

# Articulation Agreement Between Pathways College and The Continents States University

## INTRODUCTION

This ARTICULATION AGREEMENT formally recognizes that Pathways College and The Continents States University, herein after the “Parties”, are active educational collaborators, committed to providing greater educational opportunities and services for students transferring between institutions. This commitment solely supports the concept of seamless transfer that embraces the principle that transfer students should not be required to repeat competencies already achieved.

Pathways College and The Continents States University enter into this ARTICULATION AGREEMENT in the spirit of cooperation and to mutually recognize each other as quality institutions of higher learning. Each institution is dedicated to serving students from diverse populations.

## PURPOSE

The purpose of this ARTICULATION AGREEMENT is to facilitate the continued education of students from both Pathways College and The Continents States University by enabling eligible students to transfer previously earned degrees or coursework between the institutions, subject to each institution’s policies. This ARTICULATION AGREEMENT provides a structure through which transfer articulation on all levels can be supported. The transfer guidelines outlined in this ARTICULATION AGREEMENT apply to students of Pathways College seeking to continue their education at The Continents States University and to students of The Continents States University seeking to continue their education at Pathways College.

## PRE-REQUISITE COMPLETION

Students seeking admission to The Continents States University who lack the necessary undergraduate course work for admissions will be referred by The Continents States University to attend Pathways College to complete that coursework. The admissions requirements for The Continents States University can be found in the catalog. The institutions will work together to ensure curriculum and program alignment.

Students completing pre-requisite course work at Pathways College shall be eligible for a [\$500] tuition grant for each course to be applied at the time of course completion. Grants will not be awarded for students who do not complete the course with a grade of [C] or better.

## TRANSFER ELEMENTS

### Transfer Between Institutions

- Pathways College and The Continents States University will draft and maintain Course Transfer Guides for each program, as Addenda to this ARTICULATION AGREEMENT, which identifies courses and curricula that satisfy specific courses, general education or unrestricted elective requirements at both institutions.
- Each course has been reviewed by both Parties for content and transferability.
- Under this ARTICULATION AGREEMENT, students who complete the courses and programs listed on the respective Course Transfer Guide, will receive transfer credit for those courses that are required in the chosen program of study at Pathways College.
- For Bachelor’s Degrees: Pathways College may apply up to a combined maximum of 90 transfer credits. Pathways College requires a minimum of 120 credit hours to attain a bachelor’s degree.
- For Associates: Pathways College may apply up to a combined maximum of 60 transfer credits. Pathways College requires a minimum of 90 credit hours to attain an associate’s degree.

- Residency requirement: twenty-five percent (25%) of the credits for a degree must be completed at Pathways College.
- Applicants successfully completing the articulated program with a [2.0] or better grade point average who have not subsequently matriculated at any other institution of higher education will be guaranteed transfer admission to Pathways College. A history of acts identified in the Federal Campus Security Act may disqualify a candidate for guaranteed admission.
- Students who do not meet the automatic admission's criteria must meet the admission for the academic year in which they are admitted.
- In order to graduate, students must meet the degree requirements as outlined in the Pathways College Academic Catalogs. Please refer to Pathways College Academic Catalog for complete admissions and program requirements.
- Pathways College and The Continents States University shall review and update the Course Transfer Guide as necessitated by curriculum changes by either Party.
- Applicants successfully completing the Bachelor of Arts in Liberal Arts program with a [2.0] or better grade point average who have not subsequently matriculated at any other institution of higher education will be guaranteed admission to The Continents States University in the Master of Arts in Organizational Leadership Program.
- Applicants successfully completing the Bachelor of Arts in Liberal Arts program with a [2.0] or better grade point average who have not subsequently matriculated at any other institution of higher education will be guaranteed admission to an eligible master's degree program at The Continents States University, as specified in Addendum A.
- Students who do not meet the automatic admission's criteria must meet the admission for the academic year in which they are admitted.
- In order to graduate, students must meet the degree requirements as outlined in The Continents States University Academic Catalog. Please refer to The Continents States University Academic Catalog for complete admissions and program requirements.
- The undergraduate degree requirements for Pathways College can be found in the Pathways College Academic Catalog.

## **Pathways College Transfer Credit Policy & Provisions**

For a complete understanding of Pathways College Transfer Credit Policies, students may refer to the Undergraduate General Transfer Credit Provisions and in Pathways College Academic Catalog.

Pathways is committed to supporting students in earning their degrees. As such, Pathways reviews all transfer credit, regardless of age. Transfer credit previously awarded to students at The Continents States University from other institutions shall be recognized by Pathways College upon the student's admission. In addition to credits earned at The Continents States University, students may submit transcripts from other institutions they have attended, if not already transferred to The Continents States University, for evaluation. Maximum transfer credit limitations apply in aggregate to all credits transferred, from any source.

Credit is reviewed by the Registrar and is granted in compliance with applicable national, state, Title IV, and Pathways College policies and procedures. Such credit may be applied toward fulfillment of major or general education requirements when applicable; other courses may count as elective credit toward the baccalaureate degree. This credit will be listed in summary form on the Pathways College transcript of academic record.

## **Pathways College Transfer or Graduation Exceptions:**

As part of this ARTICULATION AGREEMENT between Pathways College and The Continents States University, individual students seeking an exception to any of the provisions outlined in the General Transfer Credit Provisions may make a request through the Office of the Registrar, and will be reviewed in partnership with the Chief Academic Officer.

## **Reporting**

Each Party will provide the other Party with a report annually, on or before June 30, on the graduates from the other institution taking coursework pursuant to this ARTICULATION AGREEMENT. The report shall include the following information: student name, degree program of record, total number of credits transferred, credits earned to date at Pathways College and anticipated graduation date for the proceeding [academic year or 12 months]. This annual report will contain aggregate student data and/or directory information as defined in the Family Educational Rights and Privacy Act, 20 USC 1232g ("FERPA") and related regulations at 34 CFR Part 99 regarding the confidentiality of and access to student records or for any additional data, students shall execute a FERPA release to allow the data to be shared between the Parties. Each Party may also request additional reporting, including data relating to enrollments and the corresponding email address of the enrolled student to track program effectiveness, subject to compliance with federal law.

## JOINT OBLIGATIONS

Pathways College and The Continents States University agree to provide direct links on each institution's website indicating the existence of this ARTICULATION AGREEMENT. Prior to release of information about this ARTICULATION AGREEMENT, the Parties shall agree to a communications plan in accordance with the terms below. Each Party agrees that no publicity regarding this ARTICULATION AGREEMENT will be released without obtaining prior written consent from the other Party. Both Parties agree to market this partnership.

The Parties may engage in any of the following methods and other mutually agreed upon approaches in similar fashion:

- Direct graduates to a custom partner landing page on the other institution's website or warm transfer them to an admissions line, depending on student preference.
- Communicate via targeted phone calls and emails for graduates that might particularly benefit from the partnership opportunity.
- Educate all departments about the partnership offering and how to provide additional information to graduates.
- Provide graduates with a custom partner landing page on both institutions' websites.

The Parties agree that this ARTICULATION AGREEMENT shall not be posted on an internet website such as Google, Yahoo, Facebook, etc., and that the terms and conditions of this ARTICULATION AGREEMENT shall be kept confidential except as may be required by law or accrediting agency standard, or as may be necessary to promote the agreement described herein among the students and graduates of Pathways College and The Continents States University. As a commitment to easing the access of transfer material and advising services, Pathways College and The Continents States University agree to promote seamless transfer by developing mutually supporting links between institutional web pages.

Articulation material may not be developed or distributed without the prior review and approval of Pathways College and The Continents States University including, but not limited to, web content, logos, and printed materials.

Pathways College and The Continents States University agree, subject to applicable federal and state law and regulations, to exchange data and documents, which will contribute to the maintenance and improvement of this ARTICULATION AGREEMENT as well as promote effective cooperation between the two institutions. Any exchange of data or documents, shall be subject to the non-disclosure agreement executed on [insert date].

Neither Party shall engage in any misrepresentation concerning the other Party, including without limitation, information about its education programs, the nature of its financial charges, or the employability of its graduates, within the meaning of 20 U.S.C. Section 1094 or its implementing regulations at 34 CFR Section 668 Subpart F, or any successor code or implementing regulations, or any applicable state law or standard of the respective Party.

## Intellectual Property

Each Party shall provide the other with a depiction of its logo and approved text. The Continents States University is authorized to use such logo and text for promotional purposes in furtherance of this ARTICULATION AGREEMENT, provided that the material associated with each such use has been previously approved by Pathways College in writing. Likewise, Pathways College will provide The Continents States University with a depiction of its logo, and The Continents States University is authorized to use such logo for promotional purposes in furtherance of this ARTICULATION AGREEMENT, provided that the material associated with each such use has been previously approved in writing by Pathways College. Neither Party shall use or display any trademark, trade name, service mark or other intellectual property of the other Party without the prior written approval of that Party. The text of all references by either Party to the other Party in any medium, whether print, electronic or otherwise, will require the prior written approval of the other Party.

## Modification

This ARTICULATION AGREEMENT may be modified, including adding or deleting course equivalencies, upon agreement by both Parties. Any such modifications must be appended to the agreement as an Addendum.

## Termination

This ARTICULATION AGREEMENT is effective upon the date of the last signature and shall remain in effect for one year. Thereafter, this ARTICULATION AGREEMENT shall automatically renew for additional one-year term unless either Party provides sixty (60) days written notice prior to the end of the current term to the other Party of its intent to not renew. In addition, either Party may terminate this ARTICULATION AGREEMENT for any reason, or no reason, by providing sixty (60) days written notice to the other Party. This ARTICULATION AGREEMENT is subject to change or modification by mutual written consent between the Parties. The termination of

this ARTICULATION AGREEMENT shall not impact any The Continents States University or Pathways College graduates in the process of enrolling or are presently enrolled at either institution. Upon termination, both Parties' reporting obligations as specified herein shall continue for one (1) year after the date of termination. Other rights or obligations, whether by its nature or express intention of the parties, including confidentiality and indemnification, shall survive expiration or termination of this ARTICULATION AGREEMENT.

## **MISCELLANEOUS**

Nothing contained herein shall imply any partnership, joint venture or agency relationship between Parties and neither Party shall have the power to obligate or bind the other in any manner except to the extent herein provided.

This ARTICULATION AGREEMENT may be amended only by a written agreement signed by both Parties. Notwithstanding the previous statement, both Parties reserve the right to amend their programs, policies, procedures, and criteria relating to transfer credit in their sole discretion at any time. Such changes will be reflected in each Party's respective catalogs and written notice shall be sent within thirty (30) days of publication.

The Parties acknowledge the existence of a confidential relationship between them. In order to carry out the purposes of this ARTICULATION AGREEMENT, the Parties may exchange or otherwise access or come into possession of the other Party's confidential business and student information. The Parties understand and agree that all confidential information exchanged between them or otherwise accessed or obtained pursuant to this Agreement is strictly confidential, has been disclosed for business purposes only and must be maintained in strictly secure conditions at all times. Each Party hereto further agrees to make no other use of the other Party's confidential information disclosed pursuant to this ARTICULATION AGREEMENT, to refrain from disclosing such confidential information to third parties, to make the confidential information available only to those employees or agents with a need to know, to inform all such employees and agents of the confidential nature of the confidential information and to require each such employee or agent to agree to retain such confidential information in confidence. Both Parties understand and agree to abide by the requirements of FERPA regarding the confidentiality of and access to student records.

Any notice to be given hereunder shall be given in writing by U.S. mail or via reputable overnight courier (e.g., Federal Express, DHL, etc.) or via email to the address (es) listed below. Email shall be considered received on the date the notice is sent.

### **Contact Information at Pathways College:**

Name: Dr. Ella Baker  
Email: ella@pathwayscollege.edu  
Pathways College  
Address: 64 E. Broadway Rd., Suite 200, Tempe, AZ 85282  
Phone Number: (626) 314-4172

### **Contact Information at The Continents States University:**

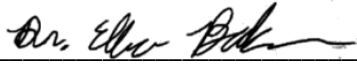
Name: Ricky Madison, PharmD  
Email: madisonr@continents.us  
The Continents States University  
Address: 4625 Lindell Blvd., Suite 200, Saint Louis, MO 63108  
Phone Number: (314) 530-9135

This ARTICULATION AGREEMENT may be executed in two or more counterparts, each of which will be deemed an original, but all of which taken together shall constitute one and the same instrument. An electronic signature shall be deemed an original for purposes of evidencing execution of this ARTICULATION AGREEMENT.

**Signature page to follow**

The signatories of this ARTICULATION AGREEMENT represent and warrant that each has the right and authority to execute this agreement in their individual capacity, as applicable.

**Pathways College:**



Date: 05/15/2025

Ella Baker, Chief Academic Officer

**The Continents States University:**



Date: 05/16/2025

Ricky Madison, President

**Addendum A: Pathways College to The Continents State University Course Transfer Guide**

Pathways BABA Courses		Total Transfer Credits	The Continents States Courses
BUS 311 International Economics	3	1.5	ECO 5010 International Trade
BUS 340 Global Business	3	1.5	
BUS 332 Strategic Management and Business Policy	3	3	BUS 5014 Strategic Management
BUS 222 Business Ethics	3	1.5	BUS 5051 Business Law and Ethics
BUS 421 Business Law	3	1.5	
BUS 232 Project Management	3	3	BUS 5120 Project Management
BUS 241 Principles of Marketing	3	1.5	BUS 5203 Marketing Management
BUS 342 Marketing Research	3	1.5	
BUS 351 Human Resources Management	3	3	BUS 5210 Human Resources Management
<b>Courses for CSYou MAOL</b>			
BUS 102 Organizational Change	3	1	OCL 505 Organizational Change and Leadership
BUS 431 Organizational Development	3	1	
BUS 451 Group Behavior In Organizations	3	1	

Pathways BABA Course Descriptions	The Continents States University Course Descriptions
<b>BUS 311</b> <b>International Economics</b>	<b>ECO 5010</b> <b>International Trade</b>
<p>An in-depth examination of the basic principles of international economics. The course broadens your perspective on the growing economic interdependence of nations—how it happens and how it affects lives around the globe. Topics such as industrial policy and strategic</p> <p>trade policy, comparative advantage theory, exchange rate determination and forecasting, international trade in services, environmental regulatory policies, and international competitiveness are covered.</p> <p><b>Prerequisites: BUS112 Principles of Accounting II.</b></p>	<p>Students will learn about analyzing the complexities of global commerce, that specialize in trade policy evaluation and market get right of entry to strategies. They will delve into alternate agreements, tariff structures, and non-tariff boundaries shaping international markets. Through case research, they'll analyze the effect of alternate liberalization on monetary development and verify the effectiveness of exchange remedies. By the course ends,</p> <p>students will possess the analytical gear to navigate worldwide change dynamics and devise techniques for sustainable international enterprise increase.</p>
<b>BUS 340</b> <b>Global Business</b>	
<p>An overview of key concepts and issues relevant to conducting business in the global environment. Emphasis is on applying fundamental knowledge of global business and analyzing and evaluating global business variables for informed decision making. The objective is to analyze property rights, obligations, liabilities, and remedies; evaluate regulations in the business environment; and assess implications of transactions and negotiable instruments in the business environment. Topics include the nature and scope of global business; cultural,</p> <p>political, legal, and economic environments; marketing; trade; and foreign investments.</p> <p><b>Prerequisites: BUS101 Introduction to Business.</b></p>	
<b>BUS 332</b> <b>Strategic Management and Business Policy</b>	<b>BUS 5014</b> <b>Strategic Management</b>
<p>Strategic management takes a broad view of business operations. It covers the entire spectrum of business and management. The center of attention is the total enterprise – the industry and competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success.</p> <p><b>Prerequisite:</b></p> <p><b>BUS 112 Principles of Accounting II, Bus221 Business Law.</b></p>	<p>Students will study a holistic approach to organizational making plans and execution. They will behavior SWOT analyses, formulate competitive strategies, and increase strategic implementation plans. They will explore organizational systems conducive to innovation and change management strategies to navigate dynamic business environments. Through simulations, students will follow strategic frameworks to actual-global situations, honing their selection-making skills. By the course ends, students could be adept at crafting and executing strategies that drive organizational success and sustainability.</p>
<b>BUS 222</b> <b>Business Ethics</b>	<b>BUS 5051</b> <b>Business Law and Ethics</b>

<p>The elements of ethics, the importance of ethical decision making, and its effects on employees (personnel), business and society. The philosophical foundations of ethical conduct and the practical problems encountered in the day-to-day conduct of business affairs will be discussed.</p> <p><b>Prerequisite: BUS112 Principles of Accounting II.</b></p>	
<p><b>BUS 421</b></p> <p><b>Business Law</b></p>	<p>Students will learn about legal and ethical considerations in business operations. They will examine agreement regulation, intellectual assets rights, and company governance</p> <p>concepts. Emphasis will be positioned on moral decision-making frameworks and company social responsibility practices. Through case studies, students will analyze moral dilemmas and</p> <p>expand strategies to sell integrity and compliance inside businesses. By the end of the course, students could be prepared to navigate complex criminal landscapes and foster moral cultures conducive to lengthy-time period organizational fulfillment.</p>
<p>An introduction to the concepts and applications of laws that affect the business enterprise. Identification of the sources of law, including the courts, administrative agency rules and regulations, executive orders, and judicial decisions will be addressed. The law of contract, sales, and agency will be covered in detail while a distinction is drawn between traditional contracts and e-contracts. Additionally, remedies for breach of these agreements will be covered. Business crimes will also be discussed, in addition to potential tort liability arising from criminal acts. Strict liability and product liability will be explored. <b>Prerequisites: BUS112 Principles of Accounting II.</b></p>	
<p><b>BUS 232</b></p> <p><b>Project Management</b></p>	<p><b>BUS 5120</b></p> <p><b>Project Management</b></p>
<p>This course covers key components of project management including project profiling, project scope management, project time and cost management, quality management, risk management, procurement management, human resource considerations, communications</p> <p>and client expectations.</p> <p><b>Prerequisite: None.</b></p>	<p>students will learn comprehensive schooling in assignment planning, execution, and management. They will broaden project charters, create work breakdown systems, and allocate sources successfully. Special attention could be given to hazard control strategies and stakeholder communication strategies to make certain challenge fulfillment. By the course ends,</p> <p>students will possess the competencies to guide goal-purpose teams, mitigate project risks, and deliver initiatives on time and within price range.</p>
<p><b>BUS 241</b></p> <p><b>Principles of Marketing</b></p>	<p><b>BUS 5203</b></p> <p><b>Marketing Management</b></p>
<p>Introduction to basic marketing concepts. Topics include the marketing mix, new product development, consumer behavior, customer relationship management, strategic planning and e-commerce. Students will develop a comprehensive marketing plan and apply course concepts</p> <p>to real or imaginary products.</p> <p><b>Prerequisites: BUS112 Principles of Accounting II.</b></p>	<p>Students will learn about creating and delivering value to customers. They will develop marketing plans, behavior marketplace studies, and layout incorporated advertising</p> <p>and marketing campaigns. Emphasis will be located on digital marketing techniques and leveraging statistics analytics to optimize advertising performance. Through case studies,</p> <p>students will examine client behavior and market trends to broaden progressive advertising strategies. By course end, students will have the abilities to power brand focus, customer</p> <p>engagement, and sales growth through powerful marketing control.</p>
<p><b>BUS 342</b></p> <p><b>Marketing Research</b></p>	
<p>The use of marketing research as an aid to making marketing decisions; specifically, how the</p> <p>information used to make marketing decisions is gathered and analyzed. Accordingly,</p> <p>Marketing Research is appropriate for both prospective users of</p>	



<p>research results and prospective marketing researchers.</p> <p><b>Prerequisites: BUS112 Principles of Accounting II, BUS241 Principles of Marketing.</b></p>	
<p><b>BUS 351</b></p> <p><b>Human Resources Management</b></p>	<p><b>BUS 5210</b></p> <p><b>Human Resources Management</b></p>
<p>The role of the human resource professional as a strategic partner in managing today's organizations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, sexual harassment policies, and rising benefit costs are analyzed. Best practices of employers of choice are considered.</p> <p><b>Prerequisites: BUS112 Principles of Accounting II.</b></p>	<p>students will discover ways to optimize workforce productivity and engagement. They will discover skills acquisition techniques, overall performance control structures, and worker development projects. Legal compliance and moral considerations in HR decision-making might be emphasized. Through case studies, students will examine HR challenges and devise solutions aligned to organizational goals. By the course ends, students will be prepared to lead HR features, foster inclusive places of work, and pressure organizational fulfillment via effective human control.</p>
<p><b>BUS 102</b></p> <p><b>Organizational Change</b></p>	<p><b>OCL 505</b></p> <p><b>Organizational Change and Leadership</b></p>
<p>The challenges, techniques, and problems associated with initiating and implementing major change in an organization. Identification of the external and internal forces that cause change, such as leading a new initiative or project, working to change the culture of the organization, entering new markets, or launching a new product. The focus is on how organizations change and how to be a change agent in an organization.</p> <p><b>Prerequisites: BUS101 Introduction to Business.</b></p>	<p>students will delve into the intricacies of leading organizational change effectively. They will discover methodologies for diagnosing organizational problems, designing intervention techniques, and enforcing alternate tasks. Through in-depth case studies and interactive sports, students will hone their leadership abilities to articulate a compelling vision, foster stakeholder engagement, and navigate resistance to alternate. Emphasis could be placed on cultivating a way of life that embraces innovation, adaptability, and non-stop improvement. By the course ends, students will have the knowledge and competencies required to force sustainable organizational change and foster a way of life conducive to lengthy-term success.</p>
<p><b>BUS 431</b></p> <p><b>Organizational Development</b></p>	
<p>The process of developing an organization's capabilities so that it can attain and sustain an optimum level of performance as measured by efficiency, effectiveness, and health. Developing and awareness of multiple ways that organizations change, manage change, in receiving and participating in change. Emphasis on multiple approaches and agile responses to change in organizational environments.</p> <p><b>Prerequisites: BUS112 Principles of Accounting II, BUS102 Organizational Change.</b></p>	
<p><b>BUS 451</b></p> <p><b>Group Behavior In Organizations</b></p>	
<p>Application of principles of how individuals manage their own performance and career by working with and through others. Emphasis is on theories and concepts for analyzing, understanding, and managing human behavior in</p>	

organizations.

**Prerequisites: BUS112 Principles of Accounting II,  
BUS352 Management for Organizations.**

MSBA Required Core Courses (2 Courses)

BUS 5010 Business Management

BUS 5101 Corporate Communication

MSBA Required Major Courses (1 Course Only)

BUS 5050 Managerial Accounting

BUS 5002 Operations Management

MSBA Required Graduation Project (1 Course Only)

CSP 5700 Integrative Project, or Hands on Experience

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Pathways BABA Students to Continents **Master of Arts in Organizational Leadership** must complete the following to graduate in **5 months**:

MAOL Required Core Courses (2 Courses)

BUS 5010 Business Management

BUS 5101 Corporate Communication

MAOL Required Major Courses (2 Courses Only)

BUS 5100 Negotiations and Conflict Management

OSR 5010 Organizational Strategy

MLM 5101 Multicultural Management

MAOL Required Graduation Project (1 Course Only)

CSP 5800 Integrative Project, or Hands on Experience

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Pathways BABA Students to Continents **Master of Science in Healthcare Administration** must complete the following to graduate in **6 months**:

MSHA Required Core Courses (2 Courses Only)

BUS 5010 Business Management

BUS 5101 Corporate Communication

MSHA Required Major Courses (3 Courses Only)

HCA 5010 Healthcare Administration

HQA 5050 Healthcare Quality Assurance

BIO 5010 Microbiology and Infection Control

HCA 5010 Healthcare Administration

MSHA Required Graduation Project (1 Course Only)

CSP 5900 Integrative Project, or Hands on Experience

Pathways BABA Students to Continents **MiniMaster in Business Management** must complete the following to graduate in **2 months**:

BMM Required Core Courses (2 Courses Only)

BUS 5010 Business Management

BUS 5101 Corporate Communication

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Pathways BABA Students to Continents **MiniMaster in Global Leadership** must complete the following to graduate in **2 months**:

GLM Required Courses (2 Courses)

BUS 5010 Business Management

BUS 5101 Corporate Communication

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Pathways BABA Students to Continents **MiniMaster in Medical Administration** must complete the following to graduate in **3 months**:

MAM Required Core Courses (3 Courses)

BUS 5010 Business Management

BUS 5101 Corporate Communication

HCA 5010 Healthcare Administration