

## General Job Application

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**Job Title**

Assistant City Manager

**Requisition Number**

46448

### Personal Data

### Contact

---

**First Name**

Irma

**Middle Name****Last Name**

Paul

**Address**

2604 Wiley Street

**City**

Hollywppd

**State**

Florida

**Zip Code**

33020

**Primary Phone**

9545488651

**Alternate Phone**

9543676282

**Email Address**

irmapau12@gmail.com

### Salary Requirement

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**What is your desired salary range?**

130000

### Eligibility

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**Do you have a legal right to work in the U.S.?**

Yes

**If yes, are you able to provide documents as required by law to verify your eligibility to work in the U.S.?**

Yes

**Have you ever been convicted of a crime excluding misdemeanors and/or summary offenses?**

No

**If yes, provide the details for all such instances.**

N/A

### Education Information

### High School

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**High School Name**

Nova High School

**Did you graduate?**

Yes

**City**

Davie

**State**

Florida

## College/University

Name of College/University/Other		Start Date	End Date
Florida Atlantic University		5/6/2002	12/8/2012
City		State	
Boca Raton		Florida	
Degree	Major	Did you graduate?	
Bachelors	Criminal Justice	Yes	

## College/University

Name of College/University/Other		Start Date	End Date
University of Phoenix		7/31/2007	3/29/2009
City		State	
Fort Lauderdale		Florida	
Degree	Major	Did you graduate?	
Masters	Business Administration	Yes	

## College/Graduate School

Name of College/University/Other		Start Date	End Date
Walden University		3/10/2015	2/10/2019
City		State	
Minneapolis		Minnesota	
Degree	Major	Did you graduate?	
Ph.D.	Public Policy & Administration/ Leadership & Mgmt	Yes	

## Vocational/Technical

Name of Vocational/Technical School		Start Date	End Date
City		State	
Degree	Major	Did you graduate?	

## Additional Education Information

Please list any additional education below.

## Employment Information

Beginning with your present or most recent employment, describe ALL periods of employment including self-employment, unemployed periods and military service. Your adult employment MUST be complete. Use the space provided below, if necessary. The City of Margate appreciates the reasons why you might prefer that your current employer not know about this application. Be advised that the City generally does not contact any employer until the latter stages of our hiring process.

## Most Recent Employer

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<b>Start Date</b>	<b>End Date</b>	
2013	2019	Part Time
<b>Position Title</b>		
Co-Owner		
<b>Employer</b>		<b>Phone Number</b>
SFL Imperial Holding, LLC		7869755578
<b>Address</b>		
2604 Wiley Street		
<b>City</b>	<b>State</b>	<b>Zip</b>
Hollywood	Florida	33020
<b>Duties</b>		
<ul style="list-style-type: none"><li>• Prepared short sales documents</li><li>• Flipping homes</li><li>• Negotiated home buying sales with financial institutions</li><li>• Prepared court affidavits for clients</li></ul>		
Prepare closing documents		
<b>Reason for leaving?</b>		
currently working		
<b>May we contact for reference?</b>		
Yes		

## Previous Employer

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<b>Start Date</b>	<b>End Date</b>	
2018	2019	Full Time
<b>Position Title</b>		
Regional Recruiter		
<b>Employer</b>		<b>Phone Number</b>
Union Institute & University		9542842130
<b>Address</b>		
4601 Sheridan Street, Suite 400		
<b>City</b>	<b>State</b>	<b>Zip</b>
Hollywood	Florida	33021
<b>Duties</b>		
<ul style="list-style-type: none"><li>• Performed academic advising and enrollment services</li><li>• Recruited and Enrolled students</li><li>• Promoted academic programs and products</li><li>• Plan and orchestrate marketing strategic events</li><li>• Analyze and prepare forecasting reports</li><li>• Evaluated transcripts and academic documents for admission</li><li>• Present and hosted recruiting outreach Events</li></ul>		
<b>Reason for leaving?</b>		
Reduction in force		
<b>May we contact for reference?</b>		
Yes		

## Previous Employer

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**Start Date**

2013

**End Date**

2017

Full Time

**Position Title**

Associate Director of Admissions

**Employer**

Strayer University

**Phone Number**

9543942144

**Address**

11430 NW 20th Street

**City**

Miami

**State**

Florida

**Zip**

33172

**Duties**

Provide leadership in student operational support systems, promote student engagement, and foster student retention.

- Forge partnerships with academic affairs to ensure coordination between student services and instructional programs in support of student success.

- Develops and administers several large departmental budget(s) and State/Federal grants

Oversees and coordinates the admissions advisor team responsibilities is successfully processed for student enrollment.

- Recruited, coached and hired new staff.

- Adheres to laws and regulations standards follow the university and with department of education.

- Ensures that all data contained within CRM (Ellucian Recruit) and student information system is accurate and up to date.

- Oversee and monitors multiple academic affairs and units.

- Develops strategies to keep students engaged during enrollment process

**Reason for leaving?**

campus closed

**May we contact for reference?**

Yes

## Previous Employer

---

**Start Date**

2011

**End Date**

2013

Full Time

**Position Title**

Senior Operations Manager

**Employer**

Wells Fargo Bank

**Phone Number**

9549852130

**Address**

1900 Tyler Street

**City**

Hollywood

**State**

Florida

**Zip**

33021

**Duties**

Recruited to oversee sales and marketing strategies for ten offices located in Broward County. Oversaw 250 employees, analyzed budgets, and risk management procedures for the implementation of processes and best practices. Planned and directed the building and opening of the local branches, including equipment purchasing and vendor contract development for furnishings, supplies, computers, and communication systems.

- Spearheaded and successfully implemented ongoing recruitment program to hire and effectively train all personnel.
- Managed new business development efforts, as well as retention and expansion of existing business relationship.
- Supervised, coached, hired and trained staff members
- Implemented policies and procedures for better and customer service performance.
- Possessed extensive and hands-on knowledge and experience of all aspects of commercial banking from personal banking, loans, deposits, branch operations, and cash management.
- Developed budget for all financial transactions.
- Performed financial and accounting analyze on day to day business operations.

**Reason for leaving?**

better advancement

**May we contact for reference?**

Yes

## Previous Employer

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**Start Date**

2006

**End Date**

2011

Full Time

**Position Title**

Business Administrator

**Employer**

Broward State Attorney Office

**Phone Number**

9548318449

**Address**

201 S.E 6TH Street

**City**

Fort Lauderdale

**State**

Florida

**Zip**

33311

**Duties**

Managed all aspects of review and analysis for pending case of the State Attorney's Office. Played a key role in ensuring compliance to legislative standards. Served as primary contact between the organization and clients, which resulted in excelled resolution of various issues.

- Participated in legal meetings, client interviews, hearings, and depositions; gathered, analyzed, and researched data, statutes, decisions, legal articles, codes, and documents; performed case management analysis on case by case situations to determine legal course of action.
- Ensured policies and procedures for case management and general office administration were administered
- Consulted legal professionals on case management procedures for expert feedback.
- Prepare and present jury instructions to attorney and witnesses.
- Analyzed and collected secondary data for better outcome of criminal cases.

**Reason for leaving?**

better advancement

**May we contact for reference?**

Yes

## Previous Employer

---

**Start Date****End Date**

Full Time

**Position Title****Employer****Phone Number****Address****City****State****Zip****Duties****Reason for leaving?****May we contact for reference?**

## Previous Employer

Start Date

End Date

Full Time

Position Title

Employer

Phone Number

Address

City

State

Zip

Duties

Reason for leaving?

May we contact for reference?

## Additional Work Experience Information

Please list any additional work experience below.

negotiating skills, coaching, writing, research and policy advising skills.

## Skills & Certifications

### Professional Certifications and Licenses

City of Hollywood- Community Development Block Grant (Board Member 2010)

List all jobs skills, abilities, qualifications, and volunteer experience relevant to the position for which you are applying.

Excellent Microsoft WORD, OFFICE, POWERPOINT, EXCEL, OUTLOOK, QUICKBOOK. Ellucian CRM Recruit Systems. Researcher and data collection expert. Nuivo expert, Data collection, Budget management and Policy Advisor

## Military Experience

Branch of Service

n/a

Enlistment Date

Discharge Date

Type of Discharge

Primary Responsibilities & Duties

## Applicant Statement

By my signature below, I authorize any federal, state, county or municipal governmental agency, any municipal corporation or political subdivision of this state, or any other state agency, department or division thereof, or any other public or private agency, person, firm, or corporation holding records concerning, that are considered confidential, to supply such information to the City of Margate.

By my signature below, I acknowledge that PRIOR to making a conditional offer of employment to me, the City of Margate may request information which may include, but not limited to, a history of my educational records, a history of my vocational and/or training records, criminal history, any documentation of previous or current on-the-job performance records or history, any reason, excluding any reason based on a medical condition or disability, for termination of any previous employment, any reason, excluding for discharge from military service, or any other personal information that is not medical, health, or disability related in nature which may not otherwise be obtained without prior agreement.

By my signature below, I acknowledge that SUBSEQUENT to making a conditional offer of employment to me, the City of Margate may request not only the information stated above, but also any information of what-so-ever nature regarding both my past or current job related or non-related medical/health condition(s) or disability(ies).

By my signature below, I acknowledge that any such information received by the City of Margate shall become public record pursuant to Chapter 119 of the Florida Statutes.

**I Agree**

Yes

## Signature

*Irma Paul*

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Date Signed: 5/10/2019 1:39 PM

Date Submitted: 5/10/2019 1:46 PM

IP Address: 174.48.146.106



## Agency Wide Questions

<p><b>Do you have any relatives working for the City of Margate?</b></p> <p>No</p> <p><b>Did you provide at least ten (10) years of relevant work history in the Work Experience section, or if you do not have ten (10) years of work history, did you list the entirety of your work experience in the Work Experience section? If not, please return to the Work Experience section to complete this information.</b></p> <p>Yes</p> <p><b>Where did you hear about the job opportunity you are applying to?</b></p> <p>City of Margate website</p> <p><b>Pursuant to Florida State Statute 119, all applications and materials attached are subject to public records request. Please use the space below to indicate whether or not you have any exemptions under FSS 119. If you do not have any exemptions, please write "N/A".</b></p> <p>N/A</p>	<p><b>If you have relatives working for the City of Margate, please enter their name and department in the space below.</b></p> <p>N/A</p> <p><b>Did you provide at least three (3) professional work-related references? If not, please return to this section and add additional professional work-related references.</b></p> <p>Yes</p> <p><b>Please provide at least three (3) professional work-related references. Please include the following information: reference name, phone number, email address, position title. (Please note: professional work-related references are people who can speak to us about your job performance and are usually people who directly supervise you. For students, or those with limited work history: professional references may include internship/volunteer supervisors or academic teachers/professors).</b></p> <p>1. Dr. John Honore- Former Campus Dean @ Strayer University ph: 954-394-2144: email: jhonore12@keiseruniversity.edu 2. Professor Doris Mitchell: Fomer Associate Professor @ Strayer University : ph: 954-683-3458. Email: doris.mitchell@strayer.edu 3. Lawrence Hibbert: Cite Director @ Union Institute &amp; Univesity: ph: 786-506-9664 email: lawrence.hibbert@myunion.edu</p>
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## Assistant City Manager Qualifications

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**Do you possess a Bachelor Degree from an accredited college or university, with major coursework in Administration, Management, or closely related field?**

No

**Please use to space below to explain what field your Bachelor's Degree is in. If you do not have a Bachelor's Degree, please type "N/A".**

my bachelor degree is in Criminal Justice; however I earned a master's degree in Business Adminsitration.

**Do you possess a Master's Degree?**

Yes

**Please use the space below to explain what field your Master's Degree is in. If you do not have a Master's Degree, please type "N/A".**

Business Administration

**Do you have at least seven (7) years of successful management experience in municipal/county management?**

**Please use the space below to detail your relevant experience in municipal/county management. Please include where you obtained the experience, what capacity you worked in, how many years of experience you have, and any professional accomplishments.**

No

City of Hollywood- Community Development Block Grant Board Member. As a board member it was my responsibility to attend meetings at City Hall, to address the allocation of funding to city. Additionally, i worked for the State of Florida at the Broward State Attorney Office, in a leadership role. implementing and providing support to jusges while making decisions as to which case to undertake.

**Do you have municipal government experience?**

**Please use the space below to describe your municipal government experience. Please include where you obtained the experience, what capacity you worked in, and the total number of years of experience.**

Yes

State of Florida is my former employer

**Do you possess a DD214 for military service?**

**Do you have your ICMA Credentialed Manager Certification?**

No

No

# Irma Paul, Ph. D

2604 Wiley Street • Hollywood, FL 33020 • 954.548.8651 • Irmmapau12@gmail.com

## PROFESSIONAL SKILLS

Excellent Microsoft WORD, OFFICE, POWERPOINT, EXCEL, OUTLOOK, QUICKBOOK. Ellucian CRM Recruit Systems. Researcher and data collection expert. Nuivo expert, Data collection, Budget management and Policy Advisor.

Resourceful and innovative professional with a solid knowledge in business administration, business operations, customer relations, and higher education operational and instructional public policy expert. A self-starter and co-owner of Real Estate Investment Firm. Resulting in record breaking enrollment and new client through adequate networking events and presentation strategies. Strong follow-through, and customer service satisfaction. **Core competencies and value-added areas of expertise include:**

- Data Collection
- Strategic Planner
- Academic Advisement
- Policy Analysis reporting
- Business Management/Administration
- Excellent Presenter
- Coaching
- Customer Relationship Management
- Research/Reporting
- Leadership/Mentoring
- Technical Instruction
- Remediation/Assistance
- Multi Culture/Ethnic Awareness
- Community Involvement
- Project Management
- Client Conversion
- Customer Satisfaction Initiatives
- Budget Analyst
- Marketing and Sales Promotor
- Presentation Development

## PROFESSIONAL EXPERIENCE

Regional Recruiter

Union Institute & University  
Hollywood, Fl

2018 to 2019

- Performed academic advising and enrollment services
- Recruited and Enrolled students
- Promoted academic programs and products
- Plan and orchestrate marketing strategic events
- Analyze and prepare forecasting reports
- Evaluated transcripts and academic documents for admission
- Present and hosted recruiting outreach Events

Associate Director of Admissions  
Strayer University, Doral, FL

2013 to 2017

(continued) Associate Director of Admissions  
Strayer University, Doral, FL

2013 to 2017

Provide leadership in student operational support systems, promote student engagement, and foster student retention.

- Forge partnerships with academic affairs to ensure coordination between student services and instructional programs in support of student success.
- Develops and administers several large departmental budget(s) and State/Federal grants
- Recruited, coached and hired new staff.
- Adheres to laws and regulations standards follow the university and with department of education.
- Ensures that all data contained within CRM (Ellucian Recruit) and student information system is accurate and up to date.
- Oversee and monitors multiple academic affairs and units.
- Develops strategies to keep students engaged during enrollment process.

Adjunct Business Administration (on ground campus)  
Strayer University, Doral, FL

2013-2017

Provided leadership in student operational support systems, promote student engagement, and foster student retention in the as classroom facilitator.

- Developed Syllabi, conduct research, accumulate resources, and generate assessment materials for all courses taught.
- Spearheaded innovative courses including webinars and student recreational activities.
- Consulted for opinions related to Economics and Business issues. Interviewed and quoted in South Florida Business Weekly and Black Enterprises.
- Trusted to orientate new faculty addressing teaching methodologies and student expectations in a college environment.
- **Courses taught:** Introduction to Business, Business and Society, Business Ethics, Business Administration (Capstone), Strategic Human Resource Management; Leadership and Organizational Behavior, Human Resource Management, Project Management (Both at Upper and Graduate levels)

#### Senior Operations Manager

2011 to 2013

Wells Fargo, Inc, Hollywood, FL

Recruited to oversee sales and marketing strategies for ten offices located in Broward County. Oversaw 250 employees, analyzed budgets, and risk management procedures for the implementation of processes and best practices. Planned and directed the building and opening of the local branches, including equipment purchasing and vendor contract development for furnishings, supplies, computers, and communication systems.

- Spearheaded and successfully implemented ongoing recruitment program to hire and effectively train all personnel.
- Managed new business development efforts, as well as retention and expansion of existing business relationship.
- Supervised, coached, hired and trained staff members
- Implemented policies and procedures for better and customer service performance.
- Possessed extensive and hands-on knowledge and experience of all aspects of commercial banking from personal banking, loans, deposits, branch operations, and cash management.
- Developed budget for all financial transactions.
- Performed financial and accounting analyze on day to day business operations.

#### Business Administrator

2006 to 2011

State Attorney Office, Fort Lauderdale, FL

Managed all aspects of review and analysis for pending case of the State Attorney's Office. Played a key role in ensuring compliance to legislative standards. Served as primary contact between the organization and clients, which resulted in excelled resolution of various issues.

- Participated in legal meetings, client interviews, hearings, and depositions; gathered, analyzed, and researched data, statutes, decisions, legal articles, codes, and documents; performed case management analysis on case by case situations to determine legal course of action.
- Ensured policies and procedures for case management and general office administration were administered
- Consulted legal professionals on case management procedures for expert feedback.
- Prepare and present jury instructions to attorney and witnesses.
- Analyzed and collected secondary data for better outcome of criminal cases.

#### Operations Manager

2003 to 2006

Home Depot, Sunrise, FL

Directed daily operations within the store including organizational management, human resources, sales, business development, marketing, and financial management.

- Coordinated and implemented organizational strategies for new stores and distribution centers with budgets varying from \$4M-\$7M.
- Led vendor relationship management, which ensured competitive pricing for all purchases.
- Supervised, hired, and trained staff members.
- Implemented new policies and procedures
- Coordinated customer service training.

#### Office Manager

2000 to 2003

CCS Financial Service, Sunrise, FL

Hired to develop and implement comprehensive system of fiscal management, financial accountability, and informative management reporting for a financial services-related agency with a \$3M annual operating budget.

- Prepared financial and regulatory reports required by laws, regulations, and boards of directors.
- Established procedures for custody and control of assets, records, loan collateral, and securities, to ensure safekeeping.

## EDUCATION

**Doctor of Philosophy (Ph. D.) Public Policy & Administration: February 2019**

**Walden University, Baltimore, MD**

Master of Business Administration 2009

University of Phoenix, Fort Lauderdale, FL

Bachelor of Arts, Criminal Justice • 2006

Florida Atlantic University, Boca Raton, FL

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## Page: 1

**Date Issued:** 04-MAR-2019  
**Date of Birth:** 07-FEB  
**SSN:** \*\*\*-\*\*-0793  
**Former Names:**

**NOTE SIGNATURE MUST BE PRESENT FOR TRANSCRIPT TO BE VALID**



## TRANSCRIPT OF ACADEMIC RECORD

Page: 2

Student ID: A00222666

Date Issued: 04-MAR-2019

Record of: Irma Paul  
2604 wiley street  
hollywood, FL 33020

Date of Birth: 07-FEB

SSN: \*\*\*-\*\*-0793

Former Names:

Issued To: Irma Paul

Parchment: 22069369

2011 Winter Qtr 12/05-02/26

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	8392	The Language of Leadership	5.00	5.00	20.00	A	
RESI	WAL	8402P	Hawaii Ph.D. Resi 2 PPA	4.00	4.00	0.00	S	

TERM: Ahrs:9.00 Ehrrs:9.00 GPA-Hrs:5.00 QPts:20.00 GPA:4.00

2012 Spring Qtr 03/05-05/27

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	8465	Strat Plan: Collab,Coop & Cord	5.00	5.00	20.00	A	
PPPA	WAL	8115	Writing a Quality Prospectus	5.00	5.00	20.00	A	

TERM: Ahrs:10.00 Ehrrs:10.00 GPA-Hrs:10.00 QPts:40.00 GPA:4.00

2012 Summer Qtr 06/04-08/26

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
RSCH	WAL	8350P	Advanced Qualitative	4.00	4.00	16.00	A	

TERM: Ahrs:4.00 Ehrrs:4.00 GPA-Hrs:4.00 QPts:16.00 GPA:4.00

2012 Fall Qtr 09/04-11/25

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2012 Winter Qtr 12/03-02/24

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

\*\*\*\*\* Institution Information continued \*\*\*\*\*

2013 Spring Qtr 03/04-05/26

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2015 Spring Qtr 03/02-05/24

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2015 Summer Qtr 06/01-08/23

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	
RESI	WAL	8403	Paris Ph.D. Resi 3	0.00	0.00	0.00	S	

TERM: Ahrs:5.00 Ehrrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2015 Fall Qtr 08/31-11/22

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2015 Winter Qtr 11/30-02/21

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

\*\*\*\*\* Institution Information continued \*\*\*\*\*

RAISED SEAL IS NOT REQUIRED

Devon Edmund

Devon Edmund, Registrar



## TRANSCRIPT OF ACADEMIC RECORD

Page: 3

Student ID: A00222666

Date Issued: 04-MAR-2019

Record of: Irma Paul  
2604 wiley street  
hollywood, FL 33020

Date of Birth: 07-FEB

SSN: \*\*\*-\*\*-0793

Former Names:

Issued To: Irma Paul

Parchment: 22069369

2016 Spring Qtr 02/29-05/22

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2016 Summer Qtr 05/31-08/21

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2016 Fall Qtr 08/29-11/20

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2016 Winter Qtr 11/28-02/19

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2017 Spring Qtr 02/27-05/21

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2017 Summer Qtr 05/30-08/20

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

\*\*\*\*\* Institution Information continued \*\*\*\*\*

2017 Fall Qtr 08/28-11/19

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2017 Winter Qtr 11/27-02/18

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2018 Spring Qtr 02/26-05/20

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2018 Summer Qtr 05/29-08/19

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

\*RES WAL 8404 Atlanta PhD Resi 4 0.00 0.00 0.00 S

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

2018 Fall Quarter 08/27-11/18

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

\*\*\*\*\* Institution Information continued \*\*\*\*\*

RAISED SEAL IS NOT REQUIRED

Devon Edmund

Devon Edmund, Registrar

## TRANSCRIPT OF ACADEMIC RECORD

Page: 4

Student ID: A00222666

Date Issued: 04-MAR-2019

Record of: Irma Paul  
2604 wiley street  
hollywood, FL 33020

Date of Birth: 07-FEB

SSN: \*\*\*-\*\*-0793

Former Names:

Issued To: Irma Paul

Parchment: 22069369

2018 Winter Qtr 11/26-02/17

CRSE	CMP	CODE	COURSE TITLE	Ahrs	Ehrs	PTS	GRD	R
PPPA	WAL	9000A	Dissertation	5.00	5.00	0.00	S	

TERM: Ahrs:5.00 Ehrs:5.00 GPA-Hrs:0.00 QPts:0.00 GPA:0.00

\*\*\*\*\* Cumulative Totals \*\*\*\*\*

	Attempted Hrs	Earned Hrs	GPA Hrs	Points	GPA
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INSTITUTION	162.00	162.00	58.00	222.00	3.82
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TRANSFER	0.00	0.00	0.00	0.00	0.00
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OVERALL	162.00	162.00	58.00	222.00	3.82
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\*\*\*\*\* End Of Transcript \*\*\*\*\*

RAISED SEAL IS NOT REQUIRED

Devon Edmund

Devon Edmund, Registrar

# Walden University, Office of the Registrar

Academic Offices: 100 Washington Avenue South, Suite 900,

Minneapolis, MN 55401 (800) 925-3368

Business Offices: 650 South Exeter Street, Baltimore, MD 21202 (800)

925-3368, Option 2; Fax (410) 843-6416

## Transcript Guide

### Accreditation

Walden University is accredited by The Higher Learning Commission, 230 South LaSalle St., Suite 7-500, Chicago, Illinois 60604-1411, (312) 263-0456.

### Release of Information

This educational record is subject to the Family Educational Rights and Privacy Act (FERPA) of 1974. It is furnished for official use only and may not be released to or accessed by outside agencies or third parties without the written consent of the student concerned. Students may obtain copies of their academic records through the Office of the Registrar by written request only. All financial obligations to the Walden University must be fulfilled before an official transcript can be issued.

### University Grading System

All grades on the Walden University transcript are on a 4.0 grading system. Satisfactory/Unsatisfactory grades may be limited to the following courses/seminars: Non-Credit, Foundations, Research Sequence, Writing Intensive, Practicum and Internship, Research Forum, Residency, Thesis, Dissertation, and Doctoral study.

Graduate students must earn the equivalent of a “B” or better to be awarded a grade of “S”. Undergraduate students must earn the equivalent of a “C” or better to be awarded a grade of “S”.

Through August 1996, the Ph.D. Program in Professional Psychology utilized grades of “S”, “RC”, and “NC” for all courses. After this date, the program adopted the 4.00 letter grade scale outlined below.

Residencies are required components of some graduate programs. Prior to Fall 2013, Residencies appear as earned hours with one day of Residency reflecting one earned credit. In Fall 2013, the Residencies reflect zero credits.

### Calendar

In September 1995, Walden University began offering coursework in semester credits and quarter hour formats. Prior to September 1995, all coursework was offered in quarter hours. The University calendar offers 4 quarters of study (Fall, Winter, Spring, and Summer) and 3 semesters of study (Fall, Spring, and Summer). \*Courses extend beyond the standard term.

### Program GPA

As of June 5, 2009, Walden University began calculating a program GPA for all current students. All courses completed during a student’s program apply toward the program GPA. All courses taken in that program apply toward the student’s university program GPA. Prior to June 5, 2009, the GPA comprised all courses taken at the student degree level.

### Accelerate into Master’s

Accelerated undergraduates courses containing Master’s Level content satisfies Bachelor’s degree requirements and with a “B” or better can be applied to a Master’s program. A grade of a C\* can only apply toward a Bachelor’s degree.

### Course Repeats

An “E” notation next to a course indicates this course has been repeated and is excluded from the GPA calculations. An “I” notation next to a course indicates this course has been repeated and is included in the GPA calculations.

### Bachelors Renewal Policy

Academic Renewal allows all the courses (including passing grades) for up to two consecutive terms, to be removed from the GPA calculation. The courses are not removed from the academic record; the transcript will reflect the actual courses and grades. Only the GPA will be adjusted.

### Transcripts from Walden University

Walden University maintains multiple student record systems. Transcripts for student records crossing multiple systems may appear in different formats.

### National Technological University

National Technological University (NTU) merged with Walden University in January 2005.

### Cross-Enrollment Consortium

Effective Winter 2013, Walden University is part of a cross-enrollment consortium between other colleges and universities. Courses taken at a consortium institution are designated with a campus code on the transcript.

KC-Kendall College

NHU-National Hispanic University

WAL – Walden University

*Grades below count toward credits attempted:*

Grades	Definition		Grade Points
	Grad	Undergrad	
A	Superior	Superior	4.00
A-†			3.75
B+†	Satisfactory	Above Average	3.50
B			3.00
B-†			2.75
C+†	Marginal	Average	2.50
C*			2.50
C			2.00
C-†	Fail	Marginal	1.75††
D+†			1.50††
D			1.00††
D-†			0.75††
F	Fail		0.00
P	Pass		0.00
S	Satisfactory		0.00
U	Unsatisfactory		0.00
W	Withdrawal		0.00†††
WR	Retroactive Withdrawal		0.00
TR	Transfer of Credit		0.00
I	Incomplete		0.00
NC	No Credit		0.00
RC	Research Continuing		0.00
CIP	In Progress: Student is in the process of completing a course.		0.00
CMPLT	Complete		0.00
XF, XU	Failed Course Sanction		0.00

*\*Accelerate into Master’s indicates the course cannot be used at Master’s Level.*

*†Plus/minus grades are used for NTU grading only.*

*††Does not count for credit hours completed at Grad Level.*

*†††Prior of Fall 2007 (Graduate) and prior to Fall 2008 (Undergraduate) did not count toward credits attempted.*

*Notations below do not count toward credits attempted:*

Notation	Definition
AU	Audit
NP	No Participation

*Prior to Fall 2006, NP counted toward credits attempted.*

### Course Numbering System:

0001-0999	Fundamental Level Courses
1000-1999	Undergraduate Level & Residency Courses
2000-2999	Undergraduate Level Courses
3000-4999	
5000-5999	Accelerate into Master’s/ Masters Level Courses
6000-6999	Masters Level Courses
7000-7999	Specialist Degree Courses
8000-9000	Doctoral Level Courses