



William Howard Taft
— U n i v e r s i t y —
(An Educational Division of The Taft University System)

2019 Master of Business Administration Program
with a concentration in
Professional Practice Management

REV. 12-2018

1/1/19 to 12/31/19

CATALOG SUPPLEMENT

The University's School of Business is dedicated to the memory of W. Edwards Deming (1900-93), a consultant and academic scholar recognized as the father of the total quality management movement and a proponent of life-long learning.

This catalog supplement should be carefully reviewed in conjunction with the University's *General Catalog* by individuals considering application to the *Program*. Additional catalog supplements are available for other University degree programs.

Any questions on the information contained in this catalog supplement should be directed to the Admissions Office at the address or telephone numbers below:

William Howard Taft University
3333 S. Wadsworth Blvd. #D-228
Lakewood, CO 80227

(877) 894-TAFT (8238)
(303) 867-1155

E-mail: admissions@taft.edu

Website: www.taft.edu



William Howard Taft
University

The Master of Business Administration Program with a concentration in Professional Practice Management

Message from the Chancellor

Thank you for your interest in this unique program offered through William Howard Taft University, an educational division of The Taft University System.

The Master of Business Administration program with a concentration in Professional Practice Management is believed to be the first program of its kind – designed specially for recent J.D. graduates who are facing employment challenges. (*Enrollment is limited to qualified applicants holding a Juris Doctor degree.*)

The Great Recession of 2007 resulted in a sea change for law students and newly admitted attorneys. Overnight, for most law students, the days of multiple job offers with six figure salaries vanished.

While the Great Recession has ended, thousands of law school graduates have been left to sink or swim on their own. Unfortunately many are sinking in a sea of debt and low income. But some, those who have the skills to run a small or solo practice, are thriving.

The MBA-PPM™ program is designed specifically to teach the skills necessary to manage a successful solo or small legal practice. It combines a traditional M.B.A. curriculum with webinars and assignments directly related to the practice of law.

For those that qualify, it is also the only University program approved for Title IV Federal Financial Aid, allowing some to borrow tuition and living expenses while also deferring repayment of existing federal student loans.

This Program is only offered in a telecommunications format. This format differs from other University programs in its delivery. Interested individuals should carefully read the section on *Telecommunication Policies and Methods* on page 2 of this *Catalog Supplement*.

The Program is also special in that students can only enter the Program in August and February, and *unlike other University programs, it is subject to enrollment caps.*

David L. Boyd, Chancellor

For over thirty years it has been Mr. Boyd's privilege to lead The Taft University System, first as President and beginning in January 2012, as Chancellor. He is a member of the State Bar of California and a certified public accountant.

He is serving his second term on the Orange County (California) Board of Education. Mr. Boyd represents approximately 600,000 people who reside in his Trustee Area. In 2010 he defeated a two-term incumbent relying on a grassroots, largely Internet, campaign emphasizing fiscal responsibility, tolerance, and respect. He was easily re-elected in 2014 receiving over 50% of the vote from voters in every school district in his Trustee Area.





The Master of Business Administration Program

with a concentration in Professional Practice Management

OVERVIEW

The *Master of Business Administration Program (with a concentration in Professional Practice Management)* is a graduate degree program providing students with a foundation of knowledge useful in the successful management of a law practice.

The objectives of the Program are:

1. To develop the business skills necessary to start or manage a professional law practice.
2. To offer a program of coursework and practical exercises in management and sound operational practices that will increase the likelihood of success of a professional law practice.

Successful graduates of the Program must demonstrate:

- The application of knowledge in the legal, theoretical, marketing and operational skills necessary to manage or consult to professional law practices.
- The ability to evaluate common issues and implement procedures focused on various professional practice scenarios based on sound reasoning and analysis.
- The ability to author a properly formatted and presented Business Plan of appropriate depth and breadth to present to potential partners or lenders.

PRESENTATION

The MBA-PPM™ program is presented through a distance education modality using telecommunications technology requiring no classroom or seminar attendance.

The 36 semester unit Program requires three semesters of study. While materials and instruction are presented in a non-traditional manner, it is an objective of the University to maintain criteria comparable to resident graduate business programs with respect to program content and academic standards.

Coursework is submitted and graded via the University's online learning platform. The online platform gives students and faculty one central place to log on and interact through discussion forums, submit and retrieve feedback on lesson assignments, and access any ancillary course materials.

Each course in the Program contains a series of readings, lesson assignments, and regular online asynchronous discussions. Students are evaluated through examinations, written research assignments and participation in course interactions. Students conclude the Program with the presentation of a comprehensive business plan.

TELECOMMUNICATIONS POLICIES AND METHODS

Entering students may commence study the first week of the months of February and August and form a small cohort group. Each semester consists of sixteen consecutive weeks of instruction. Students are enrolled in three courses per semester.

In this Program, our faculty believe that regular and substantive interaction with students is an important element of the learning experience. Therefore, through electronic message boards, electronic mail or by telephonic means, faculty is regularly available throughout the weeks of instruction.

The telecommunications learning modality allows students to electronically submit the required weekly assignments and interact directly with each other and the faculty through asynchronous online discussions.

In most courses, eighty percent of a student's course grade is based on the written assignments. The remaining twenty percent is based on the student's regular and substantive interaction.

Attendance is achieved by signing in to the learning platform which provides links to the course syllabus, materials, and online discussions.



The Master of Business Administration Program

with a concentration in Professional Practice Management

TELECOMMUNICATIONS POLICIES AND METHODS - *Continued*

Although students are not required to login at any specific time of day, weekly attendance is monitored and required to maintain satisfactory academic progress and enrollment.

The first and second semesters include one required proctored examination which students must pass to earn academic credit for that semester. These comprehensive examinations encompass material from all courses completed during that semester and are graded on a Credit/No-Credit basis. The capstone to the Program is a business plan prepared by the student and presented to the faculty.

DEGREE REQUIREMENTS

To earn the *Master of Business Administration* degree, a student must complete the courses described in this *Catalog Supplement* (totaling 36 semester units) with a cumulative grade point average of at least 3.00. The Program requirements may be completed in a year and a half, and must be completed within five years from the date of initial enrollment.

TRANSFER CREDIT

Due to the unique curriculum, the University does not accept transfer credit for this Program.

ADMISSION POLICIES AND REQUIREMENTS

Applicants are classified as either *Regular Applicants* or *Special Applicants*. **All** applicants should have as an objective the practice of law as a solo practitioner or as a member of a small legal practice.

Regular Applicants

Regular applicants must hold a Juris Doctor or similar degree from an accredited law school located in the United States.

Special Applicants

Special applicants are evaluated on a case-by-case basis and may be subject to additional enrollment limitations. Special applicants include:

- Individuals who have a earned law degree from an educational institution located outside of the United States and have been admitted to practice law.
- Graduates of unaccredited law schools who are admitted to practice in a state or the District of Columbia.

In some circumstances, it may be necessary for applicants who have attended colleges or universities outside of the United States to obtain an evaluation of their education from a credential evaluation service approved by the University. In addition, applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 530 on the paper-based Test of English as a Foreign Language (TOEFL), or 71 on the iBT, or its equivalent. For more information on TOEFL visit the website: www.ets.org/toefl

HOW TO ENROLL

To apply for admission to the Program, an applicant must first complete the University's *Application for Admission Form*. If the applicant is accepted for admission to the Program, an enrollment commitment form will be prepared and sent to the applicant. At the time the commitment form and the \$100.00 commitment fee are received by the Admissions Office, a formal enrollment agreement will be prepared and sent to the applicant for review and signature. All payments submitted for tuition and fees must be payable in U.S. dollars. Payments may be made by major credit cards (MasterCard® / Visa® / American Express®, Discover®) or personal business checks.



The Master of Business Administration Program

with a concentration in Professional Practice Management

FINANCIAL INFORMATION

The tuition for the Program is \$495.00 per unit. Enrollment in the Program will generally qualify students for payment deferrals on existing federally-insured student loans.

FEE SCHEDULE

Application Fee	None
Enrollment Commitment Fee <i>(First Semester Only)</i>	\$100.00
Computer Library Fee <i>(Per Semester)</i>	\$45.00
Transcript Fee <i>(Two Provided at No Cost)</i>	\$10.00
Late Payment Fee <i>(Returned Check/Declined Credit Card/ACH) (Per Item)</i>	\$25.00
Graduation Check/Diploma Fee	\$75.00
Student Tuition Recovery Fund <i>(California Residents Only)</i>	\$0.00

The cost of books and materials, other than each course syllabus, is not included in the tuition. Most books and materials may be purchased at local colleges, retail bookstores, directly from publishers or over the Internet. The cost is estimated to average approximately \$150.00 per course.

INCOME TAX CREDITS AND DEDUCTIONS

Many University students may qualify for the Lifetime Learning Credit (equal to 20% of their qualified education expenses) on their federal income tax return. Additional information on the Lifetime Learning Credit can be found on the University's website.

Some education expenses may also qualify as a business deduction for work-related education pursuant to Section 162 of the Internal Revenue Code.

It is recommended that applicants consult with their tax advisor or read IRS Publication 970 (Tax Benefits for Education) to determine how these credits or deductions might benefit them individually.

FINANCIAL AID

Advancing your professional education is an investment in your personal and professional development. The University makes every effort to make a post-graduate education an achievable goal for all qualified applicants.

Students enrolled in the Program may be eligible for federally-insured student loans in amounts sufficient to cover 100% of tuition, fees, books and related costs – as well as an allowance for living expenses. For military personnel, The University participates in Veterans Administration and Tuition Assistance education programs designed specifically for active duty, reserve, veterans or military spouse and family.

Applicants seeking deferrals on existing student loans should check with their lenders prior to enrollment.

The Taft University System Financial Aid Office personnel will work closely with applicants to verify financial aid eligibility and to ensure they receive the benefits available.

FACULTY

The University employs faculty qualified to undertake the level of instruction or course development that they are assigned. They possess degrees or credentials appropriate to the degree program and level they teach.

To ensure the best possible experience and assistance to students, the MBA-PPM™ program employs both attorney faculty and business school faculty.

A complete listing of faculty and their qualifications is set forth in a separate *Faculty Catalog Supplement*.



The Master of Business Administration Program

with a concentration in Professional Practice Management

Catalog Addendum for California Residents

Student Tuition Recovery Fund

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or are enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau

determined there was a significant decline in the quality or value of the program more than 120 days before closure.

4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.



The Master of Business Administration Program

with a concentration in Professional Practice Management

CURRICULUM

The Program utilizes materials found in many traditional M.B.A. programs supplemented by assignments that address the opportunities and challenges in managing a small law practice.

All courses in this Program are included in one of three semester groups. Students enrolling in the Spring Semester complete Group A courses and move on to Group B and Group C courses in subsequent semesters. Students enrolling in the Fall Semester complete Group B courses and move on to Group A and Group C courses in subsequent semesters.

MBA-PPM Curriculum

Group A Courses:

BUS511	Entrepreneurship	4 units
MKT513	Public Relations	4 units
MKT511	Marketing Management	4 units

Group B Courses:

BUS602	Business Research	4 units
MGT515	Management of a Law Practice	4 Units
FIN502	Financing the Business Venture	4 units

Group C Courses:

FIN512	Taxes and Financial Planning for the Legal Professional	4 Units
MGT511	Managerial Perspectives	4 units
BUS596	Business Plan	4 units

Fall 2017 Semester	
<i>Courses Offered: Group B, Group C</i>	
Aug. 21 st , 2017	First Day of Instruction/Semester
Dec. 10 th	Final day of Instruction/Semester
Dec. 11 th – Dec. 24 th	Final Examination Period
Spring 2018 Semester	
<i>Courses Offered: Group A, Group C</i>	
Feb. 5 th , 2018	First Day of Instruction/Semester
May 27 th	Final day of Instruction/Semester
May 28 th – June 10 th	Final Examination Period
Fall 2018 Semester	
<i>Courses Offered: Group B, Group C</i>	
Aug. 6 th , 2018	First Day of Instruction/Semester
Nov. 25 th	Final day of Instruction/Semester
Nov. 26 th – Dec. 9 th	Final Examination Period
Spring 2019 Semester	
<i>Courses Offered: Group A, Group C</i>	
Feb. 4 th , 2019	First Day of Instruction/Semester
May 26 th	Final day of Instruction/Semester
May 27 th – June 9 th	Final Examination Period
Fall 2019 Semester	
<i>Courses Offered: Group B, Group C</i>	
Aug. 5 th , 2019	First Day of Instruction/Semester
Nov. 24 th	Final day of Instruction/Semester
Nov. 25 th – Dec. 9 th	Final Examination Period



The Master of Business Administration Program

with a concentration in Professional Practice Management

COURSE DESCRIPTIONS

Business Plan - BUS596 (4 Units)

In this course students develop and present a comprehensive business plan for a real or fictitious law practice that includes the traditional major topics including the executive summary, market and industry analysis, financing, marketing, management, and staffing.

Prerequisites: First and second semester courses.

Business Research - BUS602 (4 Units)

This course will focus on practical theory and processes that managers can use to assist in the decision making matrix. It will also provide the foundation for developing the practical projects of each course and the program. The process will include analyzing the information, evaluating the results, and developing a strategy that leadership can implement. **Prerequisites:** None.

Entrepreneurship - BUS511 (4 Units)

This course presents an overview of all aspects of entrepreneurship including developing a viable concept, organizing the enterprise, market and financial planning, and controlling the organization with a special emphasis on concepts of goal setting, motivation and the psychology of achievement. **Prerequisites:** None.

Financing the Business Venture - FIN502 (4 Units)

This course focuses on setting out the basic principles of financial management and applying them to the decisions faced by the financial managers. It shows how managers value investments that may pay off at different points in time or have different degrees of risk. The course also explores financing alternatives available to the small or developmental stage enterprise. **Prerequisites:** None.

Managerial Perspectives - MGT511 (4 Units)

This course focuses on managerial careers, development of critical executive and managerial abilities, and the dynamics of organizational environment and systems as they impact managerial progression and work.

Prerequisites: First and second semester courses.

Marketing Management - MKT511 (4 Units)

This course focuses on formulating and implementing marketing management strategies and policies. The marketing management process is important at all levels of the organization, regardless of the title applied to the activity. Typically, it is called corporate marketing, strategic marketing, or marketing management. For our purposes they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding marketing management and strategy. **Prerequisites:** None.

Public Relations - MKT513 (4 Units)

This course presents information about public relations practice, a brief summary of its development, and addresses trends that might predict the future. **Prerequisites:** None.

Management of a Law Practice - MGT515 (4 Units)

This course presents a comprehensive analysis of the concepts of management applicable to the legal profession.

Prerequisites: None.

Taxes and Financial Planning for the Legal Professional - FIN512 (4 Units)

This course focuses on Federal and state taxes including those of special concern to attorneys as well as the importance of establishing appropriate accounting procedures. It is also intended to provide an in-depth understanding of the basic principles underlying financial planning useful for the attorney and clients. **Prerequisites:** First and second semester courses.



The Master of Business Administration Program

with a concentration in Professional Practice Management

ANSWERS TO THE MOST FREQUENTLY ASKED QUESTIONS

1. Q. How long does it take to complete the Program?

A. The Program's three semesters may be completed in a year and a half. The maximum time allowed to complete the Program is five years.

2. Q. How soon can I get started?

A. Students may apply to the Program at any time. The MBA-PPM program has two starts each year, one in the Spring beginning in February and one in the Fall beginning in August.

3. Q. I'm not sure I want to complete the entire Program; can I take just one course rather than enroll in the entire Program?

A. No. Students are enrolled in twelve units each semester. However, a student who elects not to complete the Program or enroll in additional semesters has no financial obligation to the University beyond the current semester.

4. Q. Is there ever a need to attend a physical class?

A. No. Academic and administrative procedures are carefully designed so that students can complete all requirements for graduation entirely online without unreasonably disrupting their professional or family lives.

5. Q. I am not an attorney and don't work for a law practice. Is this the right M.B.A. program for me?

A. No – the focus of the Program relates specifically to the goals, objectives, concerns, and problems of the management of a professional practice. While many of the courses address matters equally applicable to other business organizations, the University offers other M.B.A. programs probably better suited to your needs. ***All applicants should have as an objective the practice of law as a solo practitioner or as a member of a small legal practice.***

6. Q. How are proctored examinations handled?

A. Students are required to pass one proctored comprehensive examination at the end of each of the first two semesters (i.e. two proctored examinations for the entire Program). These are comprehensive examinations that encompass material from all courses completed during that semester and are graded on a Credit/No-Credit basis. Students must pass the exams to earn academic credit for that semester.

The exams can be proctored online under the supervision of a web camera and microphone or students can select a member of the Consortium of College Testing Centers (CCTC). CCTC offers proctoring services at over 300 locations throughout the United States.

7. Q. What research tools are available to students?

A. The University provides all students in the School of Business with independent online research tools to assist in performing coursework through the *Library & Information Resources Network (LIRN) Virtual Library Collection*. LIRN is an extensive collection of full text articles, journals, television and radio transcripts, photographs, video and audio clips, encyclopedias, books and reference titles from a number of databases including ProQuest, Gale InfoTrac, eLibrary, Bowker, and Ebsco Host. Students pay only the \$45.00 Computer Library Fee. (There are no hourly charges.)

8. Q. Is this Program approved for Federal Student Aid?

A. Yes. Students enrolled in the Master of Business Administration with a concentration in Professional Practice Management (MBA-PPM™) program may be eligible to receive Title IV loans.



The Master of Business Administration Program

with a concentration in Professional Practice Management

ANSWERS TO THE MOST FREQUENTLY ASKED QUESTIONS - *Continued*

9. Q. Where can I find more information regarding Taft and the Federal Student Aid that is available at the University?

A. William Howard Taft University through The Taft University System participates in the Federal Direct Stafford Loan program. The loans that students may receive are Federal Direct Unsubsidized Loans and/or Federal Direct Grad Plus Loans. Additional information may be found on the United States Department of Education's website: <https://www.StudentLoans.gov>.

All applicants should review the *Consumer Information Guide* which is posted on the University's website: <http://www.taft.edu/catalogs.htm>. Topics such as loan limits, entrance and exit counseling, cost of attendance, and the timing of the disbursements are explained in detail.

For more financial aid information please contact The Taft University System's Financial Aid Office at 800-882-4555 between the hours of 10:00 am and 4:00 pm (PST) Monday through Friday.

10. Q. What is the cost of attendance for the MBA-PPM Program at Taft?

A. There are many factors that are required to determine the amount of Federal Student Aid that may be available to an individual. The University's cost of attendance includes tuition and fees, books and supplies, and minimal Internet fees. The University recommends that students request Federal Student Aid that will cover only their direct cost of attendance. When it is time to package a student's Federal Student Aid Loan Award, our Financial Aid Office will contact the student to discuss options, calculate specific need and award what is allowed under the Department of Education guidelines.

All applicants should review the cost of attendance information listed under this Program in our *Consumer Information Guide*. The amount a student may borrow will be determined upon the Financial Aid Office's review of a student's application for admission and Free Application for Federal Student Aid (FAFSA) information.

11. Q. What other steps are required to complete the packaging of Federal Student Aid?

A. After a student's application for admission to the Program has been approved the student will receive an e-mail from the Financial Aid Office with detailed instructions. The Financial Aid Office will assist with determining eligibility, entrance counseling, signing a master promissory note and the preparation of a packaged award.

<https://www.taft.edu/federal-student-aid>

Financial Aid Processing Steps:

<http://www.taft.edu/downloads/T4-instructions.pdf>

12. Q. Where can I apply for Federal Student Aid to cover my tuition and fees at Taft?

A. For your convenience the link to the FAFSA website is <https://www.StudentLoans.gov/> and our School Code is G41004. You will need to complete and submit a current FAFSA form to the Department of Education. The Federal Award Year is from July 1st through June 30th. *Select the appropriate FAFSA for the start date that you have chosen.*

Once you have done this, your FAFSA information will be sent to the University's mailbox. This takes two to three days. The University will need this information to begin your Federal Student Aid process.



The Master of Business Administration Program

with a concentration in Professional Practice Management

ANSWERS TO THE MOST FREQUENTLY ASKED QUESTIONS - *Concluded*

13. Q. When will I get my Federal Student Aid money to cover my tuition, fees, and living expenses during my enrollment in the Program?

A. If approved, your Federal Direct loan for your first and second semesters will be paid in one disbursement per semester. In your third and final semester you will receive two disbursements.

If you are requesting a loan greater than the amounts payable to the University, the excess proceeds for the first and second semester disbursements will be processed approximately seven weeks after the start of instruction of each semester.

In the third semester, you will receive two equal disbursements. The first disbursement will be processed approximately seven weeks after the start of instruction and the second disbursement will be processed approximately three to four weeks after the first disbursement. (Excess proceeds checks will be sent via the U.S. postal service mail to your address of record.)

All disbursements are conditioned upon your satisfying all University and Federal requirements. These requirements are set forth in detail the *Student Handbook* for the Program.

14. Q. Will I get reimbursed for my books and will I have to get all of them before I begin?

A. Your loan will not be funded prior to the time you will need books for your courses. You will need the required textbooks for the first semester courses at the start of the semester. The approximate cost of new text books for first semester courses is \$374.00. This cost can be reduced significantly by purchasing e-books, or used books when available.

15. Q. When do you need my transcripts?

A. Official transcripts must be received by the University within 30 days of the date of enrollment. *Receipt of official transcripts is one of the requirements to receive a Federal Loan disbursement.*

