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National University System 2008 Annual Report

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Since its founding in 2001, the National University System has grown into a strong network of diverse yet uniquely aligned institutions providing innovative educational programs and learning modes to traditionally underserved students.

System affiliates National University, National University International, The Division of Pre College Programs (which includes National University Virtual High School and the National University Academy of Health Sciences), National Polytechnic College of Science, Spectrum Pacific Learning Company, WestMed College, and The Center for Integrative Health continue to expand their programs and offerings to deliver the benefits of education to a growing range of students.

The increased integration of System affiliates has created new opportunities for collaboration that have strengthened the System and improved access to the education it provides.

The new National University Technology and Health Science Center, which opened in Kearny Mesa in July of this year, is the first system campus designed for more than one affiliate. The new campus features state-of-the-art technology in its classroom and lab facilities, and will host classes for National University's School of Health and Human Services, School of Media and Communications, and School of Engineering and Technology, as well as National Polytechnic College of Science.

Other examples of collaboration among System affiliates include National University's School of Health and Human Services' work with the Center for Integrative Health to create a new graduate-level program – a master's degree in integrative medicine – that starts this fall. The program is based on a comprehensive, holistic philosophy of health and wellness designed to equip healthcare providers with the knowledge and tools they need to improve the health of the American public.

This year, the Division of Pre-College Programs extended the System's K-12 teaching and learning opportunities with the establishment of the National University Academy, an umbrella organization created for the development of public charter schools. The first school, the National University Academy of Health Sciences, will begin classes this fall.

The Division also includes National University Virtual High School, a private, online college preparatory high school which, this year, received College Board approval for all its Advanced Placement courses, approval from the National Collegiate Athletic Association for core courses, and received approved online provider status from the University of California.

I look forward to focusing on guiding the collaborative efforts and strategic direction of the affiliates of the National University System.

I encourage you to learn more about the National University System, its

affiliates, and the benefits they bring to 21st Century higher education in the following pages.

Sincerely,



Jerry C. Lee
Chancellor, National University System

Message from the Chancellor

“Great things are accomplished by talented people who believe they will accomplish them.”

–Warren G. Bennis



The National University System

“The great thing in the world is not so much where we stand, as in what direction we are moving.”

– Oliver Wendell Holmes

Through collaboration and cooperation, individuals and groups realize power and possibilities that are greater than what they had by working alone. In the last year, increased cooperation among National University System affiliates has served the organization well in support of its goal of making higher education convenient and usefully available to any one who wants it.

The National University System’s bold approach to education brings together the individual strengths of each affiliate into positive collaborations that provide traditionally underserved students with the educational opportunities they deserve.

Established in 2001, the System offers educational opportunities to a growing range of students through National University, the Division of Pre-College Programs’ National

Overview

Founded in 2001

Headquartered in La Jolla, California

Six affiliated institutions

Partnerships worldwide

The mission of the System is to serve a broad range of constituencies that extends beyond National University’s non-traditional student body to other underserved populations historically deprived of educational opportunities.

University Virtual High School and National University Academy of Health Sciences, National Polytechnic College of Science, National University International, Spectrum Pacific Learning Company, WestMed College, and The Center for Integrative Health.

With combined operating budgets of \$182,000 million, real estate valued at \$145 million, an unrestricted net asset value of \$500 million, and no significant debt, the market value for the National University System has been estimated at as much as \$1 billion.

National University, the cornerstone of the System, continues to make lifelong learning opportunities accessible, challenging and relevant to a diverse

student population. To date, National University has conferred more than 149,000 degrees to more than 114,000 graduates

The System's Division of Pre-College Programs, established in 2007, focuses on creating challenging learning opportunities at the K-12 levels. In the past year, the Division's work has included the development of the first National University Academy charter school; administration of National University Virtual High School, a private, online college preparatory high school that meets the needs of high school administrators and students student who seek alternative classroom opportunities; and a series of new initiatives intended to created and market new products and programs to the K-12 education market.

The institution formerly known as National Polytechnic College of Oceanering and Engineering officially changed its name and mission to reflect an increased range of educational programs. Now known as National Polytechnic College of Science, the college updated its mission to encompass the increasing demands of the market for new and upgraded skills in allied health, engineering technology, marine technology, and security management.

National University International (NUI) provides global access to the promise of education for all through worldwide administration, management, and marketing services for the System's affiliates and online programs. NUI also delivers English language and college preparation programs to students from all

over the world, while providing education programs for those seeking in-demand language skills useful in an increasingly interconnected world.

Spectrum Pacific Learning Company (SPL) puts the power of technology behind affiliates' educational offerings, helping them improve the effectiveness of their e-learning content and delivery. Known for course design and development that creates engaging and interactive online learning, SPL provides a turn-key solution for affiliates and outside clients by offering a full suite of services that include e-learning consulting and research; course design, development, and hosting with comprehensive learning management/content management and reporting services; e-learning training and comprehensive account management.

The National University System embodies Thomas Jefferson's belief in the essential link between an educated populace and an effective democracy.

“The achievement of your goal is assured the moment you commit yourself to it.”

– Mack R. Douglas



Dr. Jerry C. Lee has served as Chancellor of the National University System since 2001, guiding the strategic direction of the System's affiliates.

Now in its seventh year, the National University System stands strong as an established network of uniquely aligned institutions working together to deliver quality, affordable, and convenient education and training for current and emerging fields of the 21st century economy.

This year, WestMed College received approval for its nursing program from the Board of Vocational Nursing and Psychiatric Technicians. WestMed's Merced location was approved by the Board of Vocational Nursing and Psychiatric Technicians, including approval to operate three nursing cohorts of 30 students each which adds significant capacity for the College's nurse training programs. The Merced campus also received initial approval from the Accrediting Commission for Career Schools and Colleges of Technology.

The Center for Integrative Health leads the System's commitment to wellness and health while also working with partners inside and outside of the System to offer new degrees and certificate programs for those interested in the blend of conventional medical treatment with complementary and alternative medicine.

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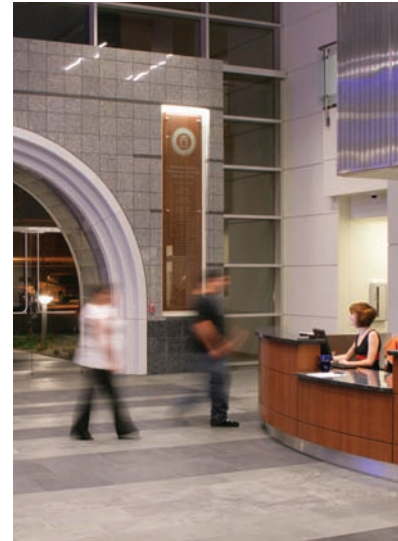
Mission

The mission of the System is to serve a broad range of constituencies that extends beyond National University's non-traditional student body to other underserved populations historically deprived of educational opportunities. Thomas Jefferson had a similar vision more than 200 years ago, understanding the essential link between an educated populace and an effective democracy.

Leadership

Dr. Jerry C. Lee serves as Chancellor of the National University System through his appointment as Chief Executive Officer of the System Management Group (SMG), a 509(a)(3) organization. SMG is governed by an elected Board of Trustees, the members of which largely overlap with the Boards of Trustees of the affiliated institutions. This innovative structure facilitates the continued development of every National University System affiliate and enables them to maintain their functional independence for purposes of accreditation, licensure, tax-exempt status, and financial aid eligibility.

The National University System oversees each affiliated institution's accomplishment of its objectives and provides a variety of support services. Each institution's participation in the National University System is governed by a



The new, state-of-the-art National University Technology and Health Sciences Center is the first System building designed for more than one affiliate.

Facts

- An integrated system means students can enter vocational education tracks or earn certification through workplace development programs, then later decide to pursue degree programs.
- The National University System embodies Thomas Jefferson's belief in the essential link between an educated populace and an effective democracy.
- Received the Platinum Award for the 2007 National University System Annual Report from the League of American Communications Professionals (LACP).
- Received a 2008 Circle of Excellence Silver Medal for the electronic health and wellness magazine, iThrive, from the Council for Advancement and Support of Education.

National University System

National University
Division of Pre-College Programs
National University Virtual High School
National University Academy of Health Sciences
National Polytechnic College of Science
National University International
Spectrum Pacific Learning Group LLC
WestMed College
The Center for Integrative Health



Incorporation of online education and leading-edge technologies enable National University System affiliates to offer the benefits of education to a growing range of students.



National University

Higher education has never been more vital to society and the individual than it is today. Global challenges demand the highest levels of intellectual capacity. With every aspect of modern life now impacted by technology, a highly skilled workforce is more important than ever for government, industry, and communities to function.

People with bachelor's degrees earn almost double what a person with a high school diploma will earn. But even though education is the surest ticket to economic growth and financial well-being, only 30 percent of Americans currently graduate from college, according to the U.S. Census Bureau.

Amid the need for an educated populace, National University stands out as a bold leader in American education, providing a fresh vision and a thriving model for higher learning in the 21st Century. Its deeply ingrained values, unique format and pioneering application of cutting edge technology have opened the

door to thousands of graduates and credential completers who are more representative of the nation's diverse demographics than almost any other college or university.

Since 1971, National University has been offering students an education that meets their needs on their terms, with a manageable one course per month, and classes scheduled in the evenings and on weekends at easily accessible regional campuses or through a broad selection of online degree programs. It is an approach, based

upon a commitment to six core values: quality, access, relevance, accelerated pace, affordability, and community.

Upholding these values has opened the doors of higher education to a large segment of standard and non-traditional learners, and in the process, National University has become the second-largest, private, nonprofit institution of higher education in California. From its origins as a single campus facility in San Diego, National today boasts a network of 27 campuses throughout

*“An honest heart being the first blessing,
a knowing head is the second.”*

- Thomas Jefferson to Peter Carr, 19 August, 1785

Overview

*22,000 full-time students from 74 different countries
149,000 degrees and credentials conferred to more than 114,000 graduates
Second largest nonprofit, private institution of higher learning in California
28 campuses located throughout California and Nevada*



*The ceremonial mace, a symbol of National University, is inscribed with the Latin motto, *discendo vivimus* – “we live through learning.”*

California, as well as one in Henderson, Nevada. The University currently offers more than 100 accredited undergraduate and graduate degrees and credential programs in six schools, including the School of Business and Management, the School of Education, the School of Engineering and Technology, the School of Media and Communication, the School of Health and Human Services and the College of Letters and Sciences.

With a full-time student body of approximately 22,000 men and women from 74 countries, National represents a cross-section of international and American higher education. Its student population is a microcosm of California’s and America’s famous melting pot of diversity. It proudly provides more master’s degrees to African Americans and Hispanics than any other university in the state. According to both *Diverse Issues in Higher Education* and the *Hispanic Outlook in Higher Education*, National University consistently ranks among the top ten institutions in the nation in granting master’s degrees to all minorities. It also ranks among the top ten institutions in the country in awarding graduate degrees to women.

In addition to accommodating the schedules of working students, National makes higher education affordable by maintaining reasonable per-course tuition rates. According to the College Board’s *Trends in College Pricing* report, the University’s undergraduate tuition is 59 percent lower than the average private four-year college, placing National among the most affordable, private, nonprofit institutions in California.

Competitively priced classes are made possible by efficiency that is the byproduct of strong leadership that carries throughout one of the nation’s best managed institutions of higher education. Since 1989, National University has experienced unprecedented expansion while multiplying its assets in a manner more reminiscent of a Fortune 500 corporation than a non-profit private university.

Institutional capacity and financial stability have become benchmarks of National University’s success. The current annual operating budget is \$135 million; the University’s real estate holdings are valued at \$145 million; National has an unrestricted net asset value of \$500 million, with no significant debt; and its endowments total more than \$340 million, rank among the top 200 of more than 3,000 U.S. colleges and universities.

National University’s state-of-the-art facilities include more than 3,100 networked computers that are accessible to students university-wide and

Bachelor's degree holders earn almost double what a person with a high school diploma will earn.

National University has conferred more than 149,000 degrees and credentials to more than 114,000 graduates.



upgraded on a three-year cycle to ensure that student learning keeps pace with changing technology. The National University web portal – the primary tool available to students who wish to access their grades and class schedules online – processes nearly 2 million transactions each month.

The award-winning National University Library System is home to one of the largest electronic book collections in the nation, providing access to 80 databases, over 300,000 books (more than 100,000 being electronic) and more than 19,000 full-text journals. The state-of-the-art library facility, located in San Diego, is a natural fit for non-traditional learners around the globe, especially for the rapidly growing numbers of online students.

Modern, comfortable interiors, punctuated with the best in educational technology convey a culture of excellence which is exemplified by the National University Technology and Health Sciences Center, which was completed in 2007. Located in the Kearny Mesa area in San Diego, the 39,070 square-foot building is the home for the University's School of Media and Communication, School of Engineering and Technology, and School of Health and Human Services, and includes state-of-the-art teaching resources such as a tapeless high definition digital video studio, editing labs, engineering labs, and classrooms.

In addition to its brick and mortar infrastructure, National University is a recognized leader in the rapidly growing field of online learning. In academic year 2007, National delivered more than 3,329 online classes, serving more than 11,408 students. National's continued commitment to providing its students with the latest classroom, research and technological resources equals its trendsetting focus on the virtual learning environment.

The payoff end product of National University's unparalleled assets is represented in 113,261 alumni, a city-sized population of highly-educated professionals and academicians who are distinguishing themselves as leaders in their fields. Nowhere is this truer, than in K-12 education. National's School of Education is among the nation's leaders in preparing teachers, with more of America's primary and secondary minority educators earning their graduate degrees at National than from anywhere else.

According to the California Commission on Teacher Credentialing, National University has recommended more teachers for credentialing than any single institution in the state for each of the past eight years. The University holds student teaching contracts with 1,000 California school districts, and it has been

Discendo vivimus is Latin for "we live through learning." Higher education has never been more vital to society and the individual than it is today.



estimated that 70 percent of the 26,000 teachers in San Diego County are graduates of National. The University's School of Education is one of a limited number of institutions in the country that is authorized to offer National Board Teacher Certification training. The School of Education also houses one of the 10 largest Master of Science in Educational Administration programs in the nation, as well as the largest Master of Science in Special Education and Master of Arts in Teaching programs in California. Three of California's five State Teachers of the year in 2007-2008 were National University alumni.

Through its year-round scheduling, innovative classroom formats, and myriad support services, students at National are able to earn their degrees faster and at a higher percentage, and enjoy more intimate access to faculty, with an average class size of 20. Almost 70 percent of National University undergraduates complete their degree programs, compared to 30 percent at state institutions. At the graduate level, 75 percent of National's students complete their degrees.

In 2005, National reached an agreement with the California Community College System that provided streamlined admission and scholarship opportunities for community college transfer students. In 2007, the University renewed the agreement with the Community College System, offering an invaluable opportunity for even more students to complete their education and earn a degree.

The National University Board of Trustees meets three times a year at National's headquarters in La Jolla, California to assess the University's goals and its progress toward achieving those goals.

New Research Initiative

The inaugural publication of the *National University Journal of Research in Innovative Teaching* represents National University's mission of providing exemplary levels of instruction to students.

This annual publication focuses on peer-reviewed, original research in the area of new instructional methods, approaches, and tools. The Journal provides opportunities for collaboration, and serves as a forum for sharing noteworthy scholarship activities.

The Journal includes the work of many National University faculty, as well as submissions from external scholars. The publication's editorial board is

Year-round scheduling and student support services help National University students earn their degrees faster and at a higher percentage than at other institutions.



comprised of prominent University faculty as well as scholars from the University of North Carolina, the University of Graz in Austria, and the University of Twente in the Netherlands. Similarly, the Journal's review board includes participants from national and international institutions of higher education.

Commitment To Student Service

The development of outstanding graduates begins with a commitment to student service. This philosophy gave rise to National University's Student Concierge Services (SCS), which was founded last year to provide students with live, on-demand assistance in navigating National University's systems and processes. Operated and managed by National University System affiliate, Spectrum Pacific Learning Company, this state-of-the-art service is an example of the beneficial collaborations taking place among affiliates.

The centerpiece of SCS is a software system that increases the ability to track student requests while also providing immediate, actionable feedback. Students can access the concierge service by telephone, e-mail, and online chat. The concierge continues to serve a broad array of student service issues, ranging from transcripts and financial aid to commencement.

When SCS launched in March 2007 there were roughly 2,000 contacts. Now one year later, it has had over 14,000 contacts, helping students have the best possible experience. In addition to its quality service, this year the advocates of SCS embarked upon a program of at-risk interventions to further ensure student success.



National University is among the nation's leaders in preparing teachers, providing more master's degrees in education to minority students than any other higher education institution in the U.S.



Updates

School of Business and Management

- New Program
 - Master of Accountancy
- The School was re-organized by moving the Department of Professional Studies to the College of Letters and Sciences. The Department of Professional Studies consisted of such programs as Public Administration, Forensic Sciences, Criminal Justice Administration, Domestic Security Management, Pre-Law and Alternative Dispute Resolution. With input from faculty, the School of Business and Management was re-organized into the following three departments:
 - Accounting and Finance
 - Leadership and Business Administration
 - Management and Marketing
- MBA program modification
 - Two courses, Knowledge Management and Electronic Business, were eliminated because they did not optimally meet students' needs
 - Two new courses, Macroeconomics/International Business and Information Technology, added to help students gain knowledge needed in global, information-rich business environment

- BBA program modification
 - Added concentration in Project Management
- Peak Performance Awards
 - The first Annual Peak Performance Awards were held in November 2007, recognizing seven major organizations in Southern California for organizational excellence. There were 29 total finalists.

School of Education

- New Programs
 - Bachelor of Education in Secondary Mathematics Education
 - Bachelor of Arts major in Interdisciplinary Studies Concentrating in Early Childhood Education with a California Preliminary Multiple Subjects Teaching Credential
 - Masters of Arts with a Specialization in Early Childhood Education
 - Masters of Arts with a Specialization in Autism
 - Masters of Arts with a Specialization in Teacher Leadership
 - Masters of Arts with a Specialization in Advanced Behavioral Analysis
 - Master of Science in Instructional Leadership

- Master of Science in Applied School Leadership
- Master of Science in Special Education with an emphasis in Deaf and Hard-of-Hearing
- Master of Arts in Language Teaching and Learning
- Expanded its National Board Certification for Teachers program nationwide
- Received approval from the California Commission on Teacher Credentialing for Standards 19-21 of the teacher credentialing program

School of Engineering and Technology

- New Programs
 - Bachelor of Science in Construction Management
 - Seven new certificates in specialized areas of Construction and Construction Management
 - Lean Six Sigma and Enterprise Architecture added as areas of specialization under both MS Engineering Management and MS Systems Engineering. These areas of specialization are offered via partnerships with VSE Corporation and FEAC Institute, respectively, and National University's Division of Extended Learning.

- The School received a research grant of \$68,000 from Hewlett-Packard Corporation for exploring the use of tablet computing to enhance learning in engineering and computing curricula.
- In December, 2008, the School moved into the National University Technology and Health Sciences Center in Kearny Mesa, co-locating administrative and faculty offices with classrooms and laboratory facilities. The latter include four major new laboratories: networking; information security; materials; and electrical/electronic and telecommunication systems.
- The International Computer Science and Technology Conference was established and hosted by the School. Financial support was provided by nine additional organizations including Sun Microsystems, Teradata, Amplio Consulting, DateI, GTC Systems, and GigaKom. The 176 registered attendees included over 30 local chief information officers and chief technical officers.

School of Media and Communication

- New Programs
 - Master of Fine Arts in Professional Screenwriting
 - Master of Fine Arts in Video

“The happiest life is that which constantly exercises and educates what is best in us.”

- Philip Gilbert Hamerton

- Game Production/ Los Angeles
- Master of Fine Arts in Video Game Production/ Kearny Mesa
- The School has installed a television studio with supporting labs at the National University Technology and Health Sciences Center in Kearny Mesa
- The School has installed game labs at the Los Angeles campus
- On behalf of the National University System Center for Integrative Health, the School produced two new episodes of San Diego 6, a series of health and fitness-related television programs designed to appeal to young viewers, which aired on ITV
- The School and Robey Theatre are collaborating on development of dramatic scripts for student productions during the Master of Fine Arts in Digital Cinema residency

School of Health and Human Services

- New Programs
 - Bachelor of Science in Public Health: Concentration in Health Promotion
 - Master of Healthcare Administration
 - Master of Integrative Health
 - Health Coaching Certificate

- Associate of Nursing Program- Henderson
- 101 licensed Registered Nurses added to local nursing workforce since the start of the nursing program
- During the January – March 2008 testing period, 94.74 percent of first-time nursing candidates from National University successfully passed the National Council Licensure Examination

College of Letters and Sciences

- New Programs
 - Patient Advocacy Graduate Certificate
- The Center for Cultural and Ethnic Studies held outreach community events including:
 - “The Call of Conscience.” Speaker: Shindler’s List Survivor Leon Leyson
 - “Mapping a Nation in Motion: A Brief History of American Travel Cartography.” Speaker: Dr. James Akerman of the Newberry Library
 - Marjorie Hart, acclaimed author
 - Jane Hirshfield, award-winning poet
 - “Everything’s Cool,” documentary on Global Warming
 - Fine Arts Trio, classical music

Division of Extended Learning

- New Programs
 - In line with the University's dedication to California educators, the Division of Extended Learning provides unique offerings aligned with the School of Education:
- Six-course Dropout Prevention Specialist Certificate program developed in collaboration with CA Department of Education
- Online Autism Education Certificate
- National Board Certification Academy
- Online CSET preparation courses
- Online RICA preparation Course
 - Cisco CCNA certification training courses
 - Health Coaching Certificate and Continuing Education courses through the Center for Integrative Health
 - QuickBooks training workshop
- Professional Memberships
 - International Association for Continuing Education and Training (IACET) as an Authorized Provider of the Continuing Education Unit (CEU)

- The University Continuing Education Association (UCEA)
- The Association for Continuing Higher Education (ACHE)
- The Learning Resources Network (LERN)
- American Management Association (AMA)
- Partnerships
 - Management Science Division of VSE Corporation
- Extended Learning offers Enterprise Excellence training which leads to Green and Black Belt certifications, and forms an area of specialization in two engineering master's degrees. Lean Six Sigma Master Black Belt training also offered.
 - Federal Enterprise Architecture Certification Institute
- Federal Enterprise Architecture Framework and Department of Defense Architecture Framework certifications offered through Extended Learning, forming an area of specialization in two engineering master's degrees.
 - San Diego Chapter of the American Society of Quality (ASQ)
- ASQ Certification training courses

National University Facts

- Core values: quality, access, relevance, accelerated pace, affordability, and community
- Since 1977, National University has been accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC)
- Approved by the California Commission on Teacher Credentialing (CCTC); Approved by the Commission on Collegiate Nursing Education (CCNE); Accredited by the International Assembly for Collegiate Business Education (IACBE)
- Member of American Association of Colleges for Teacher Education (AACTE); Council of Colleges of Arts and Sciences (CCAS); and American Association of Intensive English Programs (AAIEP)
- 28 campuses in California and Nevada
- Employees: Full-time (590); part-time (170)

Academic Affairs

- 106 degree programs / 22 credentials

- 55 online degree programs
- Library -- more than 300,000 volumes with one of the largest e-book collections in the U.S; 80 electronic databases; over 19,000 full text journals; Journal Direct, Book Direct, RefDesk email reference, and eReserves;
 - Individual searches: 1,100,000
 - e-book usage: 60,000

Grants

The following academic areas and programs have received funding through the Office of Sponsored Programs and Research this year:

Teacher Training:

- The U.S. Department of Education, Office of Postsecondary Programs has awarded a four year grant of nearly \$800,000 to National University and Dr. Joan Sebastian for the training and placement of 124 Special Education Teachers in the Northern and Southern regions of California over a four year period.
- The U.S. Department of Education, Department of Special Education Programs has awarded a four year grant of \$780,419 to National University and Dr. Joy Kutaka-Kennedy for the Paraeducator to Special Educator Pipeline (PSEP) project. The grant is for the recruitment and training of paraeducators to earn bachelor's degrees and university internships while completing teaching credentials for special education over a four year period.
- The State of California Commission on Teaching Credentials (CCTC) has awarded funds of \$2,485,000 to National University's School of Education for the training and placement of nearly 1,000 interns.

- The U.S. Department of Health and Human Services Head Start Division has awarded funds of \$750,000 to National University and Dr. John Carta-Falsa to deliver training for Head Start aides at 41 of the agency's sites in Northern California.

Nursing Education:

- The Governor's Office of the State of California has awarded \$84,000 to National University's School of Health and Human Services and Dr. Mary Kracun for the successful training and placement of nursing students in externships in Southern California over the next year.

Engineering and Technology:

- The Hewlett-Packard Foundation has awarded \$68,000 in wireless equipment and faculty stipends to National University's School of Engineering and Technology to improve student achievement. The School of Engineering and Technology will utilize HP's wireless tablet PCs to enhance learning in engineering, math, science, and computer science in this program.

Student Support:

- The HSBC Foundation has generously provided \$2,500 in book stipends for 25 eligible students at National University.

Statistics

Key Figures

- National University's MBA program ranks first among colleges and universities in San Diego County in terms of enrollment
- National ranks third in total enrollment among colleges and universities in San Diego County
- The average time-to-degree at National University is 2.7 years for undergraduates and 1.9 years for graduates
- 7,751 total classes taught

Diversity

- National University provides more master's degrees in education to minority students than any other higher education institution in the U.S.
- National University provides more master's degrees to Hispanics than any other college or university in California
- National provides more master's degrees to African Americans than any other college or university in California

Students benefit from National University's commitment to the core values of quality, access, relevance, accelerated pace, affordability, and community.

- National ranks fifth in the nation in awarding master's degrees to Hispanic women
- National University ranks fifth in the nation in master's degrees awarded to Hispanic students in all disciplines combined
- Average age of students is 35 years
- 36 percent of National University students are male, 64 percent are female
- 55 percent of students are minorities
- 4 percent of students are military

Students

- National University has approximately 22,000 full-time equivalent students
- More than 11,408 online students
- 28 percent of students are enrolled in undergraduate classes, 72 percent in graduate or credential programs
- Approximately 68 percent of all students receive some form of financial assistance
- Approximately 1,700 students transferred to National University from California Community Colleges in FY08

Alumni

- National University has conferred 149,000 degrees and credentials
- More than 114,000 graduates

- In 2007, 25 percent (62 of 253) of California teachers who achieved National Board Certification from the National Board for Professional Teaching Standards were National University alumni, certificate course or support program graduates
- In 2008, 3 of 5 of California Teachers of the Year were National University alumni
- Over the past 10 years, 33 National University alumni have been named Los Angeles County Teacher of the Year
- Over the past 10 years, seven National University alumni have been named San Diego County Teacher of the Year
- Over the past 10 years, five National University alumni have been named Placer County Teacher of the Year
- Over the past 10 years, three National University alumni have been named Orange County Teacher of the Year
- Over the past 10 years, two National University alumni have been named Sacramento County Teacher of the Year
- Over the past 10 years, two National University alumni have been named Riverside County Teacher of the Year

- In 2008 10 of the 27 principals of California Distinguished Schools in San Diego County were National University alumni.

“Intelligence plus character—that is the goal of true education.”

- Martin Luther King, Jr.





National University International

As cultures and economies around the world become increasingly interconnected, the limits of language and distance are breaking down, allowing not only for a free flow of commerce, but a free flow of ideas that expand everyone's knowledge base and represent new educational opportunities.

The National University System's philosophy on education is based on the belief that the different cultures, perspectives, and life experiences which our students bring to the classroom greatly enhance the learning process.

National University International (NUI) was established in 2006 to provide premier online education opportunities to students around the globe. NUI's initial offerings included language programs in English, and the in-demand languages of Arabic, Chinese, and Farsi. In fiscal year 2008, NUI expanded its mission to include serving the National University System as a marketing and distribution channel for all online programs.

To meet the need for proficiency in English worldwide, NUI offers English language programs online, and provides on-site classes in California and Nevada in collaboration with National University.

The University Preparation Program offers intensive English study that is designed for high school graduates, university students, and professionals. The English Communication Program is designed for those seeking to improve their English communication skills and focuses on developing fluency in listening, speaking and reading as well as grammar. The Conversation and American Culture program combines various social and recreational activities to help students improve their English conversation skills while studying American culture and lifestyle.

In response to demand for multilingual professionals, NUI began offering language and cultural awareness programs in FY 2008. The programs – available as certificates or seminars – promote and provide increased understanding of multiculturalism and languages.

The launch of the Arabic certificate program enabled NUI to serve military personnel preparing for deployment, police departments interacting with Arabic speaking communities, and the general public. In the coming year, NUI's offerings will expand to include Chinese and Farsi.

NUI's in-demand language programs fit the schedule of busy professionals, offering students the option of self-paced seminars or certificate courses.

Overview

Established in 2006

Provides language and cultural awareness programs

Courses offered in class and online

Global distribution channel for National University System affiliates' programs

Interactive software optimizes the learning experience, and the programs follow an accelerated pace, allowing students to finish more quickly so they can take advantage of their new skills.

In July of 2007, NUI expanded its operating objective to include assisting the National University System in its global expansion efforts. In this role NUI will serve as a distribution channel through which system affiliates will be able to take advantage of the international education markets through an approach aligned for international expansion and operations. NUI will also become the sole representative of affiliates through the establishment of Online Information Centers (OIC). In the next year, NUI will open OICs in Nevada, Florida, Peru, and Texas, and promote National University System affiliates' online programs internationally.

Leadership

NUI is a limited liability company and was established and incorporated in Nevada in 2006. National University System Chancellor Jerry C. Lee is the President under the direction of the National University Board of Trustees.

Vision

As an affiliate of the National University System, NUI is in a unique position to meet the emerging needs of students both in the United States and abroad. As the methods and means of how the world communicates continue to evolve, traditional forms of education must also be reexamined. By addressing not only what students learn but also how they learn, and by offering access to online education throughout the United States as well as abroad, NUI brings an innovative and decidedly 21st Century model to higher education.

“Get global. It's a big world and you have to be a part of it.”

-John Challenger



To fill the need for multilingual professionals, National University International began offering language and cultural awareness programs in 2008.

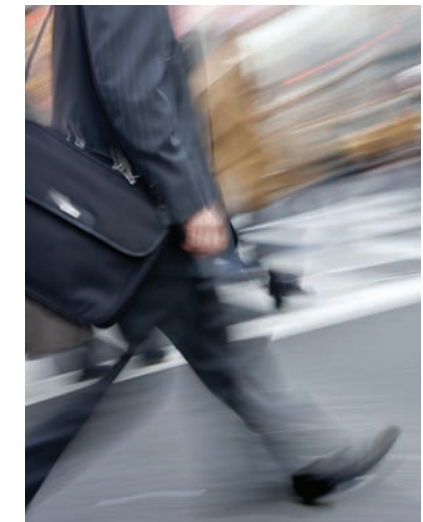


Competitive Differentiators for Language Programs

The National University System has the ability to create partnerships within the System that utilize an approach to learning languages that leverages the best practices of online education. Proficiency in online learning design, development, and delivery give the System’s programs a decided advantage over competitors. NUI’s partnership with Spectrum Pacific Learning Company LLC, an online education service provider that is also an affiliate of the National University System, creates a learning environment that allows students to:

- Study at any place where a computer with Internet access is available
- Access seminars and courses at any time
- Repeat lessons, and review previous lessons whenever needed
- Access voice-over online with each lesson
- Access vocabulary with each session
- Access a language dictionary online
- Access a glossary of language of study grammar terms
- Access exercises, practices, and reviews with each session
- Access a library of additional resources for each lesson
- Access language experts via virtual chat rooms and office hours
- Access a 24/7 online technical help desk
- Access classes beginning every month
- Fulfill National University's English Language Proficiency requirement (ELP)
- Access skilled and experienced instructors

With the growth of a global economy, those fluent in multiple languages and cultures will enjoy a wide variety of interesting and exciting career opportunities.



Memberships

- American Association of Intensive English Programs (AAIEP)
- National Association of International Educators (NAFSA)
- National Association of Self-Instructional Language Programs (NASILP)
- Teachers of English to Speakers of Other Languages (TESOL)
- California Teachers of English to Speakers of Other Languages (CATESOL)
- Professional International Educators Roundtable (PIER) – San Diego region

Partnerships

- Spectrum Pacific Learning Company LLC
- Global Campus Management (GCM)
- National Association of Special Educators Teachers (NASET)
- American Academy of Special Education Professionals (AASEP)
- National Association of Parents of Children in Special Education (NAPCSE)

Country of Origin	Percentage of Students
Japan	2
India	8
Vietnam	8
China	58
Thailand	14
Netherlands	2
Middle East	2
Korea	2
Taiwan	2
Indonesia	2



National University System Division of Pre-College Programs

Created in July 2007, the National University System Division of Pre-College Programs represents an extension of the National University System's mission to new, important audiences. The Division's mission is to create K-12 teaching and learning opportunities which are accessible, challenging, and relevant to a diverse population of students; to create multiple pathways to student success; and to enhance the quality and effectiveness of the educational experience for students at all grade levels. In pursuit of these goals, the Division is currently focused on three major activities – the National University Academy (NUA), a 501(c)3 umbrella organization created to allow the development of public charter schools; a series of new initiatives intended to create and deliver educationally beneficial new products and programs to the K-12 market; and National University Virtual High School (NUVHS), a private, online college preparatory high school.

If the full value of an education is to be realized, students must remain in school and engaged. Yet currently, more than one-third of all current California high school students drop out of school. Experts estimate that one-third of students who do graduate arrive unprepared to succeed in college or in the workplace. A recent statewide poll commissioned by The James Irvine Foundation and conducted by Peter D. Hart Research Associates demonstrates the degree that California youth are disengaged from education. Startling poll results from California ninth and tenth graders showed that: Three-out-of-four say they could be doing better in school if there were real-world applications outside of school; nine-out-of-ten believe tying classes to their future and real-world careers would inspire them to work harder; nine-out-of-ten say they would like to take courses for college as well as have the opportunity to acquire skills and knowledge relevant to future careers.

In response to this research, the Division established the NUA to create a way for the National University System to develop and implement multiple pathways to education across the state and, eventually, around the nation. The NUA schools will be public and open to all students with a specific mission to reach out to those students whose needs are not being met in the traditional public school system. It will target students who would not attend traditional public schools, are disengaged, or are in danger of dropping out. The goal of NUA is to retain these students in the public school system while providing them with career and post-secondary options in various career and technical

Overview

Established in 2007

Extends National University mission to K-12 market

Establishing National University Academy public charter schools

Includes National University Virtual High School, a private, online college preparatory high school

fields. Initially, NUA plans to extend the reach of its K-12 academies throughout the state of California.

NUA will provide an innovative 21st century learning environment through comprehensive programs of academic and technical study. Its unique hybrid program will include independent study, online coursework, as well as interesting hands-on experiences. Online courses will be managed by National University System affiliate, Spectrum Pacific Learning LLC, which brings expertise in e-learning program development. The independent learning model at NUA will enhance student learning through the use of multi-media course content as well as access to learning

opportunities related to topical areas through a combination of Internet, resource center, and work-based learning programs. Interaction and collaboration among students and teachers will be available through individualized, independent course design and Internet tools including synchronous and asynchronous discussion boards, document sharing, and webliography.

The National University Academy of Health Science

The first NUA, the National University Academy of Health Science (NUA Health Sciences), will open in September 2008, and is designed to respond to

the critical shortages of allied health professionals as reported by the Bureau of Labor Statistics.

Nineteen years ago, the National Academy of Science issued a major report titled, "Allied Health Services: Avoiding Crises," which contained the following prophetic observation:

"If no steps are taken to bolster the future supply of personnel in several allied health fields, healthcare institutions will be hampered in meeting the public's demand for services."

These shortages not only remain, they have become more acute. Depending upon which occupations are included, the number of frontline workers as a

percentage of the total healthcare workforce varies between 50 and 60 percent. A November 2006 study by the Robert Wood Johnson Foundation, which focuses on health and healthcare issues, found the frontline healthcare workforce to be 6.47 million people or 53.6 percent of the total. The remainder of the total health and healthcare workforce is made up of doctors, nurses, and trained specialists.

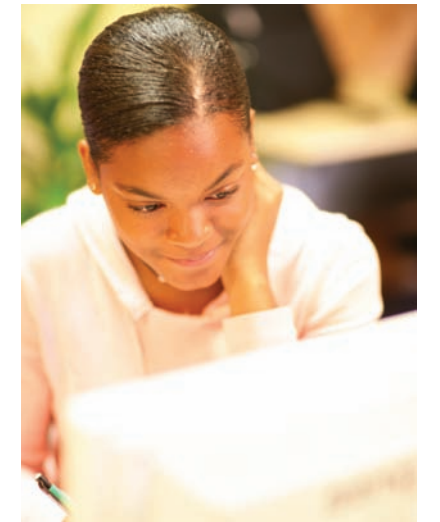
Educational institutions have a vital role to play in responding to the frontline healthcare workforce shortage and the social challenges these shortages have created. Recognizing this, the Robert Wood Johnson Foundation has encouraged educational institutions to "reshape program curricula, position

The Division's mission is to create K-12 teaching and learning opportunities which are accessible, challenging, and relevant to a diverse population of students; to create multiple pathways to student success; and to enhance the quality and effectiveness of the educational experience for students at all grade levels.



“Education is not the filling of a bucket, but the lighting of a fire.”

- W. B. Yeats



NUVHS students are expected to demonstrate competency through the school's Expected School-wide Learning Results as engaged learners, critical thinkers, effective communicators, and global citizens.



The NUA schools will be public and open to all students, reaching out to those students whose needs are not being met in the traditional public school system. It will target students who would not attend traditional public schools, are disengaged, or are in danger of dropping out. The goal is to retain these students in the public school system while providing them with career and post-secondary options in various career and technical fields.

themselves as career partners, and lower the boundaries between education, service and care delivery organizations, to “assess their programs in the context of emergent employer needs and changing student situations and demands,” to “create delivery mechanisms to employ new teaching and learning technologies that allow for more distance learning. . .and make “education more accessible and more relevant to the learner” and to “commit to students throughout a lifetime of practice and growth, not just a short-term training or educational program.” The National University Academy’s creation is the response of the National University System to this clarion call.

NUA Health Sciences will implement the health science curricula developed by ConnectEd: the California Center for College and Career. Founded and funded by the James Irvine Foundation, ConnectEd is engaged in groundbreaking work in policy development and curriculum and instruction and is dedicated to assisting in the creating of high school programs that create multiple pathways for students, helping to prepare them for college and career, not just one or the other. In addition to health and science classes, NUA Health Sciences will offer challenging studies in core academic subjects including mathematics, science, social science, and English, as well as courses in the arts, humanities and languages. All courses will be taught by highly qualified, credentialed teachers who are specially trained to provide high quality online instruction.

In 2008, NUA Health Sciences received charter school number 991 from the California Department of Education, Division of Charter Schools. The Lakeside Union School District has approved the charter petition for the National University Academy, and will share some of its facilities and resources with NUA Health Sciences. NUA Health Sciences will also serve students at the National University Spectrum Learning center and potentially other NU facilities in the Southern California area.

The academy will open in September 2008 with high school students primarily focused on ninth grade, and will expand grades levels each year, eventually offering a K-12 curriculum. NUA Health Sciences will apply for candidacy for Western Association of Schools and Colleges (WASC) accreditation in December 2008.

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During 2008, NUVHS received approval for its Advanced Placement (AP®) courses, NCAA approval for core courses and graduation, and achieved University of California online provider status.

National University Virtual High School

Established in June 2003, NUVHS is an independent, nonprofit, online secondary school committed to meeting the needs of both fulltime and part time high school students seeking alternative classroom opportunities.

NUVHS offers students in grades 9 – 12 a comprehensive curriculum with over 65 semester courses that include core disciplines, electives and Advanced Placement courses. The school collaborates with the faculty from the National University School of Education, College of Letters and Sciences, and School of Media and Communications to offer highly interactive online courses that engage today’s millennial students who are digital-natives. Courses are led by California credentialed teachers who are considered highly qualified under the federal No Child Left Behind criteria. These experienced classroom teachers embrace the integration of technology and education, and are specially trained to provide high quality online instruction.

NUVHS works with over 250 schools throughout California and the United States, representing over 27 California counties and 23 states. To date, the school has provided convenient and effective education to more than 1,100 part-time and full-time students from across California, the nation and overseas. Student enrollment options are flexible and tailored to individual

student and school needs. At NUVHS, students can earn an accredited high school diploma or enroll in supplemental coursework to enhance their high school academic experience. Courses are considered college preparatory and are developed to give students the most interactive and engaging learning experience available.

NUVHS’ full range of courses include mathematics, social science, English, fine arts, science and electives. New course offerings in 2008 include physics, earth science, statistics, survey of humanities and mathematics. Classes are kept small to provide students with the kind of individualized instruction and personalized attention that encourages success. A focus on academic achievement, responsiveness to preferred learning styles, flexible formats and

“The beautiful thing about learning is that no one can take it away from you.”

- B.B. King

project-based learning creates a unique educational setting for part or full-time students.

All courses are created with student success in mind and are written to California State Content Standards and National Content Area Standards, when applicable. Courses are teacher-led and include both asynchronous and synchronous communication to provide frequent and meaningful interaction. To enhance learning tailored to individual learning styles, each student completes a learning modalities assessment, and based on the results, teachers provide feedback about completing assignments in accordance with individual student learning strengths either as a visual, auditory or kinesthetic learner. Through differentiated instruction, online learning can be adaptive to students with a broad spectrum of academic abilities and skill sets.

NUVHS students receive a rigorous academic experience that maximizes opportunities for marked improvement in student achievement and advancement. The NUVHS educational experience equips learners with 21st century skills sets that they'll need for success in higher education and their careers. NUVHS students are expected to demonstrate competency through the school's "Expected School-wide Learning Results" as engaged learners, critical thinkers, effective communicators, and global citizens.

Flexible course formats allow students to work at a pace that best fits their individual needs. Students can complete a semester course in as few as four weeks or as many as 18, comparable to a traditional semester format. This flexibility provides motivated students the opportunity to complete a year-long course during a single semester. When working with partnering schools, NUVHS offers the flexibility of providing variable term lengths and start dates.

As NUVHS continues to expand online learning opportunities at the secondary level, the school continues to work toward meeting the divergent needs of today's learners by providing educational opportunities that take advantage of emerging technologies and embrace adaptable skills, which will serve to foster a learning environment that occurs without borders, in classrooms without walls, while providing educational opportunities without limits.

In addition to benefiting students, NUVHS also provides benefits for those seeking new and effective ways to deliver education. NUVHS collaborates with schools and organizations to identify solutions to educational issues such as graduation rates, offering Advanced Placement (AP®) or elective courses not

available at school sites and extending online learning opportunities. NUVHS has also made its online curriculum available to other secondary schools interested in entering into the burgeoning online environment that do not have the robust infrastructure to support a high quality online programs. Schools can provide their own teachers for instruction while utilizing NUVHS curriculum and the learning management system to expand their delivery formats. During 2008, NUVHS and National University offered the Luiseno language courses to middle and high school students, helping the Pechanga Band of Mission Indians preserve their native language with the younger generation.

Mission

NUVHS is committed to providing interactive, media-rich educational opportunities in a flexible, student-centered environment to a diverse population of learners.

In keeping with its mission and purpose, the school's core values of innovation, opportunity, achievement, collaboration and flexibility demonstrate commitment to online learning excellence.

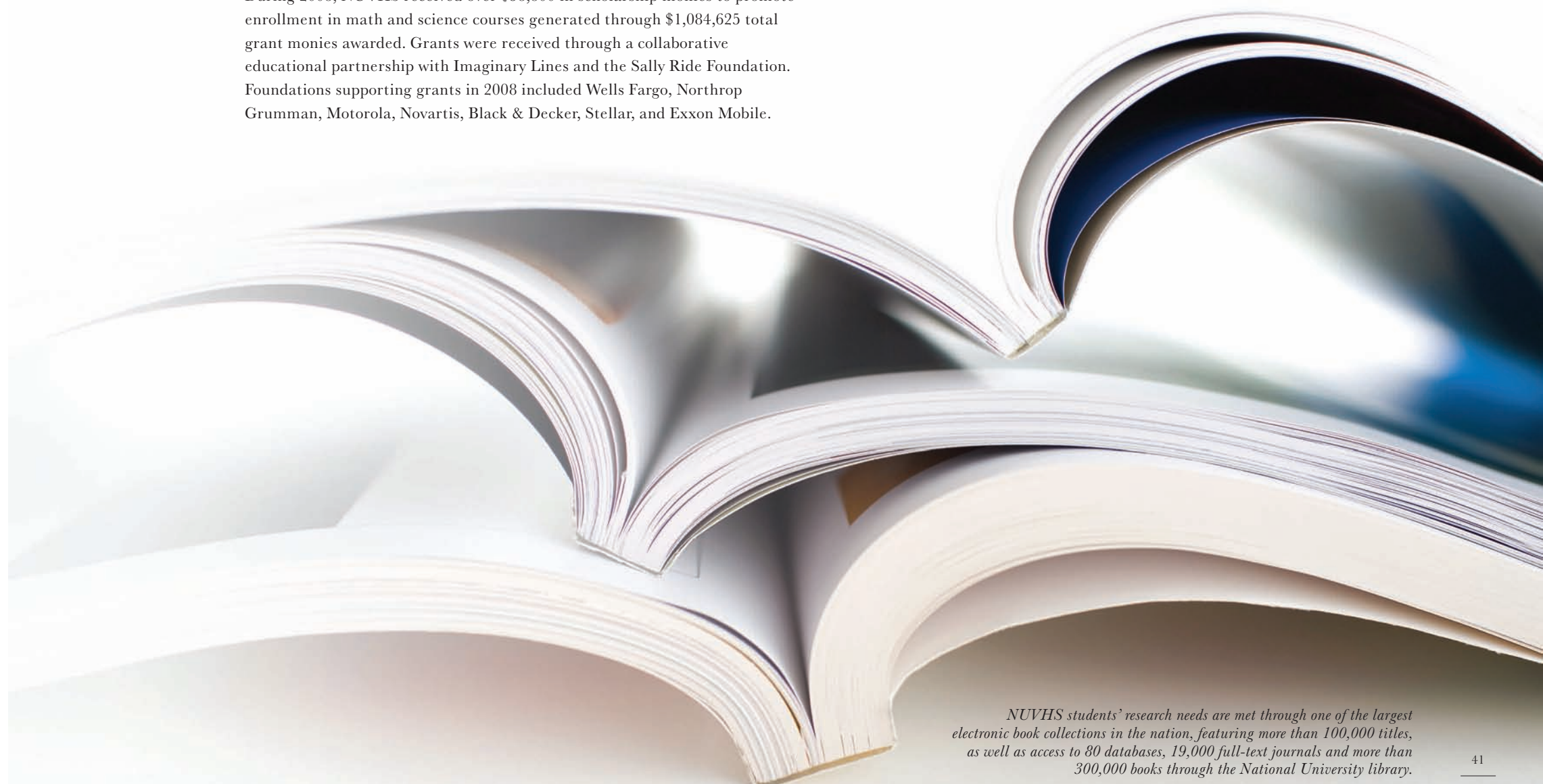
NUVHS students are given a rigorous academic experience highlighted by a marked achievement and improvement as an engaged learner, critical thinker, effective communicator and global citizen. The NUVHS educational experience equips learners with 21st century skills that prepare them for success in higher education or for successful careers. NUVHS students are expected to demonstrate competency through the school's Expected School-wide Learning Results as engaged learners, critical thinkers, effective communicators, and global citizens.

Accreditation

NUVHS is accredited by WASC, as well as the Commission on International and Trans-Regional Accreditation. During 2008, NUVHS received College Board approval for all its Advanced Placement (AP®) courses. This year National Collegiate Athletic Association approval was granted for all core courses and graduation from NUVHS, and the school also received University of California "a-g" online provider status.

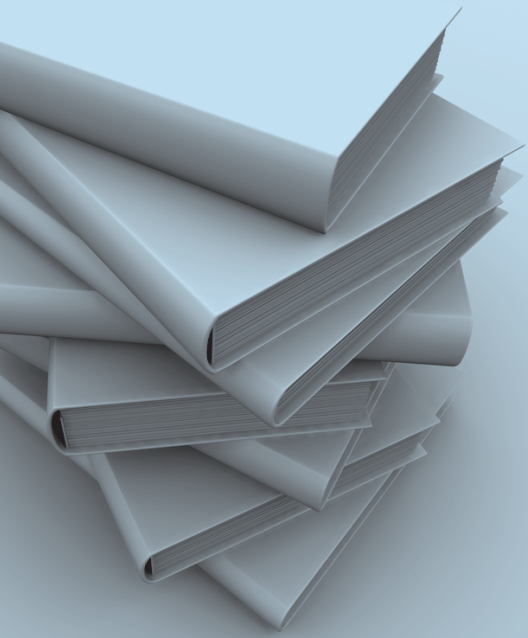
Grants

During 2008, NUVHS received over \$58,800 in scholarship monies to promote enrollment in math and science courses generated through \$1,084,625 total grant monies awarded. Grants were received through a collaborative educational partnership with Imaginary Lines and the Sally Ride Foundation. Foundations supporting grants in 2008 included Wells Fargo, Northrop Grumman, Motorola, Novartis, Black & Decker, Stellar, and Exxon Mobile.



NUVHS students' research needs are met through one of the largest electronic book collections in the nation, featuring more than 100,000 titles, as well as access to 80 databases, 19,000 full-text journals and more than 300,000 books through the National University library.

Updates



National University Academy of Health Sciences

- NUA Health SciencesNUAHS opens September 2008 with high school students, primarily ninth graders, and will expand to additional grade levels each year until the curriculum includes grades K - 12.
- Lakeside Union School District approved the cCharter pPetition for the National University Academy and will share some of its facilities and resources with NUA Health SciencesNUAHS.
- NUA Health SciencesNUAHS received charter school number 991 from the California Department of Education, Division of Charter Schools.
- NUA Health SciencesNUAHS has applied and been approved for a \$250,000 Public Charter School Planning and Implementation Grant.
- NUA Health SciencesNUAHS is eligible to apply for WASC candidacy for accreditation in December 2008.

National University Virtual High School

- NUVHS is a private, independent high school
- Students can attend either part-time or fulltime
- Comprehensive high school curriculum offered
- Both first and second semester courses offered year round
- NUVHS had over 800 registrants enrolled over 500 new students in 2007/2008
- All courses are instructor-led by California credentialed teachers
- Flexible term start and end dates
- 65 semester courses available
- Program is considered college preparatory
- Teachers are highly qualified under No Child Left Behind
- Over 250 transfer agreements with schools and districts
- Curriculum meets or exceeds California and national content standards
- Access to extensive e-library services through National University
- All classes respond to individual student learning styles
- Concurrent enrollment available for eligible students
- Personalized instruction with small class sizes
- 24/7 access to courses, helpdesk, and other student services

Core Values

- Innovation
- Opportunity
- Achievement
- Collaboration
- Flexibility

Memberships and Associations

- North American Council on Online Learning (NACOL)
- United States Distance Learning Association (USDLA)
- Association of Distance Education and Computing (ADEC)
- National Collegiate Athletic Association (NCAA)
- California Campaign for College Opportunity
- Association for Supervision and Curriculum Development (ACSD)
- International Society for Technology in Education (ISTE)
- Reaching at Promise Students Association (RAPSA)
- California Student Outreach and Access Program (Cal-SOAP)
- College Board
- Computer Users in Education (CUE)
- National Association of College Admissions Counselors (NACAC)
- National Staff Development Council (NSDC)
- National Association of Student Personnel Administrators (NASPA)
- A Plus Preferred Partners

Educational Affiliations/Partnerships

- Chico Unified School District, CA
- Pechanga Band of Mission Indians, Temecula, CA
- Temple Unified School District, CA
- Perris Union High School District, CA
- Monarch Court Schools, San Diego, CA
- Charter School of San Diego, San Diego, CA
- St. Genevieve High School, Panorama City, CA
- Tutors International, LLC, London England
- Southern California Yeshiva High School, San Diego, CA
- Connecting Waters Charter School, Placerville, CA
- Ohr Haemet Institute, Los Angeles, CA
- Eagles Peak Charter School, Vista, CA
- South Sutter Charter School, Placerville, CA
- Vista Murrieta High School, Murrieta, CA
- FAME Public Charter School, Newark, CA
- Piscataway High School, Piscataway, NJ
- Crossroads Charter School, Hanford, CA
- La Salle High School
- Cristo Rey, Sacramento, CA
- Temecula Valley
- Crossroads Charter, Hanford, CA

In addition to benefitting students, NUVHS also provides benefits for those seeking new and effective ways to deliver education.

Student Profile

Ethnicity	
Caucasian	39%
Hispanic	19%
African American	7%
Asian	7%
American Indian	10%
Elected not to Respond	18%

Gender	
Male	44%
Female	56%

Age	
13-14	10%
15-16	43%
17-18	46%
18 & Over	1%

Student Referral Source	
Outreach	16%
Advertisement	1%
Internet	9%
School Referral	35%
General Referral	23%
Other	16%



National Polytechnic College of Science

*“Go confidently in the direction of your dreams!
Live the life you’ve imagined.”*

- Henry David Thoreau

Overview

Founded in 1967

*Education for careers in allied health, engineering, marine technology, and security
Campuses in San Diego and the Port of Los Angeles*

National Polytechnic College of Science (NPCS) offers a broad range of innovative degree and certificate programs uniquely designed to prepare graduates for today’s competitive job market. NPCS students have the opportunity to study diverse fields such as hyperbaric medicine, construction management, homeland security, marine technology, and a variety of other specialized technical areas. NPCS aims to meet or exceed industry standards, supports a culture of continuous improvement, and invests in the finest instructors, equipment, and facilities for its students.

Founded in 1967 as a professional commercial diving school in Wilmington, California, NPCS is now a nonprofit affiliate of the National University System, dedicated to providing quality education programs, faculty, and resources in technical fields that prepare a diverse student body for successful entry into the workforce in the rapidly expanding fields in allied health, engineering technology, marine technology, and security management. The College also provides specialized training for various law enforcement search and rescue and public safety dive teams. NPCS’ focus on providing state-of-the-art technology in its classroom and laboratory environments is duplicated in its increasing numbers of online offerings.

NPCS proudly serves the men and women of the armed forces with its distinctive offerings. Recognizing its unique programs and benefits to its members, Servicemembers Opportunity Colleges (SOC) has designated NPCS as an affiliate member. This designation is provided to institutions that offer distinctive or highly-specialized degree programs that meet an identified education need of a specific military service not provided by any other post-secondary institution. The College is also a member of SOC-NAVY.

2008 brought many changes and improvements to NPCS. Starting the year still known as NPCS College of Engineering and Oceanering, the college changed its name to represent college’s growth into the areas of engineering and allied health. The name “National Polytechnic College of Science” was chosen as it represented the future programs of the college.

In coordination with the new name, NPCS took the opportunity to update its mission statement to speak to the increasing demands of alumni for new and upgraded skills, and for the completion of an associate degree. The college’s mission is to provide access to quality educational programs, faculty, and resources in technical fields that prepare a diverse student body for successful

entry into the workforce or for transfer to four-year programs.

This year, Los Angeles area classroom and administrative space moved to National University's Los Angeles facility. NPCS will maintain a presence at the Port of Los Angeles with a 110-foot barge equipped with a training tank, dive stations, and multiple-deck hyperbaric chambers.

In San Diego the college moved its activities to a new, two-story building in the new National University System Technology and Health Sciences complex. In addition to administrative offices and classrooms, the new location features a nondestructive testing lab, a medical lab, hyperbaric labs, a computer lab, and welding and diesel labs.

The San Diego campus began offering evening classes for select courses this year to meet the needs of more students. In addition to offering weekday classes, the campus also offers high-demand weekend programs.

During 2008, NPCS also upgraded its student information system to a more robust and data-driven system. Among many improvements, the new system supports student, faculty, and employer web portals. The student portal is designed to enhance communication, student services, and student life. Students will be able to manage their academic, financial aid, accounts, and career placement activities all in one location. The faculty portal permits faculty to update calendars, post grades, attendance, and assignments online, and respond to student inquiries. The employer portal enables communication between companies, the college's career services department, and students searching for jobs, as well as updates of company profiles and posting of job openings.

Programs

NPCS' concentration in Homeland Security Management, offered in the marine technology program, prepares military or public safety divers who have already completed diver training with specialized training in homeland security management. Many of these individuals are able to transfer up to 38 credits for their military training, take four online courses in homeland security management, and either transfer in, or complete, 30 quarter credits of general education coursework to be awarded an Associate of Science in Marine Technology with a concentration in Homeland Security Management.

Responding to a high interest in its homeland security concentration from

non-military divers, NPCS began offering a new Associate of Science in Homeland Security. The program is offered entirely online, offering students scheduling flexibility that meet the needs of those people already in high-demand careers, such as the police force, military, and public safety.

The college's Associate of Science in Hyperbaric Medical Technology is the only program of its kind in the nation. Students are able to earn certifications as an Emergency Medical Technician, Advanced Diver Medic Technician, and Certified Hyperbaric Technologist, as well as complete courses in chamber safety, wound healing, and medical coding and billing. Graduates of this program are in high demand, with many receiving job offers prior to graduation.

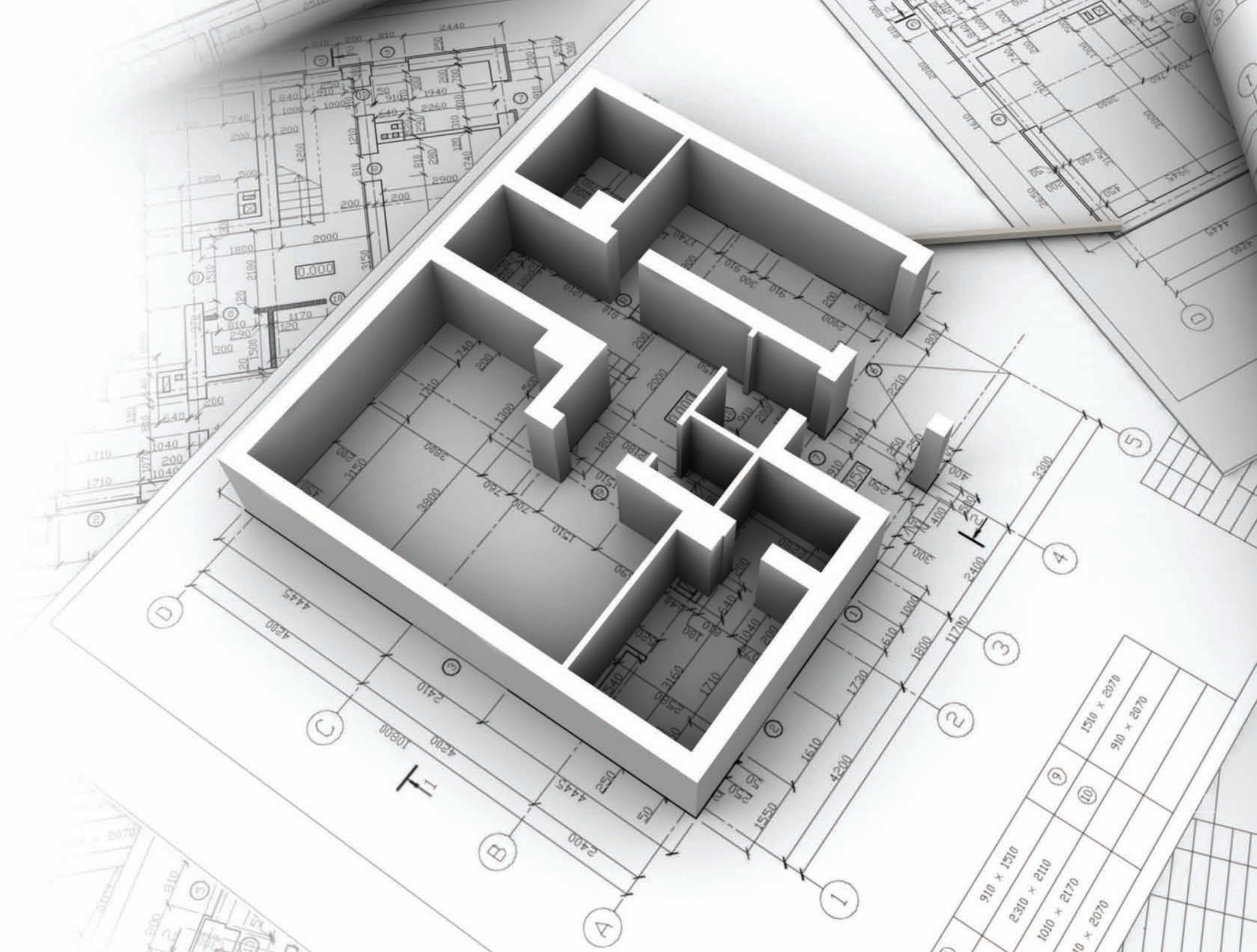
In 2008, NPCS responded to a growing need for qualified construction managers by unveiling a new Associate of Science Construction Management. The program is also offered entirely online, meeting the needs of individuals already in high-demand construction careers.

Mission

The mission of NPCS is to provide access to quality educational programs, faculty and resources in technical fields that prepare a diverse student body for successful entry into the workforce and for career development.

High Demand for Graduates

NPCS graduates are actively recruited by hiring personnel in their respective fields. Commercial diving companies, for example, actively recruit students from the college's respected marine technology program in anticipation of their graduation. Students from the nondestructive testing certificate program are experiencing the same level of active recruiting from inspection companies. And high demand for hyperbaric skills in hospitals, clinics, and wellness centers has pushed the placement rate of graduates of the Introduction to Hyperbaric Medicine to 100 percent.





Updates

Leadership

The President of NPCS College of Science reports to the Chancellor of the National University System.

Community Support

- American Medical Response
- California Classic Equipment Divers
- California Science Teachers Association
- Diving Unlimited International DOG Days Rally
- Federal Bureau of Investigation
- Film and art students from local universities
- Film production companies
- Historical Diving Society
- Little Company of Mary Hospital
- Midway Magic – San Diego Aircraft Carrier Museum
- Palomar Pomerado Health
- San Diego Center for Hyperbaric Therapy
- San Diego Fire-Rescue Department Fire/EMS Communications Center
- San Diego Harbor Police Department
- San Diego Harbor Police Dive Team
- San Diego Lifeguard Dive Team
- San Diego Police Department, SWAT
- San Diego Unified School District – Partner in Education

- Sharp Healthcare
- Strong Angel III

Programs

NPCS offers the following programs:

- Associate of Science degree in Hyperbaric Medical Technology
- Associate of Science degree in Homeland Security
- Associate of Science degree in Construction Management
- Certificate and continuing education/recertification courses in:
 - Introduction to Hyperbaric Medicine (Certified Hyperbaric Technologist (CHT))
 - Advanced Diver Medic Technician (DMT)
 - Emergency Medical Technician (EMT)-Basic
 - Nondestructive Testing
- Associate of Science degree or certificate in Marine Technology with concentrations in:
 - Nondestructive Testing
 - Underwater Wet Welding
 - Advanced Dive Medicine
 - Homeland Security Management

Special Training Programs

- Los Angeles Sheriff Department courses:
 - Orientation to Surface-Supplied Diving
 - Dry Suit Diving
 - Contaminated Water Diving
- Southwest Regional Maintenance Center, 32nd Street Naval Station in San Diego:
 - Underwater welding courses
 - Nondestructive testing courses
- Security Diving Academy:
 - Fly-away Dive Station
 - Re-breathers
 - Underwater Security of Power Plants
 - Underwater Security of Chemical Plants
 - Underwater Forensics
 - Introduction to Mixed Gas Diving
 - First Responder
 - Diving Refresher
 - Remotely Operated Vehicles (ROVs)
 - Contaminated Water Diving
 - Dive Accident Management
 - Bridge, Dam, and Inland Diving
 - Ship's Hull Diving
 - Basic Ordnance Identification
- Keeping Your Head Above Water – A review of water emergencies for dispatchers, lifeguards, EMTs, paramedics, law enforcement, hospital staff, and teachers.

Accreditation

- Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (ACCJC/WASC)
- Association of Commercial Diving Educators (ACDE)
- Association of Diving Contractors International (ACDI)
- National Board of Diving and Hyperbaric Medical Technology (NBDHMT)

Affiliations and Memberships

- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- American Association of Community Colleges (AACCC)
- American College of Hyperbaric Medicine
- American Council on Education (ACE)
- American National Standards Institute (ANSI)
- American Society for Nondestructive Testing (ASNT)
- American Welding Society (AWS)
- Authorized by the State of California to offer the Emergency Medical Technician – Basic Program
- California Association of Private and Postsecondary Schools (CAPPS)

- California Association of Student Financial Aid Administrators (CASFAA)
- Concurrent Admissions Program (ConAP)
- International Diving Schools Association (IDSA)
- International Marine Contractors Association (IMCA)
- Marine Advanced Technology Education (MATE) Center
- National Association of Student Financial Aid Administrators (NASFAA)
- National Association of Women in Construction (NAWIC)
- National Board of Diving and Hyperbaric Medical Technology (NBDHMT)
- Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO)
- San Diego Better Business Bureau
- San Pedro Peninsula Chamber of Commerce
- Servicemembers Opportunity Colleges – NAVY (SOCNAV)
- Servicemembers Opportunity Colleges (SOC)
- Undersea and Hyperbaric Medical Society (UHMS)

Classroom

Two locations:
Los Angeles and San Diego

Student-to-Faculty ratio: 17 to 1
Student Population: 228

Gender:

- Male 93%
- Female 7%

Age:

- 18-24 38%
- 25-34 50%
- 35-up 12%



Spectrum Pacific Learning Company

Online learning has proven to be one of the most effective ways to increase educational access by reducing barriers to education and bringing classes, degrees and professional training to learners or employees no matter where they are.

Spectrum Pacific Learning Company, LLC, began providing e-learning services as an internal division of National University in 1996. Since then, SPL has grown into a leading e-learning provider, and now serves nine National University System affiliates and more than 23 external clients who include academic, corporate, and community partners. This blend of academic and corporate partners gives SPL a unique perspective on the science behind online learning.

Known for course design and development that creates engaging and interactive online learning, the company provides a turn-key solution for its clients by offering a full suite of services that includes e-learning consulting and research; course design, development, hosting with comprehensive learning management/content management and reporting services; e-portfolio; VOIP; e-learning training; and comprehensive account management.

“Information is the currency of democracy.”

- Thomas Jefferson

Overview

Established in 2002

A leading e-learning provider

Serves National University System affiliates and more than 23 external clients

SPL distinguishes itself through its Effective e-Learning Model (e2L), which delivers engaging education in ways that are successful with the three primary types of learners – auditory, visual, and kinesthetic. e2L is so successful that it is now used by online learning developers around the world. The model, which provides the strategic direction for all SPL e-learning content development, features a strategic mix of content that includes text,



SPL delivered more than 4,000 courses and training programs in FY08



SPL can deliver innovative and effective e-learning solutions for all education and training needs.

visual aids, streaming media, interactive media, online interaction with fellow students, and guidance, exchange, and feedback from a content expert. e2L also includes benchmarking and assessment to measure results, and evaluation of the e-learning experience and materials to ensure that online education programs maintain maximum effectiveness. To maintain its own maximum effectiveness, the e2L model was updated in 2008 based on research of current technology, learning, and design.

The company also began managing National University's Student Concierge Service (SCS), culminating a collaboration to help grow the service's ability to assist more students. Since then, SPL's has taken SCS to a 24/7/365 model, increased student usage through awareness campaigns, implemented immediate and same-day service goals, and launched a Knowledge Base. In April of 2008, SCS recorded over 14,000 contacts while maintaining an average service satisfaction rating of above 90 percent. SPL successfully hired an experience contact center director in April 2008, and is working closely with National University to ensure continued satisfaction of SCS users and increase the retention of students. SPL also began extending SCS' reach to serve all National University System affiliates, and, looking ahead, will seek to resell the service to the larger marketplace.

SPL's work increased the ability of National University International (NUI) to reach students around the world. The company helped NUI launch its Chinese language program, and created an online English Language Placement exam online, making it easier for students everywhere to take the exam for admittance into American colleges.

For the Center for Integrative Health (CIH), SPL worked with subject matter experts and applied the e2L model to develop online health and wellness certificate programs that are dynamic and engaging. Working with subject matter experts and applying the e2L model, CIH launched its courses through National University's Extended Learning Division in April 2008.

New with SPL

While supporting affiliates, SPL has also begun several new activities during the year.

In 2008, SPL, in partnership with Course Advisor, offered the second annual New University Exchange Forum. The New University Exchange

*High tech delivery of digital content
reduces barriers to education and training.*

Online learning has proven to be one of the most effective ways to increase educational access by reducing barriers to education and bringing classes, degrees, and professional training to learners or employees no matter where they are.



(NUE) is a not-for-profit group that exchanges ideas, research information, and best practices throughout the course of the year. NUE hosts the annual forum to present the latest information on topical issues related to the changing nature of higher education, with a specific focus on online learning. The 2008 edition of the forum reached new heights, doubling in size from the first year.

SPL began work with National University System's IT department and Arizona-based Kinetic to increase search engine optimization capacity. Doing so brought the expertise in-house, and SPL continues to work on enhancing its website with new content. As a result, SPL created the Web and Media Solutions Division. The division specifically targets the health and wellness niche market, but can serve any small organization seeking to increase its marketplace presence with a new or updated website. In its first year, the Web and Media Solutions Division began providing web services for The Institute of Health and Productivity Management, An Organized PlanIT, The New University Exchange, and The Patrons of the Prado.

*“The safest principal through life,
instead of reforming others, is to set
about perfecting yourself”*

- B.R. Haydon



Updates

FY2008 highlights

- Delivered more than 4,000 courses/training programs
- Served and supported an average of 6,200 online learners each month
- Trained over 100 instructors and trainers
- Consulted to over 140 administrators / key-decision makers on the effective management of online learning and growth
- Surveys demonstrated an increase in client satisfaction from 4.23 percent in FY07 to 4.3 percent in FY08

Community / Research Projects

- Intern Program – SPL hosted two “Digital Native” interns during the summer of 2007, with both high school and college students working at SPL. The goal of their work was to review a sampling of the courses SPL had developed for online clients and gain their feedback as to how their generation interfaces and learns with technology. The interns prepared a whitepaper that was posted on SPL’s website and used it as part of ongoing research to better understand technology, the learning process, and online content development.

Surveys demonstrated an increase in client satisfaction

Conferences

SPL’s attendance at conferences throughout the year bolstered professional development and networking, while exhibiting and presenting helped build SPL’s image and generated work for the remainder of FY08. SPL conference attendance and activity included:

- Annual International Institute of Health and Productivity Management Conference to promote SPL’s services to corporate prospects
- Sponsoring the American Society for Training and Development’s (ASTD) 60th Anniversary Legacy of Leadership celebration, which included the opportunity to SPL’s capabilities with training industry professionals
- Exhibiting at the June 2008 ASTD International Conference in San Diego, with a focus on the corporate market segment
- Exhibiting at the June 2008 Career College Association National Conference and Exposition in Las Vegas, Nevada with a focus on the career college market segment

Client List and Partnerships

- Microsoft
- Stanbridge College
- Struever Bros. Eccles & Rouse
- Yahoo!, Sunnyvale
- LA College International, Los Angeles
- Casillas Elementary School – Partner Project
- National University
- National University International
- National Polytechnic College of Science
- National University Virtual High School
- WestMed College
- National University Community Research Institute
- Center for Integrative Health
- The New University Exchange – Partner Project
- Saybrook Graduate School and Research Institute
- Patrons of the Prado – Partner Project
- YWCA of San Diego – Partner Project
- SPL and National University partnership with Instituto Nacional de Administracao, Portugal
- ACT College
- IASeminars
- Fashion Careers College
- Michigan Jewish Institute
- Cambridge Career College
- San Diego Golf Academy
- Institute Health and Productivity Management
- Aegis Electronics Group
- Oklahoma Wesleyan University
- International Institute of the Americas
- Patrick Henry College
- Cooper Institute, Dallas
- Center for Court Innovations / New York State Court System
- An Organized PlanIT



WestMed College

Factors including increases in healthcare, advances in medicine, and improvements in the overall health of Americans has resulted in life expectancy in the United States that is projected to be 84.2 years by the year 2050. Such increases in longevity have stirred an increasing demand to fill expected shortages of the skilled healthcare providers needed to care for an aging population.

The U.S. Department of Labor predicts more than 4 million new healthcare related jobs will be created by 2050. The rapid growth of such positions will make it difficult for convalescent homes, disabled hospitals, and other similar organizations to meet the growing needs of workers in this area. As a result, the United States is expected to face a serious crisis in entry- allied health jobs.

WestMed College, an affiliate of level the National University System, meets this important need by providing accessible, affordable, and quality education for students seeking careers in the allied health industry, and providing much needed personnel for the healthcare workforce.

Based in San Jose with an additional campus in Merced, WestMed's comprehensive classes, lectures, labs, and clinical practicum meet the licensing and certification requirements for a variety of healthcare professions. With programs offering education in vocational nursing, or as an emergency medical technician or paramedic, a WestMed education provides students with both skills and substance needed for a successful career.

The College's constant quest to grow and improve its offerings to students and the healthcare community included significant activity in the past year. WestMed revamped its nursing curriculum and received approval for the program by the Board of Vocational Nursing and Psychiatric Technicians. Approval was also gained during a successful reaccreditation visit from the Santa Clara County Emergency Medical Service Agency. In a move that will increase educational opportunities for students, the College partnered with fellow National University System affiliate, National Polytechnic College of Science, to begin development of associate's degree programs in transitional nursing and paramedic studies.

WestMed's Merced location was approved by the Board of Vocational Nursing and Psychiatric Technicians, including approval to operate three nursing cohorts of 30 students each which ads significant capacity for the College's nurse training programs. The Merced campus also received initial approval from the Accrediting Commission for Career Schools and Colleges of Technology.

The College also received approval from the Bureau for Private Postsecondary Vocational Education to operate a San Diego campus.

Overview

Based in San Jose

Newly approved campus in Merced

Offers education for allied health careers

Updates



Vision

WestMed College provides education for the in-demand careers of the allied health field, providing students with a quality, relevant, and affordable education. Working directly with the allied health workforce community, WestMed's administration and faculty ensure that programs remain relevant and serve the needs of students, as well as prospective employers.

The College's convenient schedule of programs includes day, night, and evening classes. Essential learning tools are provided through clinical experiences in hospital settings and on the campus to ensure students are capable of meeting essential career benchmarks upon graduation.

Focused and dedicated to improving the quality of healthcare education and fulfilling the allied healthcare workforce needs, WestMed continues to develop certificates and degrees in areas where there is a demand.

WestMed implements progressive continuing education courses designed to keep the skills of healthcare professionals up-to-date in a dynamic career field. WestMed aims to meet the future challenges and demands of the healthcare industry and make a measurable difference in the community.

Goals

- Provide an important alternative for students unable to gain access to impact of programs at public institutions.
- Provide a high-quality education for students looking to enter the healthcare field and for professionals seeking career development.
- Offer education to entry-level programs to recent high school graduate or career transitioning students throughout California.
- Provide seamless transition of educational programs for WestMed College students with other National University System affiliates.
- Continue to provide programs that are relevant to the needs of the allied health workforce.

Partnerships:

- Alameda Hospital
- Compton Fire Department
- Children's Hospital Central
- Department of Veteran's Affairs
- Kaiser Permanente
- Las Vegas Fire Department
- Long Beach Fire Department
- Los Angeles Fire Department
- Mercy Medical Center
- Sacramento City Fire Department
- San Jose Fire Department

Employment

Licensed practical nurses (LPNs) held approximately 726,000 jobs in 2006. About 27 percent of LPNs worked in hospitals, 25 percent in nursing care facilities, and another 12 percent in physicians' offices. Others worked for home healthcare services; employment services; community care facilities for the elderly; public and private educational services; outpatient care centers; and federal, state, and local government agencies. About one in five worked part time.

Emergency medical technicians (EMTs) and paramedics held about 192,000 jobs in 2006. Most career EMTs and paramedics work in metropolitan areas. Volunteer EMTs and paramedics are more common in small cities, towns, and rural areas. These individuals volunteer for fire departments, emergency medical services (EMS), or hospitals, and may respond to only a few calls for service per month or may answer the majority of calls, especially in smaller communities. EMTs and paramedics work closely with firefighters, who often are certified as EMTs as well and act as first responders.

Full-time and part-time EMTs and paramedics are employed in a number of industries. 40 percent are

employees of private ambulance services, while 30 percent are in local government for fire departments, public ambulance services, and EMS. Another 20 percent were found in hospitals, working fulltime within the medical facility or responding to calls in ambulances or helicopters to transport critically ill or injured patients. The remainder worked in various industries providing emergency services.

“Next to creating a life, the finest thing a man can do is save one.”

- Abraham Lincoln



Center for Integrative Health

In the twenty-year period from 1986 – 2006, integrative medicine was transformed from a “new age” movement virtually outside the mainstream of medicine to an area of sufficient national attention to warrant its own agency, the National Center for Complementary and Alternative Medicine.

Integrative medicine is an approach to healthcare that blends conventional medicine with complementary evidence-based treatments and therapies. Through used widely in the United States, there are few regionally accredited institutions committed to the initial degree preparation and continuing professional education and training of healthcare professionals and practitioners in this field.

Developed to fill this knowledge gap and expand the National University System’s commitment to health and wellness, the Center for Integrative Health (CIH) evolved from the Institute for Wellness and Peak Performance, which was founded as part of the National University System in 2005. The Institute launched iThrive, an electronic health and wellness magazine that continues to

“The greatest wealth is health.”

-Virgil

Overview

Established in 2007

*Evolved from the Institute for Wellness and Peak Performance
Offers certificates and a graduate degree in integrative health*

be published by the CIH six times a year and sold through subscription. In collaboration with the San Diego County Office of Education, the Institute created the San Diego 6, a series of four television programs designed to appeal to young viewers and introduce them to the benefits and the fun of a healthy lifestyle, good nutrition and exercise. The institute also produced and disseminated the Healthy Reader, a series of podcasts targeting children in



“The revival interest in herbal medicine is a worldwide phenomenon.”

-Mark Blumenthal



Integrative medicine is an approach to healthcare that blends conventional medicine with complementary evidence-based treatments and therapies.

grades K-3 and concentrating on fitness and nutrition, and published “Touch the Ground, Touch the Sky,” a book written to help anyone attain their own level of peak performance.

By May 2007, virtually all National University System affiliates were, to some extent, actively engaged in health and wellness education and the preparation of students for professions in allied health. Recognizing this fact, Chancellor Jerry C. Lee outlined for the National University System Board of Trustees the rationale for the creation of a broader organizational mechanism that would allow the System to expand its commitment to health and wellness. That rationale included an institutional call to action:

“[the System] seeks to create a Center for Integrative Health because it believes that innovative approaches to health and health care education will be one of the most essential components to improving the health and health care of Americans in the 21st Century. [It] also believes that institutions of higher education must begin to take a leadership role in addressing the critical health care and public policy needs outlined by the National Academies of Science, the Institute of Medicine (2005), the White House Commission on Complementary and Alternative Medicine (2002), the Commonwealth Commission on a High Performance Health System (2006), the National Survey of Children’s Health (2006), the Johns Hopkins Bloomberg School of Public Health, the National Center for Health Education, and the California State Board of Education, among others.”

In its first year, the Center has focused on the development of new degree programs, certificates, and continuing education that courses respond to the needs of this marketplace and create unique educational opportunities.

Beginning this fall, the National University School of Health and Human Services will offer a master’s degree in integrative health medicine. An initiative of the CIH, this program is based on a comprehensive, holistic philosophy of health and wellness that will equip healthcare providers and integrative practitioners with the knowledge and tools they need to improve the health of the American public. Available for graduate students who wish to enter, or who are already employed, in public and private healthcare organizations related to integrative, holistic, or complementary and alternative medicine clinical practice, research,



The Center for Integrative Health is committed to improving the quality of health and wellness care in the United States by providing education about integrative health to individuals and to help people lead healthier lives.

education, administration, or regulatory activities, the program answers a decade of federal and academic reports. Such reports include those from the World Health Organization, Institute of Medicine, National Institutes of Health, and the Milken Institute, which have consistently sounded the alarm of an increasing unhealthy population and made strong recommendations that individuals and organizations adopt a healthy living and wellness philosophy that is more prevention-oriented and less treatment-oriented.

The learning activities of this program will expose students to a broad array of diagnostic and clinical interventions as well as comprehensive strategies for holistic healthcare. Specific study will include mind-body medicine, diet and nutrition, spirituality and health, biofield-based therapies, and cross-cultural medical systems such as traditional Chinese medicine. The evaluation of multiple treatment methods for safety and efficacy will also be taught. Beyond completion of the course curriculum, graduation requirements include a research project or creative activity and a 120-hour supervised clinical practicum at a medical facility.

Health, wellness, and fitness centers often seek certified health coaches to help clients manage weight loss, reduce stress, enhance exercise programs and generally improve levels of health and wellness. To help meet this need, the Center has also developed an eight-course graduate certificate in health coaching. Currently the only online health coaching program available in the United States, this program will benefit anyone seeking to extend and improve their ability to coach patients through lifestyle and health changes. This includes physicians, nurses, chiropractors, nutritionists, pharmacists, acupuncture practitioners, naturopathy practitioners, physical fitness trainers, weight management coaches, and physical therapists, among others. Admission to the program is contingent upon completion of a bachelor's degree and admission to National University.

The center realized that many integrative practitioners, though professionally prepared and licensed, may not have completed a bachelor's degree. As a result, the center is also offering the Health Coaching Certificate in partnership with National University's Division of Extended Learning. This means that individuals who do not wish to take the program for graduate credit may enroll for continuing education credit.

CIH has also developed a graduate certificate in patient advocacy, working in

conjunction with the National University College of Letters and Science. Completed in May 2008, the program's goal is to prepare professionals to work with patients and providers to help them better understand complementary and alternative approaches to treatment, ultimately helping patients receive the best possible care. The program will begin to enroll students in September 2008.

Continuing the National University System's commitment to the health of young people demonstrated by the creation of the San Diego 6 program, the CIH is working in conjunction with National University's School of Health and Human Services and the San Diego Coalition on Childhood Obesity to develop

effective strategies to combat this increasingly alarming public health issue. The curriculum will be beta tested in partnership with the San Diego County Office of Education and, once tested and refined, will be distributed free of charge to California School Districts.

Vision

The National University System Center for Integrative Health is committed to improving the quality of health and wellness care in the United States by providing education to individuals about integrative health and to help people lead healthier lives.



*“In health there is freedom.
Health is the first of all liberties.”*

- Henri Frederic Amiel

The programs of the Center for Integrative Health provide initial degree preparation and continuing professional education and training in this field for healthcare professionals and practitioners.

Updates

Highlights

- The Center is a cornerstone partner with the Integrative Practitioner.com website, the preeminent online community for integrative practitioners nationwide as well as internationally.
- The Center's website is being upgraded and will be online in early fall.
- Established an outside advisory board.
- The Center for Integrative Health Endowment, housed within National University's endowment, totals \$1,408,794.
- The first annual National University System Golf Tournament took place in August, raising more than \$100,000 for the Center for Integrative Health.

Degrees and Certificates

- Masters Degree in Integrative Health
- Health Coaching Certificate
- Health Advocacy Certificate

Continuing Education Courses

- Traditional Chinese Medicine
- Ayurvedic Medicine
- Bodywork Healing Therapies
- Cultural Competence in Healthcare
- Spirituality in Health

Conferences

Over the past year, the Center for Integrative Health has exhibited at two key conferences on integrative healthcare and medicine:

- 9th Annual Science & Clinical Application of Integrative Holistic Medicine, sponsored by Scripps Center for Integrative Medicine, San Diego, CA , Oct-Nov. 2007.
- 2008 Integrative Healthcare Symposium, New York, January 2008. The Integrative Healthcare Symposium attracted between 300-400 complementary and alternative healthcare practitioners, many of whom were interested in taking online courses in integrative health.
- 5th Annual Natural Supplements: An Evidence-Based Update, sponsored by Scripps Center for Integrative Medicine, San Diego, CA , Oct-Nov. 2007.

The Center has focused on the development of new degree programs, certificates, and continuing education that respond to the needs of this marketplace and create unique educational opportunities.



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*“I am still
learning.”*

- Michelangelo

A close-up, high-angle photograph of a circular metal seal. The seal features embossed text around its perimeter, including "UNIVERSITY OF CALIFORNIA" and "THE NATIONAL UNIVERSITY SYSTEM". In the center, there is a crest with a book and a quill. The lighting creates strong highlights and shadows, emphasizing the three-dimensional texture of the embossed elements.

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