduates on Scholarship – 3.0 GPA

Graduate Students – 3.0 GPA

Undergraduate students are placed on Academic Probation at the end of any semester in which their GPA is less than 2.0, or if after 60 or more credits, their cumulative GPA is less than 2.0. Undergraduate students on scholarship are placed on Academic Probation at the end of any semester in which their GPA is less than 3.0, or if after 60 or more credits, their cumulative GPA is less than 3.0. Graduate students are placed on Academic Probation at the end of any semester in which their cumulative GPA is less than 3.0.

The Registrar will notify students in writing of their probationary status, with a copy to the Academic Dean of Students and the Director of Student Affairs. Students placed on Academic Probation are subject to the following measures during their probationary period:

EWPLI students are required to be tutored in the Writing Center one day each week and in the Speaking and Reading Centers one day each.

Academic students are required to meet with their academic advisor at least once during the semester.

All students are prohibited from participating in extracurricular activities for the semester.

Being placed on probation does not prevent students from applying for financial aid or work study; however, scholarship students who are placed on probation for two consecutive semesters will lose their scholarships.

Academic Dismissal (AD)

Students who do not meet the requirements of Academic Probation will be dismissed from the University. Undergraduate students on Academic Probation who do not earn a 2.0 average the following semester will be dismissed from the University, and undergraduate students on scholarship who do not earn a 3.0 the following semester will lose their financial assistance. Graduate students on Academic Probation whose cumulative GPA is less than 3.0 the following semester will be dismissed from the University.

The Registrar's Office will send a letter notifying the student of Academic Dismissal, with a copy to the Academic Dean of Students. Students who wish to appeal a decision of Academic Dismissal must make their appeal in writing to the Academic Dean of Students within one week of the initial notification from the Registrar.

Academic students must wait at least one semester after being dismissed before re-applying for admission to AUI-S; however, there is no guarantee of acceptance. They also must re-apply for any scholarships, awards, housing, or financial assistance previously awarded. If students are re-accepted, they will receive credit for courses previously passed at AUI-S as pass/fail grades. Students may not be reinstated at AUI-S more than once.

Additional Regulations

The University will not use summer term grades in the Academic Program for Academic Dismissal decisions. Academic Program students who are on Academic Probation at the end of the spring semester can therefore enroll for summer courses without risking Academic Dismissal. Grades earned during the summer, however, will count toward the student's cumulative GPA and will be used in future Academic Probation decisions.

EWPLI Academic Probation Policy

EWPLI students are placed on probation if their average at either the midterm or at the end of the semester is below 75%. EWPLI students on Academic Probation are subject to the following requirements during their probationary period:

They are required to meet at least once with the EWPLI Probation Director.

They are required to attend the after-school EWPLI tutoring programs for an amount of time to be specified by the EWPLI Probation Director. The after-school school tutoring programs include attendance at the Reading, Writing, and Speaking Centers as well as participation in the peer-to-peer tutoring program.

They are prohibited from playing on extracurricular sports teams for the period of their probation.

EWPLI students are released from Academic Probation if their midterm or semester grade is above 75% **and** they have fulfilled their probation requirements. Students who have not fulfilled their probation requirements will remain on probation regardless of grade.

EWPLI Academic Dismissal Policy

Students who fail a level of EWPLI may be allowed to repeat the level one time. A second failure of any EWPLI level will result in dismissal from the University. EWPLI students who fail out of the program cannot reapply to EWPLI. They may, however, apply directly to the University's Academic Program after one semester if they meet all of the necessary admissions requirements, including passing the AEE.

Students who pass level four must pass the Academic Entrance Exam before matriculating into the Academic Program. A student who passes level four but fails the Academic Entrance Exam may retake level four one time and then re-take the AEE. A student who fails the AEE the second time will receive a certificate of completion of the English Writing Program and Language Institute and will leave the University.

Students who have been dismissed from EWPLI may reapply for admission to AUI-S one semester after being dismissed; however, there is no guarantee of acceptance. Furthermore, students who reapply to the University are not eligible to reenroll in EWPLI courses and therefore must qualify for direct admission into the Academic Program.

Credit Transfer Policy

Undergraduate Program

AUI-S accepts up to four courses toward its undergraduate degree from other licensed and/or accredited institutions if 1) the courses complement the AUI-S curriculum, 2) the course content for required courses is 80% or more similar to the relevant AUI-S course, and 3) the earned grade is B or higher.Students interested in transferring credits should make a formal written request to the Academic Dean of Students before the beginning of the semester. The request should include the course curriculum and syllabus. It will be reviewed by a faculty committee for approval. Grades from transfer courses will not be averaged into students' final GPA, but will appear on the transcript. AUI-S does not accept transfer credits from local universities. Transfer credits to substitute for AUI-S core courses will generally not be granted.

Graduate Program

AUI-S accepts up to four courses towards its MBA degree from other licensed and/or accredited institutions if 1) the courses complement the AUI-S curriculum, 2) the course content for required courses is 80% or more similar to the relevant AUI-S course, and 3) the earned grade is B or higher. Students interested in transferring credits should make a formal written request to the Academic Dean of Students before the beginning of the semester. Requests will be reviewed by a Faculty Committee for approval. Grades from transfer courses will not be averaged into a student's final GPA, but will appear on the transcript. AUI-S does not accept transfer credits from local universities.

Transcripts

A transcript of the student's academic record may be requested by the student from the Registrar's Office. The transcript will be available within two business days. The transcript will include matriculation date, all courses attempted for

each semester, the grade and credits earned for each course, the semester grade point average, and the Cumulative Grade Point Average. Dean's List and Provost's List designations will be noted if appropriate. If the student has graduated the degree awarded, date of graduation, and class standing, as well as any honors awarded at graduation will be included.

Conduct and Discipline

Guidelines for Undergraduate Student Conduct

A university is a special kind of place. It is oriented by the love of truth and to the free exchange of ideas that make that possible. In order for the free exchange of ideas to take place, students must conduct themselves both inside and outside the classroom in certain ways. Below are the AUI-S guidelines for that conduct. Abiding by these guidelines and all other University policies will help students become better learners, develop as whole persons, and contribute to the perpetuation of a healthy University life here at AUI-S.

Inside the Classroom:

English. Students are to speak English only**.**

Attendance. Students' success at AUI-S requires full attendance in all classes. All absences are recorded as part of the AUI-S Attendance Policy (see Attendance Policy). Professors may, at their discretion, exclude a student from class once the door has been closed.

Classroom Behavior. Student conduct in class should be respectful to all. Mobile phones should be turned off during class time. Laptop computers in class should be used only for the class-related purposes. Faculty members will caution students who do not conduct themselves in a respectful manner. If inappropriate behavior continues, a teacher may request to have a student withdrawn or dismissed from the class, and the appropriate disciplinary measures will be taken.

 Students are expected to follow the instructions of faculty members so that classes proceed in an orderly manner. Assignments are expected to be completed on time and according to the requirements of the syllabus.

Academic Integrity. Integrity in speech, research, and writing is an essential part of teaching and learning at AUI-S. Cheating is a violation of academic integrity that involves the use of inappropriate materials during tests. Plagiarism is a violation of academic integrity that involves the use of materials that others have produced without citing the author or authors. (see Academic Dishonesty Policy)

Outside the Classroom:

English. While at AUI-S, students are expected to speak English.

Appropriate Clothing. Students are expected to dress in a manner that shows respect for themselves, their fellow students, faculty, staff, and the academic life. Clothing worn at AUI-S should be clean and neat and appropriate to an educational environment. Suggestive or immodest clothing worn by either men or women is always inappropriate. Any student deemed by any administrator or faculty member to be inappropriately dressed will be sent home to change. In particular:

All shirts and blouses must cover midriff, back, sides, and all undergarments including bra straps at all times. All shirts, tops, and dresses shall have sleeves and cover the shoulders.

Skirts and dresses are allowed but should be knee length or longer.

All trousers, pants or shorts must totally cover undergarments, including boxer shorts.

All clothing, jewelry or tattoos shall be free of the following: profanity; violent images, wording or suggestion; sexually suggestive phrases or images; gang related symbols; alcohol, tobacco, drugs or advertisements for such products.

Safe and appropriate footwear must be worn.

Identification Cards. The University requires ID cards be carried at all times and presented when required by faculty and staff.

Alcohol and Drugs. Alcoholic beverages and drugs of any kind are forbidden at AUI-S. Students found in possession of either alcohol or drugs face possible suspension or dismissal.

Language. Student language must at all times be appropriate for an educational community. Lewd, obscene, vulgar, sexually suggestive, or malicious language or gestures are not acceptable.

Personal conduct between Men and Women. AUI-S students must at all times exercise care and responsibility in

their dealings with others. They must show respect for others and be sensitive to the surrounding cultural context. Relations between women and men should observe conventions pertaining to appropriate language and limits on physical contact.

Personal Hygiene. Students are expected to pay attention to personal hygiene. Daily bathing is expected. Students should look neat, smell clean and be well groomed.

Smoking. Smoking is only allowed in designated areas. It is strongly discouraged.

Weapons. Possession or use of firearms, explosives, other weapons, incendiary devices, firecrackers, or dangerous chemicals is not allowed on University premises.

Off Campus student conduct:

AUIS students are reminded that they represent their University at all times and must behave appropriately as a public person and as a private person.

Academic Dishonesty

AUI-S expects students to adhere to accepted standards of academic honesty and integrity. Academic dishonesty is defined as any form of deceit, fraud, or misrepresentation in academic work such as homework, tests, and papers. Any form of academic dishonesty will lead to failure of the assignment, test, or course, and, if repeated, to dismissal from the University.

Plagiarism and Cheating

Plagiarism is using other people's ideas and words without clearly acknowledging the source of the information. Derived from the Latin word for "kidnapper," plagiarism includes directly using someone else's language without quotation marks, or using information from a source or paraphrasing the words or work of others without a proper citation. Academic dishonesty also includes cheating while taking a test or examination, or receiving any help or information that is not explicitly approved by the instructor.

Plagiarism and cheating in examinations and submitted work may take the following forms:
- Communication between or among students during an examination.
- Giving misleading information or disrupting other student's class work.
- Submitting work previously submitted in one course to another instructor without permission.
- Copying from another student in a test or examination.
- Using unauthorized material or aids during a test, including at all breaks and pauses during or between an examination period.
- Attempting to copy a test electronically or manually.
- Allowing another person to take a test or examination in one's place.
- Altering or falsifying identification records in any way.
- Improperly obtaining (through theft, bribery, collusion, or otherwise) any test or examination paper before the date and time of the examination. This offense also includes providing other students with an advance copy of a test.
- Aiding or abetting anyone in a cheating offence.
- Designing or producing a project for another student.
- Presenting the work of another as one's own.

Referencing

Failure to reference properly is considered a form of plagiarism. All information written by another writer and incorporated into a student's paper must be fully acknowledged and properly documented. Students must properly cite the source and provide a full reference whenever using:

Another person's ideas, opinions, or theories;

Any facts, statistics, graphs and/or drawings that are not "common knowledge";

Quotations of another person's actual spoken or written words;

Paraphrases from another person's spoken or written words.

Words that are directly copied from another writer must always be presented in "quotation marks." A full citation, usually including the author's name and the page on which the copied words appear in the original source, must be included. When another writer's ideas are paraphrased – presented in the student's own words as opposed to copied directly and "quoted" – the source must also be acknowledged.

Other Forms of Dishonesty

Falsifying Documents

Forging, altering, misrepresenting, or otherwise falsifying any transcript, academic record, identification card, or other document or communication is considered a breach of academic integrity and will be subject to punishment.

Interference with University Functions

Participation in any effort to prevent or disrupt a class or other University function, or to seize or occupy any University building or part thereof, or to violate the right of an audience to listen at a University function, is not allowed.

Offenses Compromising Course Materials

Recording lectures without the explicit permission of the lecturer, or selling or distributing for commercial purposes notes, transcriptions, or outlines of class lectures, or any course materials, in any course of instruction is considered a breach of academic integrity and will be subject to punishment.

Disciplinary Guidelines for Plagiarism and Cheating

The following disciplinary measures will be taken to address plagiarism cases:

For EWPLI Students
- First offense - student will be allowed to redo assignment for a maximum grade of 60%
- Second offense - student will receive a grade of 0 and will not be given an opportunity to make up the assignment
- Third offense - student will fail the class
- Fourth offense - student will be dismissed from the University

The student will be notified of all plagiarism offenses, and notice of each offense will be filed with the EWPLI Director.

For Academic Program Students:
- First offense –student will receive a grade of 0 with no option to re-write the paper
- Second offense – student will fail the class
- Third offense – student will be dismissed from the University

Process for Plagiarism Cases (Academic and EWPLI Programs)
- Student is caught plagiarizing
- Professor/Instructor explains violation of AUI-S plagiarism policy to student and why they received the corresponding grade
- Professor/Instructor informs the Academic Dean of Students of the plagiarism or cheating violation via written letter, with a copy of the plagiarized paper. A copy also is sent to the Registrar to be placed in the student's permanent file.

If the student chooses to appeal the violation:
- A student may appeal the violation by writing a letter to the Academic Dean of Students, explaining the offense and why it is contested. The letter must be written within one week of the cheating offense.
- The Academic Dean of Students will respond to the student within three days of the appeal. All decisions on appeal cases are final.

Student Disciplinary Guidelines

Student Disciplinary Guidelines are divided in two categories: 1) Academic violations, and 2) Behavioral violations.

Academic violations include plagiarism and cheating (see Academic Dishonesty policy) and other behavioral issues as they pertain to academic performance. Behavioral violations include acts of violence, verbal aggression, or any behavior that violates student conduct.

Academic violations are handled by the Academic Dean of Students. Behavioral violations are handled by the Director of Student Affairs. The following procedures apply to each office and should be followed accordingly.

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Disciplinary Action Procedures

Academic Violations:

Written Warning

Faculty members should issue an oral and written warning to students who violate an issue not covered in the plagiarism and cheating policy and send a copy to the Academic Dean of Students (see Academic Dishonesty policy). The Academic Dean of Students will issue a written warning to the student with a copy to the Registrar to be placed in the student's file. See the Plagiarism and Cheating policy for additional sanctions.

Meeting with the Academic Dean of Students

If a student commits a second violation, the faculty member will send another letter to the Academic Dean of Students, who will then call a meeting with the student and faculty member. The Dean will review the case and decide whether the student should be dismissed from the University.

Behavioral Violations

Written Warning

Faculty and staff members should issue an oral warning to a student who commits a violation and send a letter informing the Director of Student Affairs who will issue a written warning to the student with a copy to the Registrar to be placed in the student's file.

Meeting with Director of Student Affairs If a student commits a second violation, the faculty or staff member will send another letter to the Director of Student Affairs, who will call a meeting with the student and faculty or staff member involved. The Director will review the case and decide whether the student should be dismissed from the University.

Immediate Dismissal Serious transgressions such as stealing, violence against others, willful damage to school property, or similar matters can result in immediate dismissal.

Appeals of Disciplinary Action

If a student wishes to contest a decision by the Academic Dean of Students or the Director of Student Affairs, he or she should submit a written appeal to the Academic Disciplinary Committee within one week of the decision. The Academic Disciplinary Committee will review the case and meet with the individual involved. After making its decision, the Committee will send a letter to the student, with copies to the Academic Dean of Students, Director of Student Affairs, and the Registrar. A copy of the letter will be placed in the student's permanent file. Decisions by the Academic Disciplinary Committee are final and cannot be appealed.

Confidentiality

All steps in a student disciplinary procedure and appeal will be confidential and respectful of all involved.

Statement on Harassment

The American University of Iraq – Sulaimani is committed to maintaining a learning environment free of any form of intimidation, abuse, harassment, or physical violence. This applies to everyone in the University community. Serious or repeated incidents of such behavior will result in expulsion from the University.

The Dean will review the case and decide whether the student should be dismissed from the University.

Services and
Facilities

Undergraduate Student Organizations

AUI-S welcomes student organizations that are formed to promote student involvement and learning, and which meet the AUIS guidelines.

To be considered for formal recognition by the University, at minimum, a student organization must:

- Register with Student Affairs
- Have a clear purpose that is consistent with the educational mandate of the University as an institution of higher learning
- Not discriminate on the basis of race, color, ancestry, place of origin, religion, marital status, family status, physical or mental disability and sex
- Not be based on ethnicity, religion or political party
- Conduct all activities openly, including meetings open to all students
- Not have a fixed or restrictive membership list
- Not accept any outside funding
- Have a faculty/senior staff advisor

Additional Guidelines

- Student groups should consult with the Director of Student Affairs to determine which mediums and spaces at the University are appropriate for promoting the organization.
- Registered student organizations may use the name of the University in their literature and other media, but may not use the University logo.
- Registered organizations will be eligible for a modest institutional funding.
- Registered organizations are expected to provide a report of expenditure at the end of every semester.
- Student organization status must be affirmed annually with the Office of Student Affairs.

The University reserves the right to suspend or revoke student organization status at any time for non-compliance with these guidelines, violation of any other University policy, procedure or guideline, or violation of any law.

Guidelines for Student Organization Funding

AUI-S does not allow student organizations to be financed by any funds outside of those provided by Student Affairs (SA). As always, student organization events that receive financial support from AUI-S must be open to all students.

Eligibility

To be eligible to receive funds from AUI-S, student organizations must be formally recognized by AUI-S by registering with SA.

To receive funding, organizations are required to submit a Funding Request Form available at the Student Affairs office. Funding is limited, and organizations are eligible to receive a maximum of $3000 per academic year (fall and spring semesters). Organizations may only submit one funding request per event and up to three requests per semester. The University may only allocate up to $1000 per request. Requests and applications for organizational funding can be made directly through the Office Of Student Affairs.

Additional Information

Fundraising and Donations

Fundraising consists of soliciting and collecting gift revenue for AUI-S SA. A fundraising special event is an event sponsored by an organization for which any payment made to attend or sponsor or to purchase goods or services at the event.. Affiliated student organizations are allowed to conduct fundraising activities on campus with the approval of the Director of SA. All revenue goes to the SA budget for redistribution among student organizations for activities.

Donations can be made to SA from individuals and private-sector donors. All funds will be kept in the SA budget.

Debt

All organizations are required to maintain accurate financial records with SA. If an organization should end the semester with a negative balance, SA reserves the right to suspend recognition until the debt is paid. Additional limitations on funding are subject to rules and regulations as outlined by the guidelines.

Career Services

The Office of the Academic Dean of Students helps AUI-S students plan for their professional career after University study. Career Services assistance in this regard takes three forms:

- Individual Career Planning - Students are encouraged to make an appointment with the Office of the Academic Dean of Students to develop a career plan. In these sessions, the Dean and office staff will help AUI-S students prepare a professional development plan, research relevant job sectors and employers, assist with the job-search process, and conduct mock interviews. To make an appointment, email the Academic Dean's office at academicaffairs@auis.org.
- Workshops – Occasionally, career services will hold workshops designed to teach important job search skills such as resume writing, applying for scholarships, and interview training.
- Events and Programming – To further assist students in developing a career plan and in community contacts, the Career Services program will offer career panels, career fairs, job site visits and speakers from local and regional businesses, among other events.

For more information, or to make an appointment, email the Office of the Academic Dean of Students at academicaffairs@auis.org.

Student Counseling

AUI-S Counseling Services are available for all faculty, staff, and students. Short-term individual counseling is available by appointment, and walk-ins are also welcome. In addition, crisis consultation can be provided in an emergency.

Counseling services may address a wide variety of concerns, including depression and anxiety, stress due to University-related and/or interpersonal problems, difficulty adjusting to life in Sulaimani, physical and sexual assault, suicidal thoughts and plans, and other sources of distress.

Confidentiality is a core value of counseling services. Strict standards of confidentiality are maintained regarding who uses the counseling services and the subject matter discussed. Furthermore, the counselor will not disclose visits to anyone within or outside AUI-S unless the individual is at risk of harming himself/herself or others.

Cafeteria Services

The AUI-S cafeteria is located on the basement level of the main building where breakfast and lunch are available on school days. There is also a small market across from portacabin 9, open during normal school hours, where snacks, candy and drinks may be purchased.

Computer Facilities

Computer Lab Policy

Like all University facilities, AUI-S computers and computer networks are to be used only by persons authorized by the University, and only for University purposes. University purposes include the educational programs of the University, as well as all research and administrative activities. Use of AUI-S computers and network facilities is a privilege, not a right; improper use can result in suspension or revocation of those privileges. Use of University

facilities for other purposes requires prior authorization.

No person may give a computer password to anyone without proper authority.

No person may engage in, encourage, or conceal from authorities any unauthorized use, tampering with, or deliberate disruption of computers.

No person may read, delete, or attempt to read, alter, or delete any other person's computer files or electronic mail.

No student is permitted to copy or use software or data in violation of copyright laws and license agreements, engage in plagiarism, or violate the basic requirements of academic honesty.

Users must take full responsibility for messages that they transmit through the University's computers and network facilities and must obey the policies of discussion forums in which they participate. No one may use the University's computers to transmit fraudulent, defamatory, harassing, obscene, indecent, or threatening messages, any communications prohibited by law, or which violate University practice, policy, or the spirit of the mission of AUI-S.

Viewing or accessing indecent or pornographic materials using University equipment, network, or Internet access is prohibited and will be severely punished.

Those who administer computers and network facilities will refer all disciplinary matters to appropriate authorities.

Rules for Computer Labs

When using the computer labs students must abide by the following rules:

- Do not move laptops from their proper place to another table.
- Do not move the tables. This can cause the power and network connections to fail.
- Do not disconnect laptops from their docking stations.
- Do not change connectivity or alter cabling arrangements.
- Do not bring food or drinks into computer labs.
- Do not connect personal laptops to the AUI-S network.
- Do not abuse the allotted amount of network bandwidth by downloading large amounts of Internet material.
- Return chairs to their proper place after using computers.
- Do not print images on Computer Lab printers.
- Do not download any video or audio from the Internet.

Computer Lab Software

The laptops and PC's in the AUI-S computer labs are furnished with the following software and applications:

- Microsoft Office 2007
- Avast Anti-Virus
- K-Lite Codec Pack (Audio and Video Codec)
- XP Codec Pack (Audio and Video Codec)
- CutePDF Writer
- Adobe Reader 8
- Adobe Flash Player
- Note Tab Light
- WS_FTP LE
- Paint.NET
- Audacity and Lame for Audacity
- Longman
- Printer Drivers
- Microsoft Office Visio 2007*
- APA Style*

*Available only for MBA students.

Computer Lab Hours

The computer labs are open to students for course-related work during the following hours:

Computer Lab 8
- • Sunday - Thursday: 10:30-10:45am, 12:00-1pm, 2:15-2:30pm, 5:30-9pm
- • Saturday: 8am-9pm

Computer Lab 44
- • Sunday - Thursday: 9:15-9:30am, 3:30-9pm
- • Sunday, Tuesday, Wednesday: 1-2:15pm
- • Tuesday: 12-9pm
- • Saturday: 8am-9pm

Medical and Emergency Care Services

It is anticipated that during the 2009-2010 Academic Year a medical attendant will be available on campus to provide medical assistance to students, as well as to coordinate with local health authorities should a need arise.

In case of a medical emergency that cannot be treated on campus, a medical facility close to the University will be contacted. Students will bear the cost of any professional service or emergency treatment. In addition, the cost of hospitalization or treatment in the emergency room or as an outpatient is the responsibility of the student. A University official may provide escort service on campus when a sudden illness or injury occurs.

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Student E-mail Accounts

A University assigned student email account is the University□s official means of communication with all students on the AUI-S campus. The American University of Iraq □ Sulaimani provides students with an official email account in the auis.org domain upon the student□s matriculation to the institution. The account is free of charge and is active as long as the student remains enrolled at the University.

Students can expect to receive official information regarding deadlines, policy/procedure changes, changes in degree requirements, special events, course schedule changes, regulatory changes, emergency notices, as well as other useful information from the Registrar, Office of Financial Aid, the Provost□s office, Dean of Students, the Graduate School and information from academic departments on the University Intranet. Additionally, faculty members may require email for course content delivery, class discussion, and instructor conferencing and may specify course-related email policies in their syllabi. Faculty may also require students to confirm their subscription to University-provided mailing lists.

Ultimately, students are responsible for all information sent to them via their University assigned email account and are expected to check it daily. If a student chooses to forward the University email account, he or she is responsible for all information, including attachments, sent to any other email account. Emails lost because of forwarding do not absolve students from the responsibilities associated with communication sent to his or her official email address. The University is not responsible for handling of AUI-S email by outside vendors or unofficial servers.

Banking on Campus

An office of Ashur Bank is located in front of the main building on the AUI-S campus. It is open from 9am to 2pm Sunday-Thursday. The bank handles all University financial transactions, including tuition and fee payments (see "Financial Regulations"). Here students can open accounts, conduct general bank transactions, and exchange currency. There is also an ATM in front of the bank.

Parental Notification

The University releases student records and other information only upon written consent of the student. This consent must specify the information to be disclosed, state the purpose of the disclosure, and provide the contact information of the person or institution where disclosure is to be made. However, the University may disclose information or academic records without prior consent of the student in the following circumstances:
- • To academic officers, advisors and other faculty members of the University as necessary.
- • To the parents of a dependant student.

- In compliance with a judicial order

Finally, the University may disclose the following routine student directory information without written consent from the student regarding student directory information: student's name, degrees received, major/minor, awards received, and participation in officially recognized organizations and/or sports.

Financial Regulations

Tuition Payment Process for Returning Students

Returning AUI-S students will receive an invoice from the finance department via their student email account indicating their balance due one to two weeks before the first day of class. Students who wish to make their tuition payment at AUI-S should print out this invoice and take it with their tuition payment to the Ashur Bank on campus. The receipt from Ashur Bank will be the official notification of tuition payment. Ashur Bank will inform the Finance Office of the student's payment and it will be recorded in the student's financial records. Students are encouraged to keep the Ashur Bank receipt for their own records.

Students who are unable to make their tuition payment at AUI-S are responsible for bringing a copy of the receipt of payment from another Ashur Bank to the AUI-S finance office. This payment receipt can also be scanned and sent to the finance office via email. All tuition payments for AUI-S must be made at Ashur Bank.

Tuition Payment Process for New Students

New students must visit the AUI-S Finance Office one to two weeks before the first day of classes to receive an invoice indicating their balance. New students must then take this invoice from the Finance Office to the Ashur Bank on AUI-S campus to make their tuition payment. Once tuition has been paid, Ashur Bank will provide the student with a receipt that will be the official notification of payment. Ashur Bank will then inform the Finance Office of the student's payment and it will be recorded in the new student's financial records. Students are encouraged to keep the Ashur Bank receipt for their own records.

EWPLI Students

AUI-S admits only full-time EWPLI students. Tuition and Fees for the 2010-2011 academic year are as follows:
- Tuition: $5,000/semester
- Books: $50/semester (EWPLI)
- Housing/Transportation: $100/semester

Undergraduate Students

AUI-S admits only full-time undergraduate students. Tuition and Fees for the 2010-2011 academic year are as follows:
- Tuition: $5,000/semester
- Books: $100/semester
- Housing/Transportation: $100/semester

Graduate Students

AUI-S graduate student fees are assessed on a course-by-course basis. Tuition and Fees for the 2010-2011 academic year are as follows:
- Tuition: $1,050/class
- Books: Based on book price

Payment Plans

AUI-S offers two options for all EWPLI, undergraduate and graduate students to complete the payment of their tuition and fees. All payments are due by 2pm on the designated payment date indicated on student invoices. A student not physically present in Iraq who wishes to pay by bank transfer will be required to fill out an authorization form provided by the Finance Department. It is the student's responsibility to contact the Finance Department (finance.help@auis.org) to request a transfer authorization form.

Tuition Payment Plan 1- One-Time Payment Plan

Under this payment option, the student pays the full tuition and fees in cash at the bank on campus or by bank transfer via written authorization. In this case, 100% of tuition and fees for the semester is due by the established deadline.

Fall '10 Semester Payment Due Date	Thursday, October 7, 2010
Spring '11 Semester Payment Due Date	Thursday, February 3, 2011

Payment Plan 2- AUI-S Sequenced Payment Plan

This plan is designed to allow students to make tuition payments over an extended time. The University provides the following payment schedule for students enrolling for the 2010-2011 academic year:

Fall '10 Semester Payment Schedule

Date Due	Amount
Thursday, October 7, 2010	40% of total tuition due + $25 processing fee
Thursday, November 4, 2010	30% of total tuition due + $25 processing fee
Thursday, December 2, 2010	30% of total tuition due + $25 processing fee

Spring '11 Semester Payment Schedule

Date Due	Amount
Thursday, February 3, 2011	40% of total tuition due + $25 processing fee
Thursday, March 3, 2011	30% of total tuition due + $25 processing fee
Thursday, March 31, 2011	30% of total tuition due + $25 processing fee

Because of the extra costs of handling additional payments, there is a (non-refundable) $25 processing fee for each payment when the student pays on the Sequenced Payment Plan as opposed to the One-Time Payment Plan.

There is no sequenced payment plan for the Summer Term; students must pay the full cost of their summer courses in full by the established deadline.

Graduate Students

Graduate courses cost $1,050 per class, plus the cost of books. For more detailed information about graduate tuition payment plans see above, or visit www.auis.org.

Book Payments for Graduate Students

For directions about obtaining the required books for courses, graduate students will receive an email from the Admissions Office confirming the arrival of books at the AUI-S campus. Students should print out this email and bring it to the Accounts Receivable Accountant in order to make payment. They will receive a voucher from the Finance Office confirming payment, which they will use to pick up their books.

Fee Payments

Students who incur any of the fees detailed below must print the proper form from the AUI-S website and bring it along with their payment to the Accounts Receivable Accountant. They will receive a receipt from the Finance Office, which they should take to the proper office as designated below:

The following is a list of student fees:
- Late English Placement Test – $100 (Testing Director)
- Repeat English Placement Test – $50 (Testing Director)
- Late Tuition Payment – $25/month (Finance Office)

- ID Replacement – $25 (Admissions Office)
- Add/Drop Processing Fee – $10 (Admissions Office)

Financial Aid Regulations

AUI-S recognizes that the cost of our tuition and fees will be beyond the ability of some students and their families to pay. For this reason, each year the University puts aside funds to reduce the cost for students who need financial assistance.

Students accepted by AUI-S who would like to attend but need financial help should request the Application for Financial Aid from the Office of Admissions, or download it from the AUI-S website. AUI-S is committed to providing students in need with financial aid throughout their academic career at the University. The University will, however, require each recipient of financial aid to fill out the Application for Financial Aid each year in order to allow the University to regularly evaluate the family's financial standing. For students living outside the Sulaimani area who need help with housing costs, a modest housing allowance may be available. Students should indicate on the Financial Aid Application Form that housing assistance is needed.

Financial aid awards cover part of the cost of an AUI-S education, the amount depending on students' circumstances. As AUI-S believes that students most appreciate what they have worked for, very often a financial aid award will include some portion in the form of a "Work-Study" amount (see "Work-Study"). Additionally, students on financial aid must maintain a minimum GPA of 3.0 or they will be placed on Academic Probation (see Academic Probation/ Academic Dismissal).

For further information on AUI-S programs, see the Academic Programs section of our website. For questions on how to apply, contact the Office of Admissions at admissions@auis.org or call +964 (0)53 330 1013.

Work-Study

The Work Study Program, which provides students with a way to achieve tuition reduction by filling needed roles at the University, is housed primarily in the office of Student Affairs (SA), in cooperation with other departments.

Students will not be able to earn more Work Study credit than they owe in tuition. Only Financial Aid students will be eligible for Work Study. Only those students who are receiving Financial Aid and enrolled to study for the current semester will be eligible for Work Study. Students cannot work their Work Study hours prior to the enrolled semester. The total amount earned will be written off against their tuition. At the end of each semester, the value in work study dollars of hours a student failed to work of the total hours agreed to work under the Work Study Agreement must be paid in cash to the university before that student is allowed to begin classes the following semester. If it is the student's last semester at AUI-S, the degree will not be issued until the balance is paid. For more information or questions please contact the Office of Student Affairs at sa@auis.org.

Course Descriptions

Core Program Description

University Requirements: 63 Credits

In keeping with the traditions of the most prestigious liberal arts universities in the United States, all AUI-S students are exposed to a core curriculum ranging across the spectrum of critical academic fields. The courses are meant to encourage creative and critical thinking in each student, as well as to provide a foundation of learning to all university graduates. At AUI-S, we firmly believe that a strong grounding in these subjects will serve students well as they pursue any future profession. As such, AUI-S requires all students to take the courses listed below. For all of these courses students are given a letter grade and receive academic credit.

Core Program Course Descriptions

ART 102: Fine Arts

This course covers a range of disciplines aimed at helping students develop a better awareness and understanding of the Fine Arts, primarily including Art History and Music Appreciation.

Prerequisites: No prerequisite

Credits: 3

CSC 101: Computer Science and IT Applications

This course is an introduction to computers, related technology, and their use in society. Topics include the history of computers, current computer technology and terminology, and the Internet, as well as security, privacy, intellectual property rights, health, and the environment. Emphasis is placed on current uses and applications of the Internet as it relates to digital information and knowledge based systems. Students will learn how to use the most popular desktop and online application software systems. No prior computer experience is assumed.

Prerequisites: No prerequisite

Credits: 3

ECO 201: Principles and History of Economics Thought

This course is an introduction to the fundamental concepts necessary for understand spontaneous orders and phenomenon of human action but not human design. This course takes the form of a survey of selected important thinkers in economics, including such individuals as Smith, Mill, Malthus, Marx, Keynes, Friedman, Hayek, and Buchanan. The evolution of broad trends in economic thinking is thus taught sequentially, with reference to original texts and historical figures. A focus is placed on major trends in the field and foundational concepts like gains from trade and specialization, tradeoffs and opportunity costs, and the importance of incentives.

Prerequisites: No prerequisite

Credits: 3

ENG 101: English Composition and Public Speaking I

This course will introduce students to writing and speaking at the college level. With respect to writing, students will develop fluency in writing in various modes as they continue to develop their skills with respect to editing

and proofreading. With respect to speaking, students will develop skills requisite to various situations—teaching, demonstrating, orating, and debating. Throughout the course emphasis will be placed on argument—recognizing it, analyzing it, inventing it, and presenting it.

Prerequisite: No prerequisite

Credits: 3

ENG 102: English Composition and Public Speaking II

This course teaches students how to make connections with other people through writing, reading, and speaking, using a wide variety of styles and situations.

Prerequisite: ENG 101: English Composition and Public Speaking I

Credits: 3

ENG 201: English Composition and Public Speaking III

This course builds on the foundations of the other Composition and Public Speaking courses. Students will learn to write in a variety of nonfiction styles, including journalism, biography and autobiography, and literary criticism. Students will also deliver oral presentations.

Prerequisites: ENG 102: English Composition and Public Speaking II

Credits: 3

ENG 202: English Composition and Public Speaking IV

This course will develop students' skills in writing longer papers, in particular research papers. Students will learn to conduct research, as well as learn to assess and document their research. With respect to writing, students will learn to craft argumentative essays that make use of sources. With respect to speaking, students will develop skills requisite to the presentation of research in various situations.

Prerequisites: ENG 201: English Composition and Public Speaking III

Credits: 3

HST 101: World and European History I

This course will introduce students to the development of Western civilization from the Paleolithic Era through the Sixteenth Century. Among the many subjects this course will address are the growth of the first forerunners of Western civilization in Egypt and Mesopotamia, the rise of classical Greece and Rome, the influence of the Byzantine Empire, the expansion of Islamic civilizations, the development of the Medieval world, and the first signs of the modern world in the Renaissance and Reformation. This course will highlight continuing traditions in the fields of government, philosophy, sociology, and religion, and it will examine the evolution of the arts, technology, and warfare. Emphasis will be given to the development of necessary university-level practices such as critical thinking and clarity of expression.

Prerequisites: No prerequisite

Credits: 3

HST 102: World and European History II

This course examines the development of Western civilization from the sixteenth century to the present. Topics include the development of the European Reformations, the rise of the Ottoman Empire, the expansion of European nation states, the Scientific and Industrial Revolutions, the Enlightenment, Worldwide Imperialism, the two World Wars, the development of the modern Middle East, the Cold War, and various other movements of the twentieth century. The course will examine the evolution of the arts, technology, and warfare.

Prerequisites: HST 101: World and European History I

Credits: 3

HST 201: History of the Middle East

This course is a survey of the development of social, political, and cultural life in the Middle East consequent to

the founding of the cAbbasid Caliphate in the 8th century. The class will examine key problems in Middle Eastern history, investigate a wide variety of primary sources, and discuss critical issues that led to the creation of the modern Middle East. Topics include: the development of Islamic societies and cultures, Ottoman hegemony, imperialism and revolution, World War I and the peace settlement, state formation, and the rise of nationalism and religious fundamentalism.

Prerequisites: HST 102: World and European History II

Credits: 3

HST 202: American History

This course provides a broad and chronological introduction to the study of American History from earliest times (discovery, conquest, colonization, Revolution, Constitutional Crisis) through the nation's formative years (Civil War, Reconstruction, westward expansion, embrace of imperialism) and age of global expansion and social and diplomatic conflict (both world wars, the Civil Rights Movement, Cold War, response to global terrorism).

Prerequisites: HST 102: World and European History II

Credits: 3

LIT 301: British Literature

This course will take students through the history of literature in the English language, from the heroic poetry of the Anglo-Saxons to the rise of the novel as the literary form celebrating modern middle-class life. We will study a variety of literary genres, including poems, essays, stories and novels.

Prerequisites: ENG 202: English Composition and Public Speaking IV

Credits: 3

LIT 302: American Literature

This course will cover American literature in a variety of forms, from songs, folk tales and poems to novels. From its beginnings as a colonial literature, American culture came to dominate the world in the twentieth century. American literature reflected and in some ways anticipated that extraordinary rise to power.

Prerequisites: ENG 202: English Composition and Public Speaking IV

Credits: 3

MTH 101: Mathematics I

This course studies the fundamentals of mathematics. It studies the fundamentals of geometry, as they are set out in Book I of Euclid's Elements: triangles, parallel lines, and the Pythagorean theorem. It concentrates on the proper forms of proof. Students should understand what is required for mathematical truths, even such simple truths as these, to be rigorously established. Careful attention will be paid to the axiomatic system that organizes these arguments. The course also studies the fundamentals of algebra and analytic geometry. Here again attention will be paid to grounding accurate techniques in rigorous mathematical reasoning.

Prerequisites: No prerequisite

Credits: 3

MTH 102: Mathematics II

This course is organized around certain practical problems borrowed from modern physics. It will reinforce the understanding of techniques learned in Mathematics 101, and deepen our appreciation for those techniques by exploring certain historic successes in the use of them. Topics will include analytic geometry, and functions and the curves they generate, with particular attention to 2nd degree equations, so that we may explore the mathematics of ballistics and of planetary orbits. The course will explore the basics of calculus, derivatives for finding the slopes of curves, and integrals for finding the areas enclosed by curves. It will also interpret Einstein's equations and draw out their implications for his cosmology. Broader topics will include the claim of modern scientists that the book of nature is written in the language of mathematics.

Prerequisites: MTH 102: Mathematics I

Credits: 3

PHI 202: Philosophy and Ethics

This course is a survey of ethical thinking, including various theories, outlooks, and approaches. The course places a strong emphasis on the question of what makes a good human being and good citizen.

Prerequisite: No prerequisite

Credits: 3

POL 201: Politics and Government

This course is a survey of various political ideas (liberalism, socialism, Marxism), political forms (democracy, authoritarianism, totalitarianism), and political institutions (presidential and parliamentary systems; federal and unitary systems). Some attention may also be given to questions related to leadership, political parties, interest groups, and media in politics.

Prerequisites: No prerequisite

Credits: 3

REL 202: Comparative World Religion

The course offers a comparative introduction to topics and issues in the study of religious traditions. Consideration will be given to both Eastern and Western religions, with particular attention given to Zoroastrianism, Islam, Christianity, Judaism, Mandaeism, Yezidaeism, Buddhism, and Hinduism. Specific terms of comparison include: the nature of Scriptures, theological traditions, patterns of worship and ritual, forms of religious authority, ethical paradigms, material culture, and the place of politics in religious society. Through the study of such components as well as history and worldview, students should be able to distinguish between and understand major religions of the world, a valuable quality in today's growing global community.

Prerequisites: No prerequisite

Credits: 3

SCI 101: Life Science

This course is a careful examination of life on the planet Earth and the methods by which scientists sought an understanding of that life. It will consider the wide diversity of living organisms and the historical methods that were employed to classify that diversity. The course will also discuss the mechanisms that rendered Earth a life-sustaining planet and explore the means by which humans are changing the global environment. Finally, the course will explore the Darwinian revolution and ways in which it changed human understanding of life forever.

Prerequisites: No prerequisite

Credits: 3

SCI 102: Physical Science

This course will consider man's evolving understanding of the physical universe and the laws and principles that govern it. The course will focus on three major theories that revolutionized man's understanding of the world in which he lives: Newtonian Mechanics, Special Relativity, and Tectonics.

Prerequisites: No prerequisite

Credits: 3

STT 201: Statistics

This course studies the fundamentals of Statistics, including Probability, the Laws of Chance, Statistical Measures and Descriptive Statistics, Statistical Distributions, Statistical Analysis, Statistical Interference, and Statistical Forecasting. Students are introduced to the different way statistics are used: how social scientists, business, and governments all use statistics in their own way.

Prerequisites: MTH 101: Mathematics I

Credits: 3

College of Arts and Sciences

Environmental Science Program Description

University Requirements: 42 Credits

The Bachelor of Science (BS) major in Environmental Science is an interdisciplinary course of study that will equip successful graduates with an understanding of the science of the natural environment. The program unites the disparate scientific disciplines of Biology, Chemistry, Ecology, Zoology, Hydrology, and Geoscience, allowing students to explore environmental issues from a variety of perspectives. Students will also gain familiarity with techniques for environmental analysis. With the resources of the Twin Rivers Institute and opportunities for field work in Hydrology, students study global issues in local contexts. The program culminates with a capstone project of the student's own choosing in which the student brings all his knowledge to bear on a single environmental issue.

Environmental Science Course Descriptions

BIO 301: General Biology

This course introduces the principles and concepts of biology. Emphasis will be placed on basic biological chemistry, cell structure and function, metabolism and energy transformation, genetics, evolution, classification and other related topics. Upon completion, students should be able to demonstrate understanding of life at the molecular and cellular level.

Prerequisites: SCI 101: Life Science, SCI 102: Physical Science, STT 201: Statistics

Credits: 4

BIO 302: Principles of Ecology

This course introduces the conceptual framework of ecology, the major ecological issues, and the skills used to study ecology. Emphasis will be placed on traditional levels of organization. These may include: pattern-process duality, hierarchical levels of organization (individual organisms, populations, communities, ecosystems, landscapes, and the biosphere), and dynamics, which are the quantitative rules by which patterns form. Ecological issues regarding the environment, species coexistence, interactions and diversity, energy flow, ecosystem organization and stability may be studied using graphs, statistics and modeling.

Prerequisites: BIO 301: General Biology

Credits: 3

BIO 306: Botany

This course is an introduction to diversity of the plant kingdom. The course will emphasize important aspects of cytology, morphology, taxonomy, natural history, life cycles, and ecology. Students will participate in identification and collection of local flora.

Prerequisites: BIO 301: General Biology

Credits: 4

BIO 401: Zoology

This course will examine biological science through the study of animals. The course will emphasize the diversity and evolutionary adaptations of animal groups, general principles in biology, and application of biological principals to environmental problems. Topics may include comparative physiology, anatomy, morphology, behavior, and ecology of animal taxa.

Prerequisites: BIO 301: General Biology

Credits: 4

CHE 301: General Chemistry

This course is an introduction to the physical and chemical properties of matter. Topics will range from atomic structure of elements to the principles of chemical reactivity. Examples selected from the chemistry of natural and contaminated air, water and soil will be used to emphasize the basic concepts.

Prerequisites: SCI 101: Life Science, SCI 102: Physical Science, STT 201: Statistics

Credits: 4

ENV 202: Introduction to Environmental Science

This course examines contemporary environmental problems, introducing the major concepts pertaining to human interactions with the biosphere. We will explore both local and global scales of this interaction. Course topics may include: basic principles of ecology (flow of energy, cycling of mater and the role of feedback), human impact on global systems, the Gaia Theory, and roots of human perceptions about the reactions of nature. We will discuss methods for answering questions regarding the consequences of our actions and focus on methods for organizing information to evaluate complex issues.

Prerequisites: SCI 101: Life Science, SCI 102: Physical Science

Credits: 3

ENV 302: Geoscience

This course examines our active planet, Earth processes, and anthropogenic environmental factors and their cycles. Topics may include: origin and history of the Earth including age of the planet and dating of rocks, changing configurations of oceans and continents as a result of plate tectonics, records of climate change, history of formation and erosion of mountain chains, origin and evolution of life and causes of extinction.

Prerequisites: SCI 101: Life Science, SCI 102: Physical Science

Credits: 3

ENV 401: Hydrology

This course is a quantitative treatment of the hydrologic cycle. Topics will include: precipitation, evapotranspiration, runoff and subsurface flow; global change and hydrology; catchment and hillslope hydrology; hydrologic system–ecosystem interactions; hydrology and water resources management.

Prerequisites: ENV 302: Geoscience

Credits: 3

ENV 404: Management of Environmental Problems

This course will examine the critical issues of environmental degradation in global and local systems related to air and water pollution, soil erosion, deforestation, strip mining, over dependence on fossil fuels and improper management of toxic and other wastes. Students will be asked to appraise the conservation methods and policies applied to these issues and consider the outlook for the future based upon continuing current trends.

Prerequisites: Senior Status

Credits: 3

ENV 405: Techniques of Environmental Analysis

In this course students will learn about Geographic Information Systems (GIS) and environment measurement methods and instrumentation used to assess environmental systems. The higher order maps embodied in a GIS provide spatial representations of the real world that can be used for measurement, monitoring and modeling. Environmental analysis focuses on the detailed understanding of quantitative measurements made by researchers in environmental systems. This course will focus on the scientific context of the problem presented, the instrumentation and measurement methods used, and the regulations and environmental policies that are relevant to the system under study.

Prerequisites: Senior Status

Credits: 4

ENV 408: Field Experience

This course is an opportunity for the student to avail himself of local resources including but not limited to the Twin Rivers Institute and/or the AUI-S Botanical Garden. Each student will study global environmental issues in the local context and will gain real life experience whilst under the supervision of an environmental scientist.

Prerequisites: Senior Status

Credits: 2

ENV 410: Environmental Science Capstone

The Environmental Science major culminates with a capstone project of the student's own choosing. This project represents the fullness of the student's science education and brings all his knowledge to bear on a single environmental issue. The Environmental Science Capstone project may be united with the student's Field Experience. In order to facilitate the possible integration of the Field Experience and Capstone, it is generally anticipated that the same faculty member will function as a student's supervisor for both courses.

Prerequisites: Senior Status

Credits: 2

POL 305: Comparative Environmental Policy

This course is an examination of the political and legal framework dealing with environmental problems in various countries. Emphasis is placed on developing critical skills for analyzing regimes of environmental legislation and regulation. Attention may also be given to the emergence of international environmental standards and agreements.

Prerequisites: POL 201: Politics and Government, ENV 202: Introduction to Environmental Science

Credits: 3

International Studies Program Description

University Requirements: 42 Credits

The Bachelor of Arts (BA) major in International Studies takes a broad, interdisciplinary perspective and concentrates on the role of economics, politics, and philosophy in shaping culture and nations. Accordingly, the major offers students both theoretical and practical insights into the sweep of human history, from antiquity to the present. With its particular emphasis on the development of notions of liberty, democracy, and market economics, the major aims at equipping students to better understand the ideas, societies, and institutions that comprise our contemporary world.

International Studies Course Descriptions

ECO 301: Principles of Microeconomics

This course is the foundational course in economics. It introduces students to the economic way of thinking, the means of understanding systems of social coordination, of understanding phenomenon of human action but not human design. It begins with such concepts as marginal and average, opportunity cost, sunk cost, economic and accounting profit, and tradeoffs. These concepts culminate in the tools of supply and demand curves, and emphasis in this class is placed upon the use of these tools to gain insight into real world examples. The tools and analysis presented in this class will help to illuminate a wide range of social issues, from pollution to the pricing decisions of firms.

Prerequisites: No prerequisite

Credits: 3

ECO 302: Principles of Macroeconomics

This course applies the principles introduced in ECO 301 to examine the performance, structure, and behavior and of the entire economy, be that a national, regional, or the global economy with an emphasis placed upon using micro-foundations to understand macroeconomic behavior. The course introduces concepts of national accounting (GDP, employment rates, etc.) and delves more deeply into what wealth actually is and what government can and cannot do

to raise standards of living.

Prerequisites: ECO 301: Principles of Microeconomics

Credits: 3

ECO 403: International Trade and Finance

This course applies the concepts developed in ECON 202 and 201 to build an understanding international trade. Concepts covered include the nature of trade generally, foreign exchange markets, the international monetary system and the organizations that govern it, and globalization.

Prerequisites: ECO 302: Principles of Macroeconomics

Credits: 3

GEO 303: World Geography

This course will provide a broad overview of the major regions of the world with emphasis on the increasing interconnectedness of people and places due to the influence of globalization on world trade, travel, communication, culture, and the natural environment. It will cover the distributions, traits, and processes of the Earth's peoples and landscapes through the perspective of the spatial relationships of natural environments and human societies.

Prerequisites: No prerequisite

Credits: 3

HST 306: World History since 1945

This course is a study of the major events of world history from the end of the Second World War to the present. Topics include social, political and economic change, the evolution of modern diplomacy and international relations, the emergence of the Superpowers, the Cold War, the end of colonialism, and discussions of Asia, Africa and Latin America, both in terms of domestic developments and conflicts, and how these areas of the world became arenas for conflict and competition between the Superpowers.

Prerequisites: HST 102: World and European History II

Credits: 3

IST 202: Introduction to International Studies: Geopolitics Ancient and Modern

This course is survey of a selection of significant events in Thucydides' Peloponnesian War with constant reference to events—ancient and modern. In short, the course will be an analysis of the particular problem of the anarchic international system. Topics to be considered in this survey may include but will not be limited to the sources of wars, strategy, leadership, alliances, and treaties.

Prerequisites: No prerequisite

Credits: 3

IST 410: International Studies Capstone: Democratic Theory

This course is a seminar devoted to the careful study of democratic theory which ties together the various disciplines learned throughout the International Studies major – history, political philosophy, ancient and modern politics, and economic theory and practice. Students bring these matters to bear to gain a fuller understanding of democratic theory and the philosophy of liberty. A thesis that discusses some aspect of these issues and their relevance for an emerging free, prosperous and democratic Iraq will be required.

Prerequisites: Senior Status

Credits: 3

LIT 403: Literature and Politics

This course is an examination of selected works of literature that illuminate the significant questions of political and social life. The course focuses on great artists and writers who have explored the nature of human beings as it relates to the key questions, problems, and realities of politics.

Prerequisites: ENG 202: English Composition and Public Speaking IV

Credits: 3

POL 301: Comparative Political Systems

This course is an examination and comparison of ancient and modern regimes, including the ancient polis and modern liberal democratic, authoritarian, and totalitarian regimes. The intent is to contrast ancient and modern political principles and forms, and to show the range of alternatives available in modernity. The underlying focus is on modern liberalism: its meaning, justification, political forms, problems, and possible alternatives. Attention is given to comparison as a method of political inquiry.

Prerequisites: POL 201: Politics and Government

Credits: 3

POL 302: International Relations

This course is an analysis of the relations among sovereign political communities. The relationship between war and diplomacy, along with the objectives, strategies, and instruments of foreign policy are examined. The course deals with issues such as the causes and justification of war and considers concepts such as the balance of power, collective security, treaty organizations, and regional organizations. Case studies will be employed to analyze and compare the foreign policies of contemporary regional and major powers.

Prerequisites: POL 201: Politics and Government

Credits: 3

POL 401: Political Philosophy

This course is a survey of the ideas of major ancient and modern political philosophers. Emphasis is placed on close reading and critical interpretation of selected primary texts.

Prerequisites: POL 201: Politics and Government

Credits: 3

POL 403: American Government

This course is an examination of the theory, institutions, and practices of the national government in the United States. The constitutional basis of the federal system, the separation of powers, the protection of civil liberties, and the role of citizenship are studied with references to the founding principles of the United States, the Constitution, leading Supreme Court decisions, and other primary sources.

Prerequisites: POL 201: Politics and Government

Credits: 3

POL 404: Leaders and Statesmen

This course involves two elements: a survey of ancient and modern thought regarding the nature of leadership and statesmanship; and, an investigation of particular leaders and statesmen through biography and autobiography. The course is intended to raise questions such as these: What is leadership? What is statesmanship? What kind of knowledge do leaders and statesmen possess? Should leaders be bound by ethical and moral principles? What is the role of ambition in political life?

Prerequisites: POL 201: Politics and Government

Credits: 3

POL 406: Contemporary Political Trends

This course is a consideration of the significant trends shaping the late twentieth century and early twentieth century. Topics to be considered may include but will not be limited to post-communist transitions, post-tyrannical transitions, civil society, social capital, nation-building, and globalization. The course may consider texts by thinkers such as Alexis de Tocqueville, Edward Banfield, James Coleman, Francis Fukuyama, Samuel Huntington, and Robert Putnam.

Prerequisites: POL 201: Politics and Government

Credits: 3

College of Business Administration and Public Policy

Business Administration Program Description

University Requirements: 42 Credits

The Bachelor of Science (BS) major in business administration is designed to equip students with the tools necessary to excel in private sector enterprises. The discipline specific knowledge covered in this major includes accounting, finance, and economics and these areas are augmented with courses in management, law and ethics, quantitative analysis and information technology. Throughout the curriculum, an emphasis is placed on critical thinking and problem solving that will enable students to add value in a variety of commercial settings. This comprehensive blend of skills will prepare students for a variety of careers in commerce.

Business Administration Program Course Descriptions

ACC 301: Principles of Financial Accounting

This is an introductory course of the basics of accounting principles and practices. It covers the complete accounting cycle from analyzing accounting transactions to preparing and interpreting financial statements.

Prerequisites: BUS 202: Introduction to Business

Credits: 3

ACC 302: Principles of Managerial Accounting

This course introduces the basic principles of managerial accounting, including manufacturing and cost accounting, budgeting, accounting for management decision-making, the use of accounting information for planning and control, and cash flow and financial statement analysis.

Prerequisites: ACC 301: Principles of Financial Accounting

Credits: 3

BUS 202: Introduction to Business

This is an introductory survey course that covers the many facets of business including standard organizational forms, management strategy and leadership, the function of production, marketing fundamentals, accounting principles and the fundamentals of financial management and banking. In addition, the course provides students with a general knowledge of the modern business environment from a global perspective and discusses the importance of ethical and legal systems in the business arena.

Prerequisites: No prerequisite

Credits: 3

BUS 401: Business Ethics

This course provides a comprehensive overview of business ethics in both theory and practice and examines the major ethical issues that challenge business managers in the global marketplace. Business practitioners need to be increasingly knowledgeable and aware of the ethical issues arising in accounting, finance, marketing, human resource management and management generally. The course is intended to teach students to recognize the existence and implications of ethical difficulties in business decision-making, to think for themselves in this area and to encourage the ability and initiative to develop arguments in support of their own conclusions.

Prerequisites: BUS 202: Introduction to Business

Credits: 3

BUS 303: Quantitative Business Analysis

This course examines the application of mathematical and statistical techniques for business and management analysis

and decision-making. Topics include statistical techniques (building on the content of the core statistics course), project management tools, time series analysis forecasting methods, quality control and decision making techniques in applied settings.

Prerequisites: STT 201: Statistics; BUS 202: Introduction to Business

Credits: 3

BUS 410: Business Capstone

Each student will develop an entrepreneurial business plan for a new business idea. The successful student will apply concepts and practices learned in previous business courses in a comprehensive fashion. The student will be expected to address all of the conventional aspects of a business plan; a special emphasis will be placed on performing market research, creating an implementation plan, developing detailed financial projections and exploring potential financing options for the new business. At the conclusion of the course, the student must submit a written business plan and make and make a professional oral presentation.

Prerequisites: MGT 403: Operations and Supply Chain Management

Credits: 3

ECO 301: Principles of Microeconomics

This course is the foundational course in economics. It introduces students to the economic way of thinking, the means of understanding systems of social coordination, of understanding phenomenon of human action but not human design. It begins with such concepts as marginal and average, opportunity cost, sunk cost, economic and accounting profit, and tradeoffs. These concepts culminate in the tools of supply and demand curves, and emphasis in this class is placed upon the use of these tools to gain insight into real world examples. The tools and analysis presented in this class will help to illuminate a wide range of social issues, from pollution to the pricing decisions of firms.

Prerequisites: No prerequisite

Credits: 3

ECO 302: Principles of Macroeconomics

This course applies the principles introduced in ECO 301 to examine the performance, structure, and behavior and of the entire economy, be that a national, regional, or the global economy with an emphasis placed upon using micro-foundations to understand macroeconomic behavior. The course introduces concepts of national accounting (GDP, employment rates, etc.) and delves more deeply into what wealth actually is and what government can and cannot do to raise standards of living.

Prerequisites: ECO 301: Principles of Microeconomics

Credits: 3

FIN 301: Principles of Finance

This course covers the basic concepts of finance including the time value of money, capital budgeting, cost of capital, tradeoffs between risk and return, basic portfolio models, and the capital asset pricing model. Other topics include debt and equity markets, valuation of securities, capital structure, dividend policy, working capital management, and capital restructuring.

Prerequisites: ACC 301: Principles of Financial Accounting

Credits: 3

ITE 302: Introduction to Management Information Systems

This course is an examination of the integration of computing technologies, systems analysis, system design practices, and management criteria in the design of large-scale information management and decision-support systems, includes case studies and computing lab. This course also examines how managerial and analytic functions in public and private organizations can be performed via various computer-based applications, and provides in-depth coverage of selected decision support package.

Prerequisites: CSC 101: Computer Science and IT Applications

Credits: 3

MGT 403: Operations and Supply Chain Management

This course focuses on the theory, tools and techniques associated with the planning, design, control and improvement of business operations. Key overarching themes that are addressed in the course relate to productivity, quality and logistics management. Topics include operations strategy, product and service design, process design, job design and work organization, capacity planning and control, inventory management, supply chain management, lean operations and quality management.

Prerequisites: ACC 301: Principles of Financial Accounting; BUS 202: Introduction to Business; ITE 302: Introduction to Management Information Systems

Credits: 3

MGT 404: Strategic Management

This course shall introduce students to the process of strategic thinking and managerial processes through the use of case study analysis and industry evaluations.

Prerequisites: MGT 403: Operations and Supply Chain Management

Credits: 3

MGT 406: Organization Management

This course focuses on the concepts and methods of managing an organization. The overall course objective is to identify, apply, and evaluate techniques for structuring and resolving managerial problems in public and private organizations. Topics include: culture and change; strategic planning and implementation; organization structure; human resource management; groups, teams and motivation; leadership; and operational management.

Prerequisites: BUS 202: Introduction to Business

Credits: 3

MKT 301: Principles of Marketing

This course is an introduction to the concept of marketing and its impact in both society and individual businesses. The course begins with considering marketing from a broad, societal perspective and a focus is put on the concepts of corporate social responsibility and marketing ethics. From there, an organizational focus is stressed and topics include: marketing planning, creating and managing brands, segmentation, product distribution, pricing strategies and an exploration of creating customer value. Also considered is a study of consumer behavior and the factors that influence consumer decisions.

Prerequisites: BUS 202: Introduction to Business

Credits: 3

College of Engineering and Computer Science

Information Systems and Technology Program Description

Major Requirements: 42 Credits

The Bachelor of Science (BS) major in Information Systems and Technology (IST) provides training in the application of systems theory and information technology to organizational operations and management. Information systems in organizations are of strategic significance because of the role systems play in enabling organizational processes and strategies. The major prepares students for rewarding careers in database administration, network administration, programming, IT project management, and systems analysis, each of which are highly dynamic fields in great demand in today's information society. Students will have the opportunity to pursue various options, such as the application of technology in managerial functions, management of information resources, training and consulting, or entrepreneurial endeavours at the leading edge of technology in business.

Information Systems and Technology Course Descriptions

CSC 202: Introduction to Programming

The purpose of this course is to introduce students to programming principles and practices with an emphasis on web-based programming. Hyptertext Markup Language (XHTML), Extensible Markup Language (XML), Cascading Style Sheets (CSS), and Javascript will be covered as client-side programming environments. PHP and MySQL will be introduced on server-side. Syntax, overall program design, testing and debugging will be intensively examined. Basic programming techniques and topics will be emphasized including the use of variables, functions, conditionals, loops, functions and arrays.

Prerequisites: CSC 101: Computer Science and IT Applications

Credits: 3

ITE 301: Data Communications and Networks

This course introduces the fundamental building blocks that form a modern network, such as protocols, topologies, hardware, and network operating systems. It then provides in-depth coverage of the most important concepts in contemporary networking, such as TCP/IP, Ethernet, wireless transmission, and security. The course will prepare you to select the best network design, hardware, and software for your environment. You will also have the skills to build a network from scratch and maintain, upgrade, and troubleshoot an existing network.

Prerequisites: CSC 101: Computer Science and IT Applications

Credits: 3

ITE 302: Introduction to Management Information Systems

This course is an examination of the integration of computing technologies, systems analysis, system design practices, and management criteria in the design of large-scale information management and decision-support systems, includes case studies and computing lab. This course also examines how managerial and analytic functions in public and private organizations can be performed via various computer-based applications, and provides in-depth coverage of selected decision support package.

Prerequisites: CSC 101: Computer Science & IT Applications

Credits: 3

ITE 305: Database Management Systems

This course provides students with an introduction to the core concepts in data and information management. It is centered around the core skills of identifying organizational information requirements, modeling them using conceptual data modeling techniques, converting the conceptual data models into relational data models, verifying the relational data models' structural characteristics with normalization techniques, and implementing and utilizing a relational database using a personal database management system. The course will also include coverage of basic database administration tasks.

Prerequisites: CSC 101: Computer Science and IT Applications

Credits: 3

ITE 306: E-Commerce Application Design

This course introduces students to models and applications used in E-commerce and E-business. It covers the fundamental issues and typical challenges one can face in designing an E-Commerce web-based application. It starts with a review of web and server-side technologies, then moves on to design issues of creating tiered and scalable applications; takes a look at various e-commerce applications and developing business-to-business applications using XML, SOAP AND BizTalk servers, among others.

Prerequisites: CSC 101: Computer Science and IT Applications

Credits: 3

ITE 307: Systems Analysis and Design

The practice of system analysis draws on many aspects of information technology. This course aims to give students

experience of the possible systems analysis techniques. It is intended as an essential and introductory unit for beginning students in the area of system analysis and design. The emphasis is on the practical application of modeling techniques and students are expected to demonstrate an ability to capture requirements for a new system and then to produce an accurate requirement specification using a combination of modeling techniques.

Prerequisites:CSC 101: Computer Science and IT Applications

Credits: 3

ITE 308: IT Project Management

Project Management is now a key concern of many major companies particularly those that operate under a project oriented structure. This course provides the student with the skills expected of a Project Manager. The course pays particular attention to the skills relevant to IT projects but is general in nature.

Prerequisites: CSC 101: Computer Science and IT Applications

Credits: 3

ITE 401: Computer Networks: Design and Implementation

This course prepares students with the knowledge and skills required to install, operate, and troubleshoot a small to medium size enterprise network. The topics include WAN technologies, network security; media (wired and wireless), and routing and switching fundamentals. The TCP/IP and OSI models are covered extensively and IP addressing, operating and configuring IOS devices including VLANS emphasized. IP routes, managing IP traffic with access lists, and establishing point-to-point connections are covered as well.

Prerequisites: ITE 301: Data Communications and Networks

Credits: 3

ITE 403: Information Security

The course emphasizes the need for good Information systems security management. Its aims are to identify the problems associated with Information security management and to demonstrate how those problems are resolved. Therefore Information security requires an understanding of relevant technological issues and of the social/ organizational issues. This leads to the development of a security policy based on a security model. Over the last decade, many security-related standards have been produced by international standards bodies. This module examines some of the most important of these standards in detail. E.g. Information Security standard, ISO27001. In doing so it illustrates how international standards now cover many aspects of the analysis and design of secure systems. Particular reference is made to the USA Department of Homeland security, Information Technology (IT) Security Essential Body of Knowledge (EBK).

Prerequisites: ITE 301: Data Communications and Networks

Credits: 3

ITE 404: Information and Knowledge Management

This course is focused on the aspects and issues of knowledge management (KM) and information systems used for knowledge management. The course presents the theory and practice of KM from an integrated interdisciplinary approach that makes sense of the confusingly wide variety of technological and business KM perspectives arising simultaneously from artificial intelligence, information systems, and organizational behavior. Covering the "hard" technical components of computer tools and technology for managing knowledge, without losing sight of the "soft" management needs and challenges in leveraging knowledge effectively within an organization. Critically evaluates the nature, computer representation, access, and utilization of knowledge versus data and/or information within a human context.

Prerequisites: ITE 302: Introduction to Management Information Systems

Credits: 3

ITE 406: Information Systems Strategy, Management and Acquisition

This course explores the issues and approaches in managing the information systems function in organizations and how the IS function integrates/supports/enables various types of organizational capabilities. It takes a senior management perspective in exploring the acquisition, development and implementation of plans and policies to achieve efficient and effective information systems. The course addresses issues relating to defining the high-level IS

infrastructure and the systems that support the operational, administrative and strategic needs of the organization. The remainder of the course is focused on developing an intellectual framework that will allow leaders of organizations to critically assess existing IS infrastructures and emerging technologies as well as how these enabling technologies might affect organizational strategy. The ideas developed and cultivated in this course are intended to provide an enduring perspective that can help leaders make sense of an increasingly globalized and technology intensive business environment.

Prerequisites: Senior Status

Credits: 3

ITE 407: Advanced Database Management Systems

While still centered around the core database skills using a personal database system introduced in ITE 304, this course expands its coverage to the capabilities of an industrial-strength database management system. In addition to developing database applications, the course helps the students understand how large-scale packaged systems are highly dependent on the use of DBMSs. Building on the transactional database understanding, the course also provides an introduction to data and information management technologies that provide decision support capabilities under the broad business intelligence umbrella.

Prerequisites: ITE 304: Database Management Systems

Credits: 3

ITE 409: IST Capstone One: Project Analysis and Design

The capstone modules (part A and B) offer students the opportunity to develop their analytical and critical skills in an extended project based on an IST topic, selected by the student, which will be approved and supervised by a member of the teaching team. Project Analysis and Design requires the student to develop an in-depth analysis and justification of their chosen project using suitable SAD techniques.

Prerequisites: All 300 level courses

Credits: 3

ITE 410: IST Capstone Two: Project Implementation

The capstone modules (part A and B) offer students the opportunity to develop their analytical and critical skills in an extended project based on an IST topic, selected by the student, which will be approved and supervised by a member of the teaching team. Project Implementation requires the student to implement their design and make any justified modification to their chosen project using suitable tools and techniques.

Prerequisites: ITE 409: Capstone: Project Analysis and Design

Credits: 3

The Twin Rivers Institute

The American University of Iraq - Sulaimani

The Twin Rivers Institute for Scientific Research (TRI) is the scientific core of The American University of Iraq – Sulaimani (AUI-S). Named for Iraq's famous Tigris and Euphrates rivers, TRI conducts a wide variety of research on Iraq's much neglected environment, actively pursuing its conservation and rehabilitation from the marshes in the south to waterways in the north.

TRI was founded in 2006 by AUI-S in partnership with the Italian Government's Ministry of Environment, which awarded the University a grant of $5.5 million to study Iraq's environment and encourage scientific discovery. Armed with this generous donation, TRI moved quickly to build some of the most state of the art labs in all of Iraq, fulfilling their mandate to conduct cutting edge research on crucial environmental problems.

These labs, while providing the foundation for the University's own Environmental Studies program, have allowed TRI to conduct research on many areas critical to Iraq's environment, including Hydrology Modeling, Sustainable Agriculture, Water Management, Water Quality Assessment, and Environmental Impact Assessment. Staffed by professional scientists, all research conducted at the labs is done in accordance with strict international standards.

Today, TRI continues to grow. Recognized for its excellence in research with the publication of papers in international scientific journals, TRI now provides training for other science programs and both advises and works with the Iraqi government on various environmental projects.

Current projects underway at TRI include:

- o Iraqi Shared Water Issues will provide a comprehensive review and compilation of information which will assist water resource planners across the country.
- o New Eden Marshlands Observation Program (NEMOP) provides monthly evaluation of the marshlands extension based on the analysis of the MODIS satellite.
- o New Eden Master Plan Water Resources Study provides significant advances in the field of hydrology and climatology for the marshes in southern Iraq.
- o The Flora of Iraq will provide a user-friendly information system covering all vascular plants in Iraq. This information is essential for continued research in the fields of Botany, Agriculture, and Ecology.
- o Water Quality Index and Indices of Biotic Integrity aims to simplify the technical water quality information down to a basic description of a specific site's water quality.

Research Centers of
The American University of Iraq - Sulaimani

In order to support the well-established liberal arts curricula in the International Studies Program and enhance intellectual life at the University, AUI-S has created inter-disciplinary research centers in three specialized areas: the Center for Peace and Security Studies (CPSS), the Center for Regional Studies (CRS), and the Center for the Study of Ancient Mesopotamia (CSAM). Staffed by research professors and student research assistants, the Centers will serve as forums for debates and discussions of the contemporary political, economic, social, historical, archeological and linguistic issues relating to Iraq and the region. They will bring together the academic community with practitioners, government officials, policy-makers, and outside experts through ongoing seminars, brown-bag lunches, guest-lectures, workshops, conferences, student-centered activities, and publications.

Moreover, the Centers will sponsor Scholar-in-Residence and Young Fellows programs to enable both senior scholars and pre- and post-doctoral students to conduct research, teach, and generally contribute to the enrichment of University life. Through these comprehensive educational initiatives, AUI-S hopes to integrate different communities of Iraqi students and produce the next generation of young leaders who can contribute to building a productive, tolerant, peaceful, and democratic society.

Center for Peace and Security Studies (CPSS)

Inspired by the challenges and opportunities of stabilizing post-Saddam Iraq, the Center for Peace and Security Studies (CPSS) will create a space to encourage cooperation and policy debate between military strategists and post-war reconstruction practitioners working in Iraq. The CPSS will expose AUI-S students to the multidisciplinary fields of peace and security studies, international leadership, contemporary theories and practices of conflict resolution, and transitions to democracy. The program aims to establish cooperative relationships with leading universities, think tanks, and international organizations engaged in scholarly and pragmatic approaches to strategic planning and conflict resolution, with a focus on strengthening the capacity of Iraqis to address their security situation constructively and, if possible, to respond to it non-violently. The objective is to encourage a learning environment shaped by positive relationships between students, faculty, and a vibrant and open civil society. The CPSS has three main projects:

1. The National Reconciliation Program (NRP): The National Reconciliation Program examines pressing contemporary issues such as Kurdish-Arab tensions, sectarianism and communal relations, regional identities, and boundary disputes as a means of better understanding the changing nature of conflict in Iraq and the means in which it can be reconciled. Conflict resolution and training workshops will focus on negotiating the pragmatic requirements of a lasting peace and how different groups in Iraq can live together. The NRP, in cooperation with the US Embassy in Baghdad, also sponsors merit scholarships for Iraqi students to study at AUI-S.

2. National Strategic Initiative (NSI): The National Strategic Initiative examines issues on the Iraqi national security agenda and the strategic challenges facing post-Saddam Iraq. As the military becomes increasingly engaged in the civilian component of conflict it will need to be sharply attuned to key political issues, actors, and organizations in Iraq and their roles in mitigating and encouraging conflict. NSI lectures, colloquia, and workshops will include topics such as stabilizing disputed territories, securing border areas, and the role of civilian police, tribal militias, religious leaders, and other local power-holders in combating or supporting terrorism.

3. Post-Conflict Reconstruction Project (PCRP): This arm of the CPSS analyzes the demands and challenges of post-conflict Iraq and the leadership responsibilities involved in implementing peace and stability operations. Interacting with the vibrant NGO and aid community, the PCRP addresses the 'realities on the ground' that support and frustrate post-conflict reconstruction; rehabilitation, refugee resettlement, economic development, institution-building and good governance. Seminars and workshops will focus on reconstruction issues in Iraq, such as how to engage communities to interact with one another, how to lessen dependency on the public distribution system, the tradeoffs between greater political opening and regional stability, and the challenges of creating a free-market economy.

Center for Regional Studies (CRS)

The Center for Regional Studies (CRS) aims to foster understanding and encourage innovative research of contemporary critical issues shaping the politics, economy, and society of the Middle East. The Center's interdisciplinary approach encourages students, faculty, and experts in diverse specialty areas to engage in cross-regional debates and comparative research in topics ranging from water rights, regional trade, urban migrations, and resource-sharing. To further promote

research exchanges, training, and educational initiatives in the region, the Center seeks to establish cooperative agreements with internationally-recognized research and academic institutions. Findings from CRS-supported events will be used to generate further research and be disseminated in scholarly journals and in-house publications. CRS issues are framed in five specialty areas:

1. Energy and Natural Resource Management: This component of the CRS will address the long-standing issues of resource inequality, management, and distribution in the region. It will initiate and support studies ranging from water rights, petroleum exploitation, energy, basic services provision, and sustainable agriculture. Findings and data generated from these studies will be made available to stakeholders in the private and public sectors for development, policy planning, and project implementation processes.

2. Finance, Commerce and Trade: This functional area will focus on the macroeconomic impact of the burgeoning post-Saddam trade sector on domestic and regional economies, as well as the micro-level effects on Iraqi household. Lectures and colloquia will include issues such as commercial trade between Iraq and Turkey and its impact on regional cooperation, banking sector reform, the role of foreign direct investment in regional and national development, Iraqi government budget issues, and financial planning and policy for energy-exporting states.

3. Demographic/Sociological Issues: This project will focus on issues that define and shape demographic change in the region and their influence on political identities, social organizations, and regional economies. These issues include urbanization processes, internal displacements, and migrations to and from the region. In addition to colloquia and lectures on selected topics the project will help generate and support survey research of household economies, population flows, living conditions in urban and rural areas, and employment and salary structures across sectors and regions.

4. Iraqi Studies Program (ISP): The ISP will focus on the modern history of Iraq and the means in which it can be preserved for future documentation and research. It includes two main components:

    a) a. Iraqi Memory Foundation (IMF) - The Iraqi Memory Foundation is devoted to the research and cataloguing of contemporary Iraqi history. The rationale behind the project is that the truth can help heal a society that has been politically and physically brutalized on a large scale. To this end, IMF will digitize, index and classify the most meticulous collection of documents recovered from the outgoing regime and maintain this collection for use by researchers on Iraq.

    b) b. Oral Histories project - The oral histories project aims to create the most comprehensive collection of oral histories of modern Iraq. It will involve training individuals to document the personal histories of politically-engaged individuals in shaping modern Iraq, documenting files, creating storage facilities, and publishing findings for individual and institutional use.

5. Polling and Survey Research: The purpose of this program is to develop a polling and survey research institution that will generate empirical data on political, social, and economic sectors in Iraq. The program will involve training students and local nationals to compose and implement reliable surveys and compile and analyze findings. Subjects for survey research and polling will include market trends, cost-of-living indices, household incomes, population levels, employment, and voting patterns. Data generated from the surveys will be made available to scholars, government agencies, private companies, and international organizations for future research, investment, and policy-making needs.

Center for the Study of Ancient Mesopotamia (CSAM)

The Center for the Study of Ancient Mesopotamia (CSAM) encourages and supports historical, archeological and linguistic research on the region that comprises parts of contemporary Iraq, Turkey, Iran and Syria from the earliest civilizations until the first millennium CE. Housed at The American University of Iraq-Sulaimani (AUI-S), the Center will provide a forum in which local and visiting scholars can access the necessary resources to conduct and present their research to the academic community. By virtue of its location in a secure part of northern Iraq which is surrounded by sites of extraordinary historical importance, AUI-S is uniquely positioned to facilitate these activities. The Center also sponsors an interdisciplinary lecture series that will provide students, faculty, and independent scholars the opportunity to exchange research findings and engage in comparative analysis. In doing so, the Center aims to establish cooperative agreements with internationally-recognized research institutions and universities to promote the study of ancient Mesopotamian history.

The Center will engage in three specific projects:

Program for the Study of Ancient Civilizations (PSAC): This program promotes research on the pre-and post-Islamic history of Mesopotamia. It includes the study of the people, languages, texts, religions, art, and ruins of the region between the Tigris and Euphrates Rivers from the Sumerian period to the first millennium CE. By encompassing such a broad time period the program encourages the comparative study of ancient civilizations, an in-depth understanding of the historical trajectories of different parts of Mesopotamia, and their interactions over time. The PSAC will bring together visiting scholars and researchers, and produce scholarly publications, exhibitions, conferences, and

workshops related to the study of ancient civilizations.

Program for the Study of Syriac Heritage (PSSH): This program focuses on the study of the Aramaic/Syriac heritage in the Middle East. It facilitates research on the history, language, and literature of the Syriac-speaking communities in the region. To realize this goal, the PSSH has partnered with local Chaldaen and Assyrian community groups, as well as international research universities, institutes, and libraries. The program also houses a specialized library of several thousand volumes in Syriac studies to assist researchers in their work.

The AUI-S House: Many of the ancient archeological sites and inscriptions in Northern Iraq are today in need of documentation and preservation. This program will bring in specialists to preserve existing sites and, if possible, to support the excavation of new archeological digs across northern Iraq. The program also plans to work with local museums, central government and regional authorities, and international agencies to preserve and publish historical artifacts that are currently housed in Iraqi museums. As this program grows, the AUI-S House expects to accommodate visiting scholars conducting fieldwork in northern Iraq.

Scholar-in-Residence Program

Scholar-in-Residence Program: The AUI-S Scholar-in-Residence Program will sponsor senior scholars to reside at the University for up to one academic year to teach and conduct research in the International Studies program. Resident scholars will also participate in University life by engaging in colloquia and conferences sponsored by the Research Centers and sharing research findings. AUI-S will offer resident scholars

Young Fellows Program: AUI-S Research Centers welcomes pre- and post-doctoral students interested in conducting research on any of its functional areas and in one or more countries that comprise the region of the modern Middle East. Selected fellows can take residence at the University for up to one year. AUI-S will provide fellows with internal travel arrangements, library access, office space, and an email account.

Application Process: Applications should include a: **1)** Curriculum vitae **2)** Cover letter **3)** 3-5 page research proposal **4)** Sample of written or published work, and **5)** Names of two references.

Applications for the Fall 2011 semester must be submitted via email by April 30, 2011 to the Centers Director, Dr. Denise Natali, at denise.natali@auis.org. Applicants will be selected based on the strength of their application package, the degree to which their proposed research project complements the International Studies program and research centers activities, and available space. Applications for short term research are accepted on a rolling basis.

Academic
Personnel

Provost

Dr. Athanasios Moulakis

Dr. Moulakis has held academic and administrative assignments at European and North American institutions of higher learning including the University of Bochum, Germany, the London School of Economics, the European University Institute in Florence, the University of California, San Diego, and the University of Colorado, Boulder where he was founding Director of the Herbst Program of Humanities. He was Director of the Institute for Mediterranean Studies at the University of Lugano, Switzerland before serving as Chief Academic officer and Acting President of the American University of Afghanistan. He has published widely, mainly in the field of political theory. His book Beyond Utility, Liberal Education for a Technological Age received the American Association of Colleges and Universities' tAward for best book on liberal education.

Academic Dean of Students

Dr. James Harrigan

Before joining AUI-S, Dr. Harrigan served as assistant professor of Political Science at Saint Vincent College. During this time, he was also the Fellow of Civic and Constitutional Affairs at the Center for Political and Economic Thought at the College. In this capacity, he served as editor of the academic journal Citizens and Statesmen, director of the annual Civitas Forum, and director of the Aurelius Scholars. Dr. Harrigan is a fellow of the Lehrman Center and the Jack Miller Center, and serves as Teaching Faculty for the Institute for Humane Studies. Dr. Harrigan was a Phi Beta Kappa graduate with degrees in History and Political Science. He also received a master's degree in Political Science from the University of Connecticut. He went to earn his Ph.D. at the Claremont Graduate School in Claremont, specializing in American Government, Constitutional Law, and Political Philosophy.

Research Centers Director

Dr. Denise Natali

Dr. Denise Natali has lived, worked and conducted independent research in the Kurdish regions of Iraq, Turkey, Iran, and Syria for nearly twenty years, and is the author of numerous publications on Kurdish nationalism, politics, economy, and identity, including The Kurdish Quasi-State: Development and Dependency in Post-Gulf War Iraq (Syracuse University Press, 2010) and The Kurds and the State: Evolving National Identity in Iraq, Turkey and Iran (Syracuse: Syracuse University Press, 2005). Her current research is on youth attitudes, governance, and democratic transitions in the Kurdistan Region of Iraq.

Dr. Natali regularly provides counsel to foreign governments, international organizations, and the media on the Kurds and the Kurdistan Region. Clients include the governments of the United States, Great Britain, France, and South Korea, the United Nations (UNAMI), Hunt Oil, International Crisis Group, and BHT Immigration Legal Services. She has given interviews with al-Jazeera (English), Irish television - Radio Telefis Eireann, (Ireland's National Broadcaster), BBC, CNN Turk, The Los Angeles Times, The Voice of America, ABC Australia, Middle East Times, Zaman, and local newspapers, journals, and television programs. She is a member of the editorial board of the International Journal of Middle East Studies (IJMES).

Dr. Natali also specializes in post-conflict relief and reconstruction, having worked for INGOs and the US Office of Foreign Disaster Assistance in Peshawar, Pakistan and post-Gulf War Iraqi Kurdistan respectively. She received a Ph.D in political science at the University of Pennsylvania and a Master of International Affairs (MIA) at Columbia University's School of International and Public Affairs. She speaks English, French, Kurdish, and conversational Farsi.

Faculty in the Academic Program

#	Name	Job Title	Education
1	Frederick Monsma	Assistant Professor	**Boston College**: PhD in Philosophy **St. John's College**: BA
2	E. Randall Floyd	Professor	**Valdosta State University**: MA, BA
3	Jonathon Andrew Loopstra	Assistant Professor	**Catholic University**: PhD **Oxford University**: MA **Trinity University**: MA, BA
4	Paul Mills	Associate Professor	**University of Wolverhampton**: PhD
5	Darcy Edwin Wudel	Associate Professor	**University of Toronto**: PhD **University of Alberta**: MA, BA
6	David Cook	Associate Professor	**University of Teesside**: PhD, MSC **Open University**: BA
7	Louis Petrich	Associate Professor	**University of Chicago**: PhD (ABD), MA **Northwestern University**: BA
8	Laylan Saadaldin	Lecturer	**School of Oriental & African Studies**: MA **University of South Florida**: BA
9	James P. Owens	Senior Lecturer	**Clarkson University**: PhD (In Progress) **St. Michael's College**: MSC **University of Maryland**: BA
10	David Elton Baum	Associate Professor	**Yale University**: PhD, MA **University of Dallas**: BA
11	Bryan H. Smith	Assistant Professor	**Fordham University**: PhD, MA **University of Alberta**: BA
12	Richard Laribee	Assistant Professor	**Fuller Theological Seminary**: PhD **Dallas Theological Seminary**: MA **The King's College**: BA
13	Dow Kayo Inouye	Senior Lecturer	**University of New Mexico**: MSC **California State University**: MA, BA
14	Benjamin Paul Boyce	Senior Lecturer	**University of Florida**: MA **Florida Atlantic University**: BA
15	James R. Harrigan	Assistant Professor	**Claremont Graduate School**: PhD **University of Connecticut**: MA, BA
16	Robert Sinclair Sarracino	Associate Professor	**University of Victoria**: PhD, MSC **Oregon State University**: BSC
17	Joshua Hill	Assistant Professor	**George Mason University**: PhD, MA **Whitworth University**: BA
18	Guy Higgins	Associate Professor	**University of Georgia**: PhD **University of North Carolina**: MA **Texas A&I University**: MA **East Carolina University**: BSC
19	Earl Patrick Cline Jr.	Senior Lecturer	**University of North Carolina**: MBA
20	Richard Gray	Senior Lecturer	**Columbia University: MA** **New York University: BA**
21	Peter Friedrich	Senior Lecturer	**American Conservatory Theater**: MFA **Santa Clara University**: BA
22	Timothy Doyle		
23	Hemin		

Visting MBA Faculty

Niels Bergemann, Ph.D. – Ph.D., University of Oldenburg; Ph.D. and M.D., University of Heidelberg. M.Sc., University of Koblenz-Landau.

Britta Bergemann, Ph.D. - Ph.D., University of Oldenburg; M.A., University of Heidelberg.

Christoph Mergard, Ph.D. – Ph.D., University of Bonn.

Paul Taylor, Ph.D. - Ph.D., University of Aston; Ph.D., University of Augsburg; M.Sc., University of Münster; B.A. University of Greenwich.

Thomas Marx, Ph.D. - Ph.D., University of Freiburg; M.Sc., Universities of Karlsruhe and Freiburg.

Gerd Addicks, Ph.D. - Ph.D, University of Augsburg; M.E., University of Münster.

Jens Prinzhorn, Ph.D. - Ph.D., University of Osnabrueck; M.A., University of Osnabrueck/Bond University.

EWPLI

Director

Rosalind Warfield-Brown (B.A. Randolph-Macon Women's College; M.A., Boston College)

Since 2008, Rosalind Warfield-Brown has been the Director of AUI-S's English Writing Program and Language Institute, the two-year intensive language program that prepares students for entrance to the University's all-English academic program. A graduate of Randolph-Macon Woman's College (BA) and Boston College (MA), she worked as an editor at the Ann Arbor News, the Charleston (WV) Daily Mail, and the Charlottesville Daily Progress before beginning her academic career, during which she taught Rhetoric at Hampden-Sydney College in Virginia and writing at the University of California at Santa Cruz. In addition to teaching, she was a senior editor for the Presidential Oral History project of the Miller Center of Public Affairs at the University of Virginia.

EWPLI Instructors

Louise Jaff - M.A., University of Birmingham; B.A., University of Dortmund.

John Morrissey - B.A., Pennsylvania State University.

Beth Newton - M.A. and B.A., University of Warwick.

Elizabeth Sansom - M.A., United States International University.

Christine van den Toorn – M.A., University of Virginia; B.A, Washington and Lee University.

Jeffrey W. McIlvenna - B.A., University of Missouri-Columbia.

Douglas E. Johnson - B.A., State University of New York.

Christopher De Bruyn - B.A., Michigan State University.

Timothy L. Mewmaw - B.A., St. John's College.

Christopher S. Edwards - M.A., American University; M.Div., Trinity International University; B.A., College of William and Mary.

Geoffrey Sheehan Gresk - M.P.H., Johns Hopkins Bloombering School; B.S., Grand Valley State University.

Vincent Kazer - B.A., University of Chicago.

Rachel Laribee – M.A., American University; B.A., Saint Mary's College of Maryland and Fudan University.

Sherihan Khalil - M.S., Long Island University; B.A., Fordham University.

Janet Johnston – B.A., University of California; TESOL Certificate, William Carey University.

Jeffrey Rosenthal - B.A., Brandeis University; TEFL Certification, Boston Language Institute.

Kevin Johnstone - M.A. Berklee College of Music, B.A., John Carroll University.

Andrew Watkins - B.A., University of Washington.

Nelson Thacker - B.A, McDaniel College

Student Notes