PROFESSIONAL AND CONTINUING EDUCATION

CATALOG

WESTMINSTER UNIVERSITY

2026–27

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PROFESSIONAL AND CONTINUING EDUCATION (NON-CREDIT)

PROFESSIONAL AND CONTINUING EDUCATION (PACE) POLICIES AND PROCEDURES

Admission to Non-Credit Programs

Professional and Continuing Education students are not required to complete a formal application to Westminster University. Program admission is conferred as part of a student's registration process (see "Registration" below).

Expenses

Each non-credit student registering at the university is charged either a flat fee or a cost per Continuing Education Unit (CEU) fee, depending on the program. The Board of Trustees of Westminster University reserves the right to change tuition and fees at any time. No additional fees are incurred, unless specifically stated in the program description.

Payment of tuition and fees is due before the starting date of a program, or students may be withdrawn by the program department. Students wishing to have an employer cover tuition and fees must coordinate with the Student Account Services office to facilitate this process.

Tuition Rates

Program	Tuition	Registration
Arts Education (sponsored by School of Education)	$40 per Continuing Education Unit (CEU) + trip fees when applicable.	Registration
Business Certificate Series (sponsored by the Bill & Vieve Gore School of Business, Center for Financial Wellness)	No cost	Please direct inquiries to the Westminster Center for Financial Wellness at wfcw@westminsteru.edu
IPSL Global Engagement	Costs determined per experience	Contact for more information
Leadership Certificate Program		
Construction Management		
PACE 23: Basic Construction Management Certificate	$1,050	Registration
PACE 43: Advanced Construction Management Certificate	$1,700	Registration
Process & Project Management		
PACE 14: Certified Associate in Project Management (CAPM) Exam Preparation	$1,295	Registration
PACE 15: Project Management Professional (PMP) Exam Preparation	$1,695	Registration
PACE 25: Project Management Training Camp Simulation	$1,495	Registration
PACE 26: Guiding Organizational Change Simulation	$1,495	Registration
PACE 33: Project Management and Leadership Certificate	$3,445	Registration
PACE 45: Advanced Project Management Certificate	$3,925	Registration

Continuing Education Units

Non-credit courses are recorded as Continuing Education Units or CEUs. One CEU represents 10 contact hours of instruction and learning activities. CEUs are generally not transferrable to other institutions.

Registration

Registration for non-credit courses occurs through the respective program coordinator who relays that information to the university's Registrar's Office.

Holds

The university may place administrative holds for students with outstanding financial obligations, overdue library books, library fines, bad checks, or other obligations to the university. Once a hold has been placed, students may be prevented from registering or obtaining diplomas or official transcripts until the obligation is met.

Drop & Withdrawal

Dates for dropping courses (no permanent records or charges) or withdrawing (charges apply but final grade is W) correspond to the university's academic calendar for term-length courses or are set by each program coordinator for courses of various duration.

Grading

Grading for non-credit courses at Westminster is as follows:

SC—Successfully Completed

NC—Not Completed

W—Withdrawn

Graduation

Students completing all requirements for certificate programs will have an application to graduate submitted to the Registrar's Office by the program department. Upon verification of completion, the registrar's office will record the completion on the student's permanent records, prepare a certificate document, and deliver it to the corresponding program coordinator for distribution.

Information Services

Canvas

Canvas is Westminster's online learning management system. It includes online tools such as syllabi, discussion boards, electronic reserves and more. Students and faculty are automatically loaded into their Canvas courses at the start of the semester. Students dropped from Canvas are not considered dropped from courses officially and are still responsible for all tuition charges.

Email Accounts

When appropriate for the program, students are provided with a Microsoft Outlook e-mail account when they are accepted . This campus e-mail system provides the e-mail address of all the students, staff, and faculty at Westminster. Students are required to check their campus e-mail frequently because important information is sent to students via e-mail, such as registration deadlines, campus events and activities, or general school announcements. Instructors also use Microsoft Outlook to contact students with specific class information. For instructions on how to check student e-mail or linking university email to an off-campus email address, please contact the Help Desk in the garden level of the Giovale Library, submit a Help Desk Request, or call the IS Support Phone at 801.832.2023.

Transcripts

Specific information for ordering official transcripts may be found on the Registrar's Office webpage.

Academic Grievance

Students have the right to appeal or petition an academic decision. The student must make the appeal or petition, in writing, in accordance with the applicable school or program procedure. Please see the Director of Professional and Continuing Education or program director for a copy of the procedure. Written appeals must be submitted during the first four weeks into the next semester and must include documentary evidence that the student feels has a bearing upon the request.

A faculty committee from the school involved reviews the appeal. The student may be present at the hearing. The decision of the faculty appeals committee will be reported to the student within five school days of the hearing.

If the decision of the faculty committee within the school is not acceptable to the student, the student may file a written appeal to the provost within five (5) school days following notification of the faculty committee. The provost will assemble a committee, consisting of the dean of students and deans of the schools not involved to consider the appeal. All materials included in the faculty's deliberations, including the student's written appeal and the proceedings of the faculty hearing, are made available to this provost committee and become part of the proceedings. The hearing before the provost committee will be held within fifteen (15) school days of receipt of the written appeal. The student may be present at the provost committee hearing. The student and faculty representatives may call members of the university as supporting witnesses. The decision of the provost committee is reported to the student within five (5) school days of the date of the hearing.

Note: The individual school grievance process must happen before the grievance goes to the Provost's office. Decisions of the Provost's Committee are final. Students have the right to continue their enrollment and participation in academic programs until final decisions are reached. Failure of students to file appeals within specified time limits is considered acknowledgment of the action without intent to appeal.

Academic Honesty

Westminster University of Salt Lake City operates on the assumption that all academic work is the honest product of each student's own endeavors. The faculty and staff at Westminster expect such integrity from the students, and violations are cause for disciplinary action, including suspension, probation, loss of credit, or expulsion from the university.

Academic dishonesty includes, but is not limited to, cheating, plagiarism, and furnishing false or misleading information to any faculty or staff member.

Cheating on examinations includes, but is not restricted to, copying from another student's exam paper, using unauthorized notes during an exam, arranging for a substitute to take an examination, or giving or receiving unauthorized information prior to an exam.

Cheating on written assignments includes plagiarism, unauthorized collaboration with others or submitting the same material for more than one class without the authorization of the instructor.

Plagiarism includes borrowing information or ideas, whether directly quoted or paraphrased, from any source beyond one's first-hand experience and not acknowledging the source. The student must give credit to the material by identifying the source, using one of the generally accepted citation methods.

Initially, sanctions are the responsibility of the class instructor. The instructor may simply reprimand the student, or may demand the work be repeated, or may give a failing grade for the assignment or exam in question, or may give a failing grade for the entire course. In each case, a short report of the incident will be filed with the appropriate academic dean.

In the case of repeated or more serious violations, the faculty member may recommend to the dean that the student be put on probation, suspended, or expelled from the university. The dean's recommendation will then be sent to the Dean of Students.

Students may appeal such decisions to the Academic Grievance Committee. In the case of an appeal, the student has the right to be present at the hearing and refute the charges. A written copy of the decision will be distributed to all involved parties within 72 hours of the hearing.

Disclaimer: Policy issues not specifically addressed in this catalog will be addressed using the relevant policies for undergraduate students or can be referred to the Director of Professional and Continuing Education and/or the College Curriculum Committee for resolution.

ADVANCED CONSTRUCTION MANAGEMENT CERTIFICATE

Westminster's Advanced Construction Management Training certificate program (APMC) uses a project-based approach where students learn and master skills though real-world business applications while receiving mentoring from Westminster instructors who are certified project and construction management experts. Students are mentored toward mastery of concept and execution by expert faculty-coaches while engaging in projects related to their real work environment. The program curriculum is tied to the industry recognized certificates students need to perform at a highly proficient level.

Those seeking this credential must have passed the NACP Basic Construction Management Professional (BCMP) exam and have a minimum of two years of experience managing construction teams. They must then participate in a series of two practical exams (one in-person exam and one online exam) and achieve a combined average score of 3.3 (out of a possible 5.0) on their final assessment report.

During the Advanced Construction Management Training Certificate students will participate in a Construction Management Simulation Course—this three-day (24 hours) workshop allows students to apply construction management principles to a simulated project. Students receive rigorous, repeated practice of advanced construction management principles.

Student will then participate in a ACMP Assessment—this advanced assessment is composed of a self-assessment, a scenario-based assessment, and a supervisor's assessment. A participant's performance in each area is fed into an algorithm that provides a score for the participant in twelve construction management areas. The algorithm also provides a comprehensive score for the participant. Students who successfully complete the certificate will receive:

- ACMP Credential — this credential is awarded by the NACP. The required pass rate for this assessment is a comprehensive score above 3.3, with all area scores above 3.0.
- ACMC Program Certificate — this certificate is awarded by Westminster University.

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions.

PACE 43	Advanced Construction Management Certificate	3.2 CEUs
Westminster's Advanced Construction Management Training certificate program (ACMC), uses a project-based approach where students learn and master skills though real-world business applications while receiving mentoring from Westminster instructors who are certified project and construction management experts. Students are mentored toward mastery of concept and execution by expert faculty-coaches while engaging in projects related to their real work environment. The program curriculum is tied to the industry recognized certificates students need to perform at a highly proficient level. During the Advanced Construction Management Training Certificate students will participate in a Construction Management Simulation Course—this three-day (24 hours) workshop allows students to apply construction management principles to a simulated project. Students receive rigorous, repeated practice of advanced construction management principles. Student will then participate in a ACMP Assessment—this advanced assessment is composed of a self-assessment, a scenario-based assessment, and a supervisor's assessment. A participant's performance in each area is fed into an algorithm that provides a score for the participant in twelve construction management areas. The algorithm also provides a comprehensive score for the participant. Students who successfully complete the certificate will receive: ACMP Credential—this credential is awarded by the NACP. The required pass rate for this assessment is a comprehensive score above 3.3, with all area scores above 3.0. ACMC Program Certificate—this certificate is awarded by Westminster University.		

ADVANCED PROJECT MANAGEMENT CERTIFICATE

Westminster's Advanced Project Management Training certificate program (APMC) consists of a three-section, project-based approach where participants learn and master skills through real-world business applications while receiving mentoring from Westminster instructors who are certified project management experts. Participants are mentored toward mastery of concept and execution by expert faculty-coaches while engaging in projects related to their real work environment. The program curriculum is tied to the industry recognized certificates participants need to perform at a highly proficient level.

The beginning section, Project Management Fundamentals, consists of ten online modules, each with an anticipated completion time of 45 hours. Some supplemental reading is also required. Modules are:

1. Project Management Fundamentals
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. Project Communication Management
8. Project Risk Management
9. Project Stakeholder Management
10. Control

The second section, Intermediate Project Management Principles, consists of two instructor-led, simulation modules, with an anticipated completion time of 90 hours. Modules are:

1. Project Management Training Camp
2. Guiding Organizational Change

The third section, Advanced Project Management Concepts, consists of two modules. The first is an instructor-led, intensive exam prep course, consisting of 90 clock hours and designed to provide students the knowledge and skills needed to pass the Project Management Professional (PMP) or Certified Associate in Project Management (CAPM) examinations. The second module is online, consisting of 45 clock hours, and focuses on project leadership and teambuilding.

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions. Successful completion of the certificate program#helps participants prepare for the#Project Management Professional#(PMP)#or Certified Associate in Project Management#(CAPM) exams.#These#proctored, nationally normed, criterion-referenced certification exams are#administered by the Project Management Institute and are not included as part of the program.

PACE 45	Advanced Project Management Certificate	59.8 CEUs
Westminster's Advanced Project Management certificate program (APMC) consists of a 3-section, project-based approach where participants learn and master skills through real-world business applications and simulations while receiving mentoring from Westminster instructors who are certified project management experts. Participants are mentored toward mastery of concept and execution by expert faculty coaches while engaging in projects related to their real work environment. The program curriculum is tied to the industry-recognized certifications participants need to perform at a highly proficient level. Successful completion of the certificate program helps participants prepare for the Project Management Professional (PMP) or Certified Associate in Project Management (CAPM) exams. These proctored, nationally normed, criterion-referenced certification exams are administered by the Project Management Institute and are not included as part of the program. Students will be awarded the Advanced Project Management Certificate from Westminster University.		

ARTS EDUCATION

Faculty

- Rebecca Penerosa

Program Goals

In this program, participants will learn and practice elementary arts integration methodologies and assessment strategies for all major art forms including music, dance, drama, visual, literary, and media arts. Teaching in an integrative fashion, using the arts to enhance learning across the curriculum, will be emphasized.

Objectives

The Arts Education (AED) Continuing Education Program offers continuing education units that meet all of the requirements for the Elementary Arts Integration Endorsement conferred by the Utah State Board of Education. In addition, we offer directed study courses to help meet endorsement requirements in the elementary art-form-specific endorsement categories. Through a more extensive application process, we also offer an international CEU course with a travel abroad component for seasoned BTS Arts educators. These CEU offerings will address effective practice and research-based strategies to inform leadership and foster partnerships to support arts education. The progressive pedagogical approach of arts integration will be the key focus, including: access, equity, inclusion, and diversified instructional strategies. In addition, these courses will involve the community through teacher outreach and provide a means for increased awareness in critical consciousness and action as participants strive to earn and share their endorsement for arts-integrated instruction. The first half of the mission of the Beverley Taylor Sorenson Arts Learning Program is to "increase the quality and quantity of arts education for elementary students". By sharing carefully crafted arts integration strategies and curriculum with teachers across the globe, our local specialists, teachers, and pre-service educators will gain further insight into best practices and increase the quality and quantity of arts education access in their community schools and abroad.

Curriculum Summary	CEUs
Context, Integration, Assessment	
AED 01 Arts Integration Methods	3
Art Form Basic Knowledge and Skills	
AED 02 Content Methods (in either Dance, Music, Visual Arts, or Drama)	1-3

Curriculum Summary	CEUs
Arts Participation in Educator Events	
AED 03 Arts Connect International Rwanda	4
AED 04 Arts Education Workshop(s)/Professional Development	1-3
AED 05 Arts Education Directed Study	1-4
Arts Participation in Educator Events Cont.	
AED 06 Educator Events	2
AED 07 Introduction to Arts Integration	2
AED 08 Fine Arts: Implementation, Leadership, and Advocacy	2
AED 09 Conference/Workshop Attendance in the Arts	1

Arts Integration Certificate

Program Goals

The Westminster#School of Education's#Arts Education (AED) Continuing Education Program (part of#ArtsConnect) focuses on the progressive pedagogical approach of arts integration, including access, equity, inclusion, and diversified instructional strategies. By sharing carefully crafted arts integration strategies and curriculum with teachers across the globe, local specialists, teachers, and pre-service educators will gain further insight into best practices and increase the quality and quantity of arts education access in their community schools and abroad.

See: westminsteru.edu/artsconnect

Objectives

The objective of the Arts Integration Certificate Program is to prepare practicing educators to earn a state-recognized arts integration endorsement by completing 16 CEUs of focused coursework that develops foundational competency in dance, theatre, music, and visual arts, and equips them with research-based strategies for integrating these art forms into core academic instruction. Through this certification pathway, teachers will strengthen instructional innovation, increase student engagement and achievement, and build leadership capacity within their schools while advancing the School of Education's mission to prepare and inspire innovative educational leaders committed to impactful teaching, learning, and community engagement.

Program Requirements

Requirement Description		CEUs
AED 20	Culture, Family and Community	3
AED 21	Foundations of Education in a Diverse Society	3
AED 22	Teaching Exceptional Learners in Inclusive Classrooms	3
AED 23	Curriculum Design & Management	3
AED 24	Creative Arts Methods	3
AED 09	Conference/Workshop Attendance in the Arts	1
Total Hours for the Arts Integration Certificate		**16**

Recommended Plan of Study for Arts Integration Certificate

Continuing Education students may begin the program in the Summer, Fall, or Spring semesters. Students may take required courses in any order and must complete the requirements within 2 years from initial enrollment.

Summer	Fall	Spring
• AED 23 • AED 09	• AED 20 • AED 24	AED 21 AED 22

Course Descriptions

Non-credit courses are recorded as Continuing Education Units or CEUs. One CEU represents 10 contact hours of instruction and learning activities. CEUs are generally not transferable to other institutions. Participants will need to attend all classes to earn full credit for endorsement.

Course	Title	CEUs
AED 01	**Arts Integration Methods**	**3 CEUs**
In this course, participants will learn and practice elementary arts integration methodologies and assessment strategies for all major art forms including music, dance, drama, visual arts, literary arts, and media arts. This course will meet the Context, Integration, and Assessment requirements for the Utah State Elementary Arts Integration Endorsement.		
AED 02	**Content Methods (in either Dance, Music, Visual Arts, or Drama)**	**1-3 CEUs**
In this course, participants will learn and practice elementary arts methodologies and assessment strategies in either dance, music, visual arts, or drama. As a continuation course to AED 01, students will experience a deeper dive into arts-integrated curricular design in their chosen art form. All students will register for this course, regardless of their chosen art form, and then break-out into smaller sections to explore appropriate strategies and current beset practices for elementary children learning in the arts. This course has been designed to meet the Basic Knowledge requirements in the field of music for the Utah State Elementary Arts Integration Endorsement.		
AED 03	**ArtsConnect International Rwanda**	**4 CEUs**
This 11-day course experience in Rwanda will be an educational exchange, where select BTSALP Specialists provide a 4-day professional development training and implementation for teacher-trainers in Rwanda. Similarly, these specialists will endeavor to learn how the arts and community building have sustained and propelled the Rwandan people to recover and rebuild following the genocide of 1994.		
AED 04	**Arts Education Workshop(s)/Professional Development**	**1-3 CEUs**
In this course, participants will have the opportunity to receive CEU credit for various workshops and professional development opportunities offered through Westminster University in arts education and arts integration. Continuing education students will experience teaching in an integrative fashion, using the arts to enhance learning across the curriculum will be emphasized.		
AED 05	**Arts Education Directed Study**	**1-4 CEUs**
In this course, participants will have the opportunity to receive CEU credit for arts-specific coursework. This is both an experiential and tutorial-based course used for student-initiated proposals for intensive individual and/or small group study of topics not otherwise offered in the arts education continuing education program. Upon approval, these courses will meet certain requirements for one or more of the elementary arts endorsements in either: dance, music, visual arts or drama. Requires Director approval. This course is repeatable for credit.		
AED 06	**Educator Events**	**2 CEUs**
In this asynchronous course, candidates for the Elementary Arts Integration Endorsement will attend three educator events in the arts that vary from their concentrated art form. Using these events as inspiration, educators will then compose three arts-integrated lesson plans (one per event), implement said plans in their current classroom or teaching setting, and reflect on this experience. They will also have the opportunity to receive student feedback and refine their teaching paradigm accordingly. Throughout this process, they will have the support of their district coaches and the Arts Education team at Westminster University.		
AED 07	**Introduction to Arts Integration**	**2 CEUs**
Orientation to the effective integration of arts instruction into Utah schools. This course is designed to serve as the orientation to the Elementary Arts Integration Endorsement. Students in this course will: understand and recognize what is and is not arts integration; understand the powerful impact of arts integration by reviewing the research; learn of the arts learning resources available in the state; and understand how to proceed in pursuing the endorsement.		
AED 08	**Fine Arts: Implementation, Leadership, and Advocacy**	**2 CEUs**
This course meets the requirement in category 6 of the Elementary Arts Integration Endorsement. Participants will explore strategies for implementation, leadership,and advocacy of arts integration in elementary schools.		
AED 09	**Conference/Workshop Attendance in the Arts**	**1 CEUs**
This course meets the second requirement in category 4 of the Elementary Arts Integration Endorsement. Participants will attend conferences and/or workshops of their own choosing with themes that support arts education and integration. These workshops will need to total a minimum of four days.		
AED 20	**Culture, Family and Community**	**3 CEUs**
This course focuses on family and community engagement in school. Using the concept of Funds of Knowledge, prospective teachers explore the abundant knowledge that schools can learn when they engage families. They explore how students bring funds of knowledge from their homes and communities for classroom concept development and building classroom community. Ideas for developing classroom communities that promote trust and encourage dialogue are emphasized.		
AED 21	**Foundations of Education in a Diverse Society**	**3 CEUs**
This course is designed to introduce students to educational theories and philosophies with the goal of bridging theory to practice. Students will examine, integrate, and apply various dynamics and principles of learning theories to practical classroom environments. Emphasis is placed upon the joining of learning theory and instructional practice, as a means to personal transformation of teacher professionals. The readings will guide students toward understanding a critical perspective on the sociology of schooling. An exploration of how schools have evolved, the political, economic, and social forces that shape those schools today, and the major issues facing public educators. An examination of the way schools operate in relation to race, class, gender, and sexual orientation. The course helps students understand a variety of philosophical systems that shape public education and guides students to articulate their own philosophy about teaching and learning.		

Course	Title	CEUs
AED 22	**Teaching Exceptional Learners in Inclusive Classrooms**	**3 CEUs**
This course is designed to provide an examination of the professional roles and responsibilities of general educators and special educators in K-12 schools. These roles require an understanding of the salient topical issues impacting exceptional learners as well as issues surrounding general and special education classrooms. High leverage practices (HLPs) supported by research evidence will also be introduced in this course. These HLPs have significant potential for improving academic and behavioral outcomes for exceptional learners in inclusive classrooms.		
AED 23	**Curriculum Design & Management**	**3 CEUs**
This course covers the principles and practices of secondary school teaching. Included are instructional methodologies, management techniques, strategies, approaches, and philosophies that are workable in today's middle and high schools.		
AED 24	**Creative Arts Methods**	**3 CEUs**
This course will introduce prospective early childhood and elementary teachers to the value of incorporating the arts into the classroom. Methods, resources and materials in four areas of the arts (visual art, music, creative movement/dance, and drama) will be explored. This class is designed to involve prospective teachers in developing ways of teaching the creative arts in the elementary classroom setting.		

BASIC CONSTRUCTION MANAGEMENT CERTIFICATE

Westminster's Basic Project Management Training certificate program (BPMC) consists of a project-based approach where participants learn and master skills though real-world business applications while receiving mentoring from Westminster instructors who are certified project and construction management experts. Participants are mentored toward mastery of concept and execution by expert faculty-coaches while engaging in projects related to their real work environment. The program curriculum is tied to the industry recognized certificates participants need to perform at a highly proficient level. The program consists of the following areas of focus:

- BCMP Exam Preparation Course—this three-day (24 hours) workshop provides an overview of basic construction management principles and prepares participants to pass the BCMP Exam.
- BCMP Exam—this exam is a comprehensive assessment of a participant's understanding of basic construction management principles.
- BCMP Credential—this credential is awarded by the NACP to students who successfully complete Stage 1 of the ACMC program. The required pass rate for the exam is 70%.

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions. Successful completion of certificate program makes participants eligible to receive their Basic Construction Management certificate (proctored, nationally normed, criterion-referenced certification exam will be given as part of the course).

PACE 23	Basic Construction Management Certificate	3.2 CEUs
The National Association of Construction Professionals (NACP), in partnership with Westminster University, provides a Basic Construction Management Certificate (BCMC) program for construction professionals. The program consists of a three-day workshop to prepare them to pass the Basic Construction Management Professional (BCMP) exam. Students take the exam as a part of this program. Successful students will receive the BCMP credential through the NACP. Upon successful completion of all sections and components, students will be awarded the Basic Construction Management Certificate from Westminster University.		

BUSINESS CERTIFICATE SERIES

Faculty: Richard Haskell, PhD

Learning Goals

- Obtain high level overview of listed subject matter
- Develop comprehension of the language of business
- Introduce students to basic methods and structures of business

Learning Methods

- Video-based content on select topics
- Participate in short quizzes (multiple choice, true/false, etc)
- Prepare solution to problem sets on module topics
- Prepare comprehensive course project

Objectives

Learners come to Westminster expecting to experience an engaging comprehensive education. While they certainly receive what they've come for, many find themselves needing more and often realize there's something missing in their education experience to make the most of the years they have on our campus and those that follow. Learners may have come here to pursue a non-business degree, but eventually understand they may also need something more to reach their full potential in highly competitive labor markets.

The **Center for Financial Wellness** has prepared the *Business Certificate Series* to aide learners whose education hasn't focused on business have a broader foundation on which they can get the most out of their careers.

Offered as non-matriculated, non-credit bearing, asynchronous, self-paced and autonomous learning experiences the courses seek to enrich the lives of our learners, extend the reach of our university, and positively impact the *Westminster Experience*. Each course includes a series of video modules and short quizzes, and wraps up with a comprehensive problem set or project to evidence the student's comprehension of the subject matter. Each course is expected to take 15-25 hours to complete and results in the student earning a certification of completion from the Center for Financial Wellness and Bill & Vieve Gore School of Business.

The ***Business Certificate Series*** offers learners an opportunity to gain a simplified and applied understanding of select disciplines offered in the business school. The courses provide learners a basic understanding of the subject and introduces them to its language and structure without the depth and richness available by taking more complete and rigorous courses included in our major and minor programs. The following courses provide an introduction to each of the listed subjects:

Courses	CEUs
BCS 101 - Intro to Accounting	2
BCS 102 - Intro to Finance	2
BCS 103 - Intro to Investing	2
BCS 104 - Intro to Taxation	2
BCS 105 - Intro to Economics	2
BCS 106 - Intro to Real Estate	2
BCS 107 - Intro to Business Valuation	2
BCS 108 - Intro to Entrepreneurship	2
BCS 109 - Into to Spreadsheets and Financial Calculators	
BCS 110 - Marketing Basics	
BCS 111 - Business Plan Preparation	
BCS 112 - Excel Workshop	
BCS 113 - Introduction to Quickbooks	
BCS 400 - Banking on Women	

CAPM EXAM PREPARATION COURSE

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions.

PACE 14	CAPM Exam Preparation Course	5.8 CEUs
This course teaches students project management terminology and principles that are accepted world-wide. Students attending this course will learn project management process groups (initiating, planning, executing, controlling and closing) and will receive detailed instruction in the following knowledge areas: Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resources Management, Communications Management, Risk Management, Procurement Management and Stakeholder Management. This course is a requirement towards the Certified Associate in Project Management (CAPM).		

GUIDING ORGANIZATIONAL CHANGE SIMULATION

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions.

PACE 26	Guiding Organizational Change Simulation	6.4 CEUs
This simulation course requires Project Managers to: (1) exercise the complete range of Project Management tools and techniques while managing a significant corporate project, and (2) develop a valuable new set of leadership skills held by a select few - guiding others through the unsettling distress of major changes to their organization. The class will develop and assess each student's ability to guide a team through actual, real-time projects with multiple, simultaneous, overlapping, organizational changes. During the course students will learn practical skills that will help#and their project team get through changes faster, with less pain, and with better outcomes. This course is a requirement towards the Advanced Project Management Certificate. This is a#hour course, requiring in-class simulations, along with supplemental reading and course work. Project Management Institute principles are applied throughout the course.		

IPSL GLOBAL ENGAGEMENT

Westminster serves as the institution of record for IPSL-Global Engagement

www.westminsteru.edu/ipsl

Faculty

- **Thomas Morgan**
- **Arianne Newton**

Program Goals:

IPSL's global programs engage students, educators, and grassroots organizations around the world in hands-on, community-based Service-Learning to promote equitable relationships, social justice, sustainable change, and a commitment to our shared humanity.

Objectives:

There is ample evidence demonstrating that peaceful social movements are highly successful in creating positive change worldwide. Even in countries where voluntary action is more informally structured, there still exist community organizing and social activism in one form or another. It is therefore critical that students seeking to contribute to global change know what these models are and how they work to be effective in their chosen fields. Regardless of their career path, students learning and developing community organizing and activism skills expand the slate of abilities to help them more engage effectively in empowerment and leadership in a variety of settings.

Through ethical, community-based Service-learning programs, IPSL provides opportunities for students to make people-to-people connections with social change organizations all over the world. Opportunities through IPSL include engaged studies abroad, internships, fieldwork, preceptorships, immersive language study, graduate study, and global participatory action research (GPAR).

IPSL Courses

Languages

IPSL Language courses may be taken for 1 to 9 Continuing Education Units (CEUs).

Arabic

French

German

Italian

Japanese

Korean

Mandarin Chinese

Portuguese

Russian

Spanish

Vietnamese

LEADERSHIP CERTIFICATE

The Leadership Certificate is a non-credit, non-degree credential program built for companies and executive cohorts and features a total of ten, two-day-long courses focused on essential leadership skills. Each session goes through a three-stage process: pre-work, practice in real-world activities, and application in the workplace. Throughout each stage, a faculty coach is assigned to work with each participant and is available to consult with participants individually.

Each two-day course is devoted to a specific leadership concept and follow-on projects are coached by a Westminster faculty expert. The program is designed to meet the needs of busy professionals. Limited classroom time means less distraction from work activities. Real-world projects translate into immediate return on investment for your company.

Completion of Certificate Program makes participants eligible for either:

- Prior learning assessment credits towards an Undergraduate Project-Based Bachelor of Business Degree program (up to 12 credits)
- Admission to the Accelerated Project-Based Masters of Business Degree Program at Westminster University (completed in four full-time semesters as opposed to the five semesters it usually takes in the Project-Based Masters of Business Degree program)

Required Courses

Requirement Description	CEUs
I. Required Courses	
LCP 01 You As a Leader	1.2
LCP 02 Communicate the Vision	1.2
LCP 03 Lead and Inspire	1.2
LCP 04 Inspire, Negotiate, and Coach	1.2
LCP 05 Lead Teams and Projects	1.2
LCP 06 Evaluate the Market	1.2
LCP 07 Create Strategy	1.2
LCP 08 Change & Innovate	1.2
LCP 09 Evaluate Performance	1.2
LCP 10 Lead Process Improvement	1.2

*** Non-credit courses are recorded as Continuing Education Units or CEUs. One CEU represents 10 contact hours of instruction and learning activities. CEUs are generally not transferrable to other institutions.**

Course	Title	CEUs
LCP 01	**You As a Leader**	**1.2 CEUs**
This overarching course begins the transformation process from being effective managers to being true Leaders. This course sets the stage for the rest of the courses as individuals set a vision for their respective work units, establish a plan to achieve that vision, and motivate stakeholders. You will learn how to move the organization toward realizing its full potential by working on a follow-up project after each course. This project-based program allows employees to immediately apply their knowledge and receive coaching feedback after each course.		
LCP 02	**Communicate the Vision**	**1.2 CEUs**
Craft messages and deliver presentations that propel the organization forward, that communicate a vision, and that compel others to buy into a vision.		
LCP 03	**Lead and Inspire**	**1.2 CEUs**
Build highly productive talent and teams that are able to fully realize the organization's goals and vision. Use tools to challenge, promote, and retain the talent the organization needs.		
LCP 04	**Inspire, Negotiate, and Coach**	**1.2 CEUs**
Use coaching tools to evoke the highest performance possible. Master the art of negotiation and conflict resolution to deepen relationships and enhance effectiveness.		

Course	Title	CEUs
LCP 05	**Lead Teams and Projects**	**1.2 CEUs**
Develop tools to lead teams and projects that deliver results on-spec, on-time, and on-budget. Harness the power of teams to jump-start the achievement of organizational goals and performance.		
LCP 06	**Evaluate the Market**	**1.2 CEUs**
Evaluate the external environment of the organization - competitors, clients - to uncover invaluable market intelligence and trends. Support concise and accurate strategic decision making.		
LCP 07	**Create Strategy**	**1.2 CEUs**
Shape strategy that gives the organization a "global-best" market direction, even when that direction requires difficult decisions. Develop implementation plans that map a clear path toward fulfillment of strategic direction.		
LCP 08	**Change and Innovate**	**1.2 CEUs**
Foster the culture and discussions necessary to keep the organization innovating, always ahead of others in the market. Evaluate and implement change that builds upon the organization's advantages and attributes.		
LCP 09	**Evaluate Performance**	**1.2 CEUs**
Measure and evaluate the organization's track record, using validated metrics that assess the company's client, finance, process, and productivity parameters, as well as strategic global achievement.		
LCP 10	**Lead Process Improvement**	**1.2 CEUs**
Rebuild and reinvigorate processes in collaboration with key stakeholders to move the organization closer to its goals. Map, evaluate, and execute processes that enhance overall performance.		

LEAN SIX SIGMA BLACK BELT CERTIFICATE

Lean Six Sigma is a combination of two popular continuous improvement methods—Lean and Six Sigma—that pave the way for operational excellence. It relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. Westminster's Lean Six Sigma Black Belt Certification consists of a blended program that is focused on getting students to translate the knowledge gained through online learning and practice to real world skills and expertise. Students will learn the Lean Six Sigma Black Belt body of knowledge, practice techniques for both quantitative and non-quantitative analysis, and gain the team leadership skills necessary to get projects across the goal line. Students will be immersed in online training, several online simulations, including a comprehensive simulation that takes them through the DMAIC process as a project. In order to receive the LSSBB certification, students are required to take a comprehensive examination at the completion of the course. Students are encouraged to have a personal project that they are working on throughout the course. After completing this 800 clock hour certification program, students should be able to:

- Communicate using Lean Six Sigma concepts.
- Think about your organization as a collection of processes, with inputs that determine the output.
- Relate Lean Six Sigma concepts to the overall business mission and objectives.
- Use the concept of a Sigma Level to evaluate the capability of a process or organization.
- Understand and apply the five step DMAIC model as a framework to organize process improvement activity.
- Employ a wide range of process improvement techniques, including Design of Experiments, within the DMAIC model.
- Recognize the organizational factors that are necessary groundwork for a successful Lean Six Sigma effort.
- Employ your Six Sigma skills to lead a successful process improvement project delivering meaningful results to the organization.

Certification program modules consist of the following areas of emphasis:

- Introduction to Lean Six Sigma
- Starting a Project and Leading Teams
- Voice of the Customer
- Mapping the Process
- Measurements and Basic Statistics
- Measurement Systems Analysis
- Charting Process Behavior
- Identifying Root Causes
- Hypothesis Testing
- Design of Experiments
- Improve
- Control
- DMAIC Simulation, Exam Prep, and Final Exam

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions. Successful completion of certificate program makes participants eligible to receive their Lean Six Sigma Green Belt certificate (proctored, nationally normed, criterion-referenced certification exam will be given as part of the course).

PACE 41	Lean Six Sigma Black Belt Certificate	80 CEUs

Lean Six Sigma is a combination of two popular continuous improvement methods—Lean and Six Sigma—that pave the way for operational excellence. It relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. The Lean Six Sigma Black Belt is an expert team leader, statistical analyst, and project manager - all rolled into one. As a Black Belt in training, students will learn how to master this diverse set of "soft" and "hard" skills so that, when the course is completed, students are able to quickly lead critical projects to successful completion.

The Lean Six Sigma Black Belt Certification is an online program that is self-paced according to students' schedules and time constraints, yet rigorous enough for the rewarded Lean Six Sigma Black Belt (LSSBB) certification to carry weight in today's professional environment. The objective of this certification program is to develop a comprehensive set of skills that will allow students to function effectively as a Lean Six Sigma Black Belt.

LEAN SIX SIGMA GREEN BELT CERTIFICATE

Lean Six Sigma is a combination of two popular continuous improvement methods—Lean and Six Sigma—that pave the way for operational excellence. It relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. The Westminster University Lean Six Sigma Blended Green Belt program will provide students with the knowledge and practical skills to become a Green Belt Practitioner. This blended program is very focused on getting students to translate the knowledge they gain through online learning and practice to real world skills and expertise. The skills transfer doesn't end there as students must complete a Lean Six Sigma online simulation project to earn their certification. This program is for those who are serious about getting a Lean Six Sigma Green Belt certification that is rigorous, relevant, flexible, and trusted in the marketplace.

Program Requirements:

- Completion of online training
- Two One on One online sessions with your virtual coach.
- Lean Six Sigma Online Simulation Project
- Passing Grade on Green Belt Crucible Test

After completing this program, students should be able to:

- Communicate using Lean Six Sigma concepts.
- Think about your organization as a collection of processes, with inputs that determine the output.
- Relate Lean Six Sigma concepts to the overall business mission and objectives.
- Use the concept of a Sigma Level to evaluate the capability of a process or organization.
- Understand and apply the five step DMAIC model as a framework to organize process improvement activity.
- Employ a wide range of process improvement techniques within the DMAIC model.
- Recognize the organizational factors that are necessary groundwork for a successful Lean Six Sigma effort.
- Employ your Six Sigma skills to lead a successful process improvement project delivering meaningful results to the organization.

This online component consists of eleven modules, including:

1. Introduction to Lean Six Sigma
2. Starting a Project and Leading Teams
3. Voice of the Customer
4. Mapping the Process
5. Measurements and Basic Statistics
6. Measurement Systems Analysis
7. Charting Process Behavior
8. Identifying Root Causes
9. Hypothesis Testing
10. Improve
11. Control

After completing all components of this program, totaling 240 clock hours, students should be able to:

- Communicate using Lean Six Sigma concepts.
- Think about your organization as a collection of processes, with inputs that determine the output.
- Relate Lean Six Sigma concepts to the overall business mission and objectives.
- Use the concept of a Sigma Level to evaluate the capability of a process or organization.
- Understand and apply the five step DMAIC model as a framework to organize process improvement activity.
- Employ a wide range of process improvement techniques, including Design of Experiments, within the DMAIC model.
- Recognize the organizational factors that are necessary groundwork for a successful Lean Six Sigma effort.
- Employ your Six Sigma skills to lead a successful process improvement project delivering meaningful results to the organization.

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions. CEUs to be awarded: 24. Successful completion of certificate program makes participants eligible to receive their Lean Six Sigma Green Belt certificate (proctored, nationally normed, criterion-referenced certification exam will be given as part of the course).

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions. Successful completion of certificate program makes participants eligible to receive their Lean Six Sigma Green Belt certificate (proctored, nationally normed, criterion-referenced certification exam will be given as part of the course).

PACE 31	Lean Six Sigma Green Belt Certification	24 CEUs
Lean Six Sigma is a combination of two popular continuous improvement methods—Lean and Six Sigma—that pave the way for operational excellence. It relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. The Lean Six Sigma Green Belt is an essential member of every Lean Six Sigma project team. Whether you're tasked with leading your own projects or are looking to expand your education, Westminster's Lean Six Sigma Green Belt course will increase your knowledge base and capability to apply the DMAIC methodology and Lean methods. Green Belt training represents a reduction in time and material required for Black Belt training, so many professionals choose to start their process improvement career at this level. It's a quicker entry into the industry and a way to explore your comfort in the role before making a larger commitment.		

PMP EXAM PREPARATION COURSE

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions.

PACE 15	PMP Exam Preparation Course	7.4 CEUs
This course teaches students project management terminology and principles that are accepted world-wide. Students attending this course will learn the five project management process groups (initiating, planning, executing, controlling and closing) and will receive detailed instruction in the following knowledge areas: Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resources Management, Communications Management, Risk Management, Procurement Management and Stakeholder Management. This course is a requirement towards the Advanced Project Management Certificate.		

PROCESS AND PROJECT MANAGEMENT CERTIFICATE (PPMC)

Westminster's Process and Project Management Certificate (PPMC) consists of a blended program that is focused on getting students to translate the knowledge gained through online learning and practice to real world skills and expertise. The skills transfer doesn't end there as students must complete a Project Fundamentals Course and a Lean Six Sigma Green Belt online training and simulation project to earn their certification. The student will gain a solid understanding of project management, as well as the coveted Lean Six Sigma Green Belt. Lean Six Sigma is a combination of two popular continuous improvement methods—Lean and Six Sigma—that pave the way for operational excellence. It relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. Course Requirements totaling 330 clock hours include:

- Completion of online training in Project Fundamentals
- Completion of online training in Lean Six Sigma Green Belt
- Two One on One online sessions with your virtual coach
- Lean Six Sigma Online Simulation Project

The first component, Project Management Fundamentals, is a self-paced, online program where participants learn and master skills though real-world business applications. Students learn and practice techniques for clearly defining project success, planning for performance and performing. This course is completed at the student's own pace and requires completion of an online course and tests, along with supplemental reading and course work. Project Management Institute principles are emphasized and taught in Project Management throughout the course. The program curriculum is tied to the industry recognized certificates participants need to perform at a highly proficient level. Section requirements include:

1. Reading through the information contained in the online modules
2. Writing an essay on project leadership (record the essay in a learning journal)
3. Recording the difference between leadership and management in a learning journal
4. Completing the following project planning exercises/activities for a small, practice project around the student's home:

- - Develop a project vision statement
  - Prioritize project success parameters
  - Draw a total scope diagram for your project
  - Create appropriate goal statements and a dashboard for your project
  - Create a Work Breakdown Structure for your project
  - Create a Network Diagram
  - Build a Resource Pool and Plan
  - Develop a Gantt Chart and Schedule Baseline in a software tool
  - Develop a Cost Baseline
  - Develop a Risk Register
  - Create a Quality Baseline

The second component is an online Lean Six Sigma module. Upon successful completion of this section, students will have demonstrated the following skills:

1. Communicate using Lean Six Sigma concepts.
2. Think about your organization as a collection of processes, with inputs that determine the output.
3. Relate Lean Six Sigma concepts to the overall business mission and objectives.
4. Use the concept of a Sigma Level to evaluate the capability of a process or organization.
5. Understand and apply the five step DMAIC model as a framework to organize process improvement activity.
6. Employ a wide range of process improvement techniques within the DMAIC model.
7. Recognize the organizational factors that are necessary groundwork for a successful Lean Six Sigma effort.
8. Employ your Six Sigma skills to lead a successful process improvement project delivering meaningful results to the organization.

This component consists of eleven modules, including:

1. Introduction to Lean Six Sigma

2. Starting a Project and Leading Teams
3. Voice of the Customer
4. Mapping the Process
5. Measurements and Basic Statistics
6. Measurement Systems Analysis
7. Charting Process Behavior
8. Identifying Root Causes
9. Hypothesis Testing
10. Improve
11. Control

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions. Successful completion of certificate program makes participants eligible to receive their Lean Six Sigma Green Belt certificate (proctored, nationally normed, criterion-referenced certification exam will be given as part of the course).

PACE 32	Process and Project Management Certificate	33 CEUs
In this certification program, the student will gain a solid understanding of project management, as well as the very coveted Lean Six Sigma Green Belt. Lean Six Sigma is a combination of two popular continuous improvement methods—Lean and Six Sigma—that pave the way for operational excellence. It relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. The Lean Six Sigma Green Belt is an essential member of every Lean Six Sigma project team. Whether you're tasked with leading your own projects or are looking to expand your education, our PPMC course will increase your knowledge base and capability to apply the DMAIC methodology and Lean methods to projects. This blended program is very focused on getting you to translate the knowledge you gain through online learning and practice to real skills and expertise. The skills transfer doesn't end there as you must complete a Project Fundamentals Course and a Lean Six Sigma Green Belt online training and simulation project to earn your certification.		

PROJECT MANAGEMENT TRAINING CAMP SIMULATION

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions.

PACE 25	Project Management Training Camp Simulation	6.4 CEUs
This project management simulation course places real project managers in real-time situations. Students find themselves working in a team-based environment using computer simulations to solve realistic problems, while practicing and applying a variety of Project Management techniques. This course provides critical, fundamental skills for Project Managers who may or may not be at a senior level, but spend the majority of their time managing projects, including those who manage large and complex projects or multiple projects. Technical or non-technical managers, line or staff, individual contributors or project leaders all find this course equally valuable for professional development and career growth. This course is a requirement towards the Advanced Project Management Certificate.		

PROJECT MANAGEMENT AND LEADERSHIP CERTIFICATE

Course Description

Courses are awarded as Continuing Education Units or CEUs. CEUs are generally not transferable to other institutions.

PACE 33	Project Management and Leadership Certificate	24.6 CEUs
The Project Management and Leadership Certificate (PMLC) introduces project managers to the necessary management and leadership skills that will help them and their teams to deliver successful project results.##The curriculum begins with an online Project Management Fundamentals course, followed by two team-based simulation courses that help participants practice skills related to project management, leadership, and organizational change. The program also provides in-depth instruction on project management processes and knowledge areas to help participants achieve Project Management Professional (PMP®) certification. These courses will be taught by instructors who hold a PMP® certification, have advanced educational credentials, and are PMI® Registered Education Providers or PMI® Authorized Training Partners. Upon successful completion of all sections and courses, students will be awarded the Project Management#and Leadership#Certificate from Westminster University.		

PROFESSIONAL AND CONTINUING EDUCATION COURSES

Non-credit courses are recorded as Continuing Education Units or CEUs. One CEU represents 10 contact hours of instruction and learning activities. CEUs are generally not transferrable to other institutions.