



Academic Catalog

2021 - 2022



NORTHWOOD UNIVERSITY ACADEMIC CATALOG 2021-2022

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Northwood University is committed to a policy of nondiscrimination and equal opportunity for all persons regardless of race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability or veteran status. The University also is committed to compliance with all applicable laws regarding nondiscrimination. Northwood University is accredited by the Higher Learning Commission (hlcommission.org), a regional accreditation agency recognized by the U.S. Department of Education.

8/23/21

Welcome to NORTHWOOD UNIVERSITY:

It is an exciting time to be part of Northwood University, and we are so pleased to welcome you to our extraordinary community!

Northwood is a unique institution deeply committed to the principles of free enterprise, individual freedom, entrepreneurial leadership, and ethics. We welcome students from around the world for their distinctive talents and desire to make a difference through a life well spent. We are very proud of our graduates as they contribute to a free and prosperous global free-enterprise society. Here at Northwood you will find a welcoming community of like-minded people who believe in the power of freedom to improve the quality of life for all.

Everything we do at Northwood finds its roots in The Northwood Idea. While The Northwood Idea has no official definition, it exists as a timeless set of values, including:

F R E S H A I R

FREEDOM

RESPECT

EMPATHY

SPIRITUALITY

HONESTY

ACHIEVEMENT

INTEGRITY

RESPONSIBILITY

Like many colleges and universities, Northwood offers high-quality, private, business education. What is different about Northwood is that our faculty are not simply theorists. Our faculty hold the highest academic credentials, yet more importantly, they have proven track records of business success that they translate into outstanding learning experiences for our students.

Your professors will push you intellectually, and they will make you think differently about the world in which we live. Your time at Northwood will be academically challenging because we believe it is our responsibility to help you to reach your full potential, while advancing economic freedom for everyone, everywhere.

When we think about higher education, we must remember that classrooms are only the beginning of your higher education experience. As a Northwood student, you will be provided with an immersive and personalized learning experience. You will have tremendous freedom to shape your learning path and engage in applied learning activities outside the classroom. We believe practical experiences bring your academic experiences to life. Through them, come personal and professional growth, and after you leave Northwood, you will be in a much stronger position to launch your career.

It is important to note that Northwood does not seek to fill our campus with thousands of students. We believe a small intimate environment enhances your university experience. We select students who are committed to becoming transformative leaders who understand the ageless benefits of free enterprise, and are personally driven to create positive economic and social impact here on campus, in the community and around the world.

Finally, as a Northwood student, you can expect a campus environment that encourages debate and the exploration of complex subjects. We welcome diversity of thought and we do not limit freedom of speech simply because a student may be uncomfortable with the subject matter. Rather, we believe we fail as a higher education institution if you are not uncomfortable at some point in your career at Northwood. This is a timeless reality of what universities were always meant to be and we believe it is the best way to prepare our students for the realities of the world.

We are excited you have chosen Northwood. After you complete your studies, you will join thousands of other graduates who embrace freedom, personal responsibility, limited government and the proven human benefits that come from free markets and capitalism.

I look forward to getting to know you during your time at Northwood. I also wish you the very best as you embark on the journey of a lifetime and to help change the world.

Sincerely,

Kent MacDonald
President

NORTHWOOD UNIVERSITY GUIDING PRINCIPLES

Mission Statement

We develop transformative leaders who drive economic and social progress for a global, free-enterprise society.

Our Values

We affirm the natural yearning in every human heart to be free. Our academic community welcomes individuals, their distinctive talents, and their potential to make a difference through a life well spent. We believe in:

- the advantages of an entrepreneurial, free society;
- individual freedom and individual responsibility;
- leading from a foundation of ethics and integrity
- embracing the global and multicultural nature of enterprise
- celebrating individual uniqueness and diversity of perspectives in an inclusive community

Common Degree Outcomes

A university education encompasses learning through courses and co-curricular experiences which allow our graduates to achieve Common Degree Outcomes. Our learning community promotes the achievement of six outcomes which become competencies our graduates share.

1. Articulate and apply the principles and values of freedom and free-enterprise.
2. Communicate effectively in speech and writing.
3. Demonstrate critical thinking and problem-solving proficiency.
4. Demonstrate foundational knowledge of the functional areas of business.
5. Demonstrate acumen applied to the global business environment.
6. Demonstrate effective leadership and interpersonal skills.

Attributes

At Northwood, we emphasize qualitative personal development. Through purposeful programming and course offerings we develop individuals who: can explain their personal values; appreciate the aesthetic, creative and spiritual elements of life; seek lifelong education; are effective self-evaluators and action-oriented. These attributes encompass our holistic approach to developing the future leaders of a global free-enterprise society.

Code of Ethics

Northwood students, faculty, and staff affirm this code of ethics that advances our mission, vision, and values.

FREEDOM • Exercise personal freedom and accountability that uplifts and respects individual freedom for all.

RESPECT • Treat all others with consideration for their circumstances and with thoughtful regard for their value as human beings.

EMPATHY • Show compassion for the feelings, thoughts, and conditions of others.

SPIRITUALITY • Seek the spiritual development necessary to create our happiness, inspiration, reverence, meaning, and purpose.

HONESTY • Embrace truthfulness, fairness, and probity, and demand the absence of fraud or deceit in ourselves and others with whom we act.

ACHIEVEMENT • Demonstrate persistence, determination, and effort in order to achieve our goals and applaud the high achievement of others.

INTEGRITY • Be guided by a code of behavior which reflects our values, unimpeded by circumstance, personal gain, public pressure, or private temptation.

RESPONSIBILITY • Be accountable for the care and welfare of others and responsible for the intended and unintended consequences of our actions.

ABOUT NORTHWOOD

The Northwood Idea – Our Foundational Philosophy

The Northwood Idea has unified a community of people who believe in the power of freedom to improve the quality of life.

Though it has no official definition, the Northwood Idea exists as a timeless set of values that adapts to changing conditions while remaining steadfast as a guiding light. It provides direction to those of us who understand the full meaning of liberty.

Freedom, we believe, is the foundation of prosperity. Societies, as well as the people who come together to form them, thrive to the extent that those people are free to make their own choices. Individual freedom coupled with individual responsibility creates an environment in which the greatest good, economic and otherwise, comes to the greatest number of people. The free-enterprise system incentivizes investment, innovation, efficiency, and determination. It also serves as a shield against tyranny. We firmly believe government should be limited in scope, providing rule of law by broad consent but not dictating the personal and economic decisions of its citizens.

Northwood University is welcoming community, unified by an unwavering belief in the advantages of an entrepreneurial, free-enterprise society; personal freedom and individual responsibility; functioning from a foundation of ethics and integrity; and promoting and leveraging the global and multicultural nature of enterprise.

History of Northwood University:

1959 Was a Very Good Year

Alaska and Hawaii became states; Jack Nicklaus won the USGA Amateur Championship; the Frisbee debuted; the space race between the United States and the Soviet Union was running at full steam ahead; and Northwood University was born.

Northwood's founders, Gary Stauffer and Arthur Turner, watched the space race and envisioned a new type of university—one where management led the way. While the frontiers of space were revealing their mysteries, Stauffer and Turner understood that all endeavors—technical, manufacturing, marketing, retail, all business types—needed management that could lead the way.

Then and Now

Northwood University educates the leaders of the future — skilled, savvy, ethically impeccable leaders who know how to get the best from their teams and forge new processes to keep up with the expanding U.S. and global economies.

Northwood Institute began in a 19th century mansion in Alma, Michigan. In 1993 after years of growth backed by the solid branding of the Northwood identity, Northwood officially became Northwood University. In 1959 and still today, The Northwood Idea of incorporating the teachings of the American free-enterprise system into college classrooms has been an unquestionable success.

Originally a two-year college granting an associate's degree in several business fields, Northwood responded to the demand of both students and industry by expanding to include a four-year Bachelor's of Business Administration degree with 16 majors, and the Master of Business Administration degree through the DeVos Graduate School.

Today, we have a full-service residential campus in Midland, Michigan as well as Adult Degree Program centers across the United States. The DeVos Graduate School currently offers programs on campus and online. The University operates International Program Centers in the Peoples' Republic of China, Sri Lanka, and Switzerland.

The Alden B. Dow Center for Creativity and Enterprise located in Midland, Michigan was founded in 1978 to encourage individuals to think creatively and to preserve the architectural concepts and philosophy of Alden B. Dow. Programming includes Entrepreneurial Roundtables and Entrepreneurs-in-Residence. In addition, the center serves the entire University in advancing Northwood's thought-leadership at the intersection of creativity and enterprise.

As the enrollment grew, the original location became inadequate. In 1962, the young college opened a brand-new, built-from-scratch campus in Midland, Michigan on 434 acres of beautiful, wooded flatland on the banks of the Tittabawassee River. Midland is 135 miles north of Detroit and is most famous as the international headquarters of The Dow Chemical Company.

Practical Education

Northwood University is a private, non-profit, tax-exempt, independent, co-educational, management-oriented university actively allied to business and the arts. The university's institutional accreditation through the Higher Learning Commission and specialty accreditation through the Accreditation Council of Business Schools and Programs extends to all locations. Thus, Northwood University's academic credits are widely-accepted by other institutions of higher learning throughout the United States and internationally.

At Northwood we translate our philosophy into practical, useful education that prepares students for the realities of the working world. Northwood brings the business world into the classroom. Business professors are successful career professionals who have chosen to direct their business talents toward preparing students to enter or advance in their professional careers.

Programs and Seminars

As campus and enrollment expansion continued at Northwood University, so did program development. As the number of curricula grew and the Bachelor of Business Administration degree program was added, so did involvement with business and industry. Management seminars, short courses, and distance learning options were developed to serve non-college students already at work in industry. Subsequently other bachelor and master degrees were added to Northwood's curricula.

Industry Certifications

A major milestone occurred in the automotive area when, in the mid-1960s, the automotive industry, led by the National Automobile Dealers Association, contributed funds for the development of the Automotive Marketing program and the Certified Automotive Merchandiser (CAM) award program. The CAM Certificate has become the symbol of professionalism within the automotive retailing business. Today many of our programs have industry-recognized certifications embedded in the required coursework.

Northwood develops its curricula in response to the needs of enterprise in the global economy. Northwood University's curricula offer the most up-to-date programs and information. Practicing business professionals come to the classroom equipped with the most current relevant example of what is transpiring in today's business world. Graduates of Northwood University obtain a solid understanding of business with practical, useful management and leadership skills.

Graduates have been prepared for successful entry into the business world through support from our Career Advancement team whose services are available for students from freshmen orientation throughout their lives.

Northwood University – A Distinctive Education, An Exceptional University

Northwood University was founded to prepare students nature who can be immediately productive to global businesses in management positions of "take-charge leadership."

Each programs has its own advisory council of experienced industry leaders and professionals who currently work in those sectors. Each council's assignment is to ensure the currency and relevance of the studies offered. It's a big job, but the task is eased by the fact that many Northwood instructors are themselves experienced veterans of the industries they teach. Further, the Northwood University Board of Trustees, comprising business, cultural, and professional leaders from many fields, provides oversight and makes policy for expanding the service of the university to the business community and students.

A Northwood University education has many distinctive components. Everything we do at Northwood University is designed to help graduates take their places as future leaders of a global, free-enterprise society.

- **Campus Life:** Be it academic-based organizations like the Entrepreneurship Society, Collegiate DECA or Business Professionals of America (BPA) to Greek Life to service-based organizations like Circle K, Rotaract, the Student Athletic Advisory Council or Student Government Association, Northwood University has ways for students to be engaged and involved on campus and in the local community. These experiences help students learn firsthand, how businesses and people connect through shared experiences.
- **Competitive Advantage:** While our student-athletes are competing on the athletic fields as part of the NCAA Division II Great Lakes Intercollegiate Athletic Conference (GLIAC); many of our students also compete in academic arenas. Our national champion Mock Trial team has bested teams from Ivy League schools while our Competitive Speech team, American Marketing Association, BPA, DECA, and American Advertising Federation student chapters regularly place in regional, national and international competitions.
- **Enterprise/Entrepreneurial Orientation:** Many Northwood alumni earn their livelihoods in enterprises they own in whole or in part. While we offer a program in Entrepreneurship, our entire curriculum is focused on enterprise models and entrepreneurial achievements. Enterprise is a key tenet of our Mission, and we believe entrepreneurship is the essential element of our free-market economy.

- **Experiential Learning:** One hallmark of the Northwood education is hands-on, experiential learning. Many of our academic programs enhance classroom learning with large-scale, active learning student-run projects like the Stafford Dinner (Hospitality Management), Welcome Weekend (Sport Management), NU International Auto Show (all majors), and the Style Show (Fashion Marketing & Management). These events allow our students to apply what they learn in the classroom to real situations.
- **Omniquiest** takes students, faculty, and staff on an intellectual journey. Books and materials are selected for everyone in the Northwood system to read and discuss. Past books have included *The Power of Habit*, *Conscious Capitalism*, *How Will You Measure Your Life?*, and *Love Your Enemies: How Decent People Can Save America from the Culture of Contempt*. Books are chosen that are engaging and likely to be of wide interest—the same that are being read by today’s business leaders. Forums and panels are held for group discussions. This encourages readers to look at topics from different viewpoints. Upon graduation, between the content of courses and Omniquiest, students will have internalized the best in contemporary business theory and its application.
- **Professional Development:** Northwood students graduate with a superior business education that gives them a foundation of understanding free markets, entrepreneurial endeavors, personal responsibility, and ethical behavior. And, NU students also graduate with the ability to effectively communicate their ideas, beliefs, and experiences in an effort to promote success in their own lives and in the lives of others. Through workshops and campus-life programming, students hone networking, interviewing and résumé writing skills putting them one more step ahead in a competitive job market.
- The *Wall Street Journal* and other business publications are available electronically to students all year long. Immersion in these resources helps keep students on top of everything happening in business—future trends and economic policy—and learn who is in charge of companies and corporations across the world. As a result, reading the *WSJ* and other trade publications usually becomes a lifelong habit.

ADMISSIONS INFORMATION

Northwood University offers a Bachelor of Business Administration (BBA) degree and a Bachelor of Science (BS) degree at the undergraduate level on the residential campus, throughout the Adult Degree Program (ADP) Centers in four states, and online. The Master of Business Administration (MBA) degree is also offered in multiple locations including the residential campus and online. The Master of Science in Organizational Leadership (MSOL), the Master of Science in Finance (MSF), the Master of Science in Business Analytics (MSBA) and the Doctor of Business Administration (DBA) are offered online. Not all majors are offered at all locations. Please see pages 20-21 for a list of Northwood University degree programs.

Acceptance and Notification

Acceptance is based on review of the student's former high school and college transcripts as well as their standardized test scores and essay where applicable. Once the student meets the admissions criteria, a formal letter of acceptance is mailed to the student notifying them of their acceptance and informing them of their next steps.

Admission Requirements

Students are admitted to Northwood University without regard to race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status.

High school graduates interested in pursuing careers in business will be considered for admission into Northwood University. One of the most important documents used to help determine admission is the applicant's secondary school record. The Admissions Committee carefully weighs motivation, integrity, and maturity as determined by the high school recommendation, as well as the predicted ability to complete an intended program of study. ACT or SAT scores are recommended for all freshman applicants.

Students may be required to enroll in and successfully complete an Educational Success Program prior to enrolling in their first semester. International students must submit official evidence of English. For home-schooled students, Northwood University requires transcripts and degree verification by the applicant's home state. ACT and SAT scores are also recommended.

Applicants who do not hold a high school diploma may be admitted by successfully completing the GED examination. In addition to successfully completing the GED, ACT or SAT scores are recommended. Prior criminal convictions may result in denial of admission.

Advanced Placement

The Advanced Placement (AP) Program is a series of national examinations that measures the knowledge and skills acquired by students who have taken AP courses. High schools administer the courses and examinations and the resulting examination scores are sent to colleges of the students' choice. Students with sufficiently high scores on certain AP examinations may be eligible for specific course credit.

Participants applying for Northwood University admission should arrange to have their AP examination records sent to the Northwood University Admissions Office. Information on the required scores and specific course credit awarded can be accessed on the Northwood University website at <https://www.northwood.edu/academics/undergraduate/academics/academic-placement>.

Application Deadline

Northwood University accepts applications on a continuous basis. Applications for the current semester will be accepted until one week prior to the start of class.

College-Level Examination Program and Defense Activities for Non-Traditional Educational Support

Northwood University recognizes that some students have acquired proficiency in college-level material outside of the traditional college classroom. The College-Level Examination Program (CLEP), American Council on Education (ACE), and Defense Activities for Non-Traditional Educational Support (DANTES) provide these students with the opportunity to demonstrate their college-level learning through examinations that assess the knowledge taught in common college courses. Northwood awards credit for satisfactory performance CLEP general examinations and for several of the CLEP, ACE, and DANTES subject area examinations. CLEP, ACE, and DANTES score reports are to be sent to the Northwood University Office of Admissions. The University limits the total number of credits that may be applied toward a Northwood University degree through the above examinations and/or Prior Learning Assessment.

International Baccalaureate

International Baccalaureate examination scores high enough to reflect probable collegiate success are considered for credit at Northwood

University. Information on the required scores and specific course credit awarded can be accessed on the Northwood University website. Official scores must be submitted to the Northwood University Admissions Office.

International Student Applications

Each year, hundreds of international students attend Northwood University. Students from over 107 countries have come to the university. Official transcripts of all secondary level and postsecondary level work (when applicable) must be sent directly to Northwood University. All students who apply should be in good social and academic standing at the schools from which they are coming.

Northwood University English Proficiency Policy for International Students

The Northwood University (NU) policy regarding English proficiency for international students is as follows:

In the interest of best supporting students' academic success, Northwood University reserves the right to assess a student's English proficiency if a student does not demonstrate sufficient skills to be successful in his/her academic program. When assessment results indicate that a student does not meet the University's minimum English proficiency level, the University will require the student to complete the appropriate level(s) of the Intensive English Program before continuing in their course of study.

I. Waiver of English proficiency requirement

The University will waive the English proficiency requirement for:

- A. students who are citizens of a country where English is the, or one of the, official languages (e.g., Canada, United Kingdom, Ireland) as designated in the CIA World Factbook at: <https://www.cia.gov/the-world-factbook/countries/>
- B. students who have successfully completed a course of study at an accredited foreign institution where the language of instruction was completed entirely in English (English as a Foreign Language or Second Language does not qualify).

In all cases, students must be able to provide documentation (which includes official transcripts) verifying these conditions.

II. Evidence of English proficiency

As evidence of language proficiency, Northwood University accepts scores from:

TOEFL (Test of English as a Foreign Language)
IELTS (International English Language Testing System)
EIKEN/STEP Test (Japanese exam)
Oxford Online Placement Test (OOPT)*
UCLES Cambridge exams
International Baccalaureate (IB) exams
ELS Language Centers (Level 112)
ACT or SAT scores (undergraduate admission only)

Following are the English language proficiency requirements for regular admission to Northwood University based on official test scores from each testing service:

TOEFL

	Paper-based	Computer-based (CBT)	Internet-based (IBT)
Undergraduate	500	173	61
Graduate	550	213	80

IELTS

Undergraduate	Minimum overall band score of 6.0
Graduate	Minimum overall band score of 6.5

PTE Academic (Pearson/Cambridge)

Undergraduate	Minimum score of 50
Graduate	Minimum score of 58

EIKEN/STEP Test

Undergraduate	Grade 2A
Graduate	Grade Pre-1

Oxford Online Placement Test (OOPT)

Undergraduate	Minimum score of 61
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*International Program Centers only

UCLES Cambridge Exams

Undergraduate	FCE or CAE (minimum score of B2)
Graduate	CAE or CPE (minimum score of C1)

International Baccalaureate

Undergraduate only	Score of 5 or above on English A1 or A2 Exam
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ELS Language Centers

Undergraduate	Successful completion of Level 112
Graduate	Successful completion of Level 112

ACT or SAT (*Undergraduate only*)

ACT	18 for both composite and reading sub-score
SAT	460 Evidence-based Reading and Writing

The scores must be from within the past 24 months at time of application to the University.

Undergraduate students who submit standardized scores that do not meet these minimum requirements may be considered for provisional admission. In this circumstance, the University reserves the right to:

1. require the completion and submission of a Northwood University English Placement Test upon arrival in the U.S.;

AND

2. grant conditional admission but require the student to complete mandatory ESL coursework and/or register for a reduced course load and/or attend mandatory tutoring/ academic assistance for a length of time to be specified by the University.

These conditions shall be communicated in writing to the applicant.

The University requires the submission of official standardized exam scores unless the requirement has been waived as noted above. The standardized exam is by far the best evidence of language proficiency in terms of application materials. However, undergraduate students who do not submit a standardized exam score may also be considered for admission provided they:

1. complete and submit a required Northwood University English Placement Test (EPT) that will be evaluated and scored by a Northwood University faculty member in English. The EPT score must be administered by an NU employee or a proctor designated by NU upon the student's arrival in the U.S.

OR

2. present scores from institutional tests regarding proficiency in English. Such scores must be submitted on original institutional letterhead and must include a written explanation of the exam format and scoring/evaluation procedure and a quantitative comparison of the score to that of a standardized exam score such as the Cambridge, TOEFL, IELTS, or STEP.

In the absence of standardized exam scores, the University reserves the right to deny admission on that basis alone.

Graduate student applicants to the DeVos Graduate School **must** submit standardized exam scores. Applications cannot be considered without the submission of an official TOEFL, IELTS, or STEP score report. However, if an applicant's undergraduate coursework was delivered **entirely** in English, standardized exam scores may be waived if the applicant provides official institutional documentation of delivery in English and/or agrees to a pre-admission oral interview.

Guest Student Applications

Students from another institution who wish to attend Northwood University as a guest student must complete a guest student application through their registrar's office. Students do not need to go through the full admissions process. Students must request in writing that the Northwood Registrar's Office send an official transcript back to their home institution after their stay has been completed.

Northwood students wishing to attend another institution may complete a guest student application at the Northwood Registrar's Office. Only credits for courses with grades of C (2.0) or higher will transfer back to Northwood; grades do not transfer. Students must request in writing that the guest institution send an official transcript back to Northwood.

Homeschool Students

Northwood University welcomes homeschool graduates. All prospective students in a homeschool program will be subject to the same admission standards as those who graduated from a high school. Since some students in homeschool programs may not follow a traditional high school curriculum, Northwood University may request further detailed documentation of a student's high school coursework and evaluations of progress, as needed.

International Transfer Students

A majority of international students have begun their college education at overseas institutions, and apply to Northwood University as transfer students to earn their bachelor's degree. If an international student applies as a transfer student, his or her transcripts and records will be evaluated, and a Degree Completion Program (DCP) will be prepared. The DCP outlines the courses a student will need to successfully complete to earn a degree from Northwood. Students will be permitted to transfer equivalent courses and selected electives with grades of "C" (2.0) or better. International students who transfer from a university or college in the U.S. must complete an F-1 Transfer In Form to verify their eligibility and status for transfer.

Programs of Study

Northwood University is a specialized business university offering many specialized business majors. At Northwood University, students have the opportunity to start business classes their first semester. Academics combined with internships provide students the hands-on experience needed to enter the career of their choosing. See pages 20-21 for degree program options.

Readmission to the University

Northwood University allows a student to leave at the end of any semester and be readmitted any following semester, providing the student is in good standing at the end of the last semester attended. The student must go through the standard admission procedure to be readmitted. There is no application fee for this process.

Transfer Students

Northwood University strongly encourages students who have followed an approved course of study at another college or university to apply for admission. Students transferring without degrees will have their transcripts evaluated by the registrar for equivalent Northwood credit. Students in this category will be permitted to transfer equivalent courses and selected electives with grades of "C" (2.0) or better. Note: Pass (or similar binary) grades from semesters impacted by COVID-19 (January – May 2020) will transfer to Northwood University. Only credits are transferable. Grades and Grade Point Averages (GPA) from other institutions do not transfer. All students who apply for transfer admission should be in good academic and social standing at the college from which they are transferring.

Our transfer program is designed to allow each student to transfer the maximum number of credit hours that will facilitate a program of study. Students accepted to Northwood University with an associate degree from a institutionally-accredited college or university will receive:

- immediate junior status, although more than two full academic years may be required to complete all requirements for the degree depending on the major; and
- acceptance of all credits with the degree package.

Transfer students who wish to complete academic minors/concentrations should meet with an academic advisor to determine what additional courses are needed.

Veterans

Northwood University is recognized as a Military-Friendly School. The University is approved to provide training for Veterans on the residential campus, in our Distance Education Online program, for our graduate programs, and at most of our Adult Degree Program Centers. Each program has a professional Veterans Certifying Official eager to help students get started achieving their educational goals. Each semester, military veterans and service members will receive the earliest priority registration date and time.

Northwood University is a participant in the Post 9/11 GI Bill® and the Yellow Ribbon Program. Students work with the VA Certifying Official for their particular program or location for assistance with questions regarding VA benefits. Students may also visit the VA website at: <http://www.northwood.edu/militaryveterans>.

GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA).

When to Apply

Students are encouraged to apply after completion of their junior year of high school to gain acceptance. Northwood University's residential campus is located in Midland, Michigan.

Applicants to Northwood University may obtain application forms from the Office of Admissions or online at www.northwood.edu. Completed applications should be submitted to the Office of Admissions.

The applicant's final high school transcript must be sent by his or her school to the Office of Admissions. Transfer students must provide official transcripts of all college or university work completed, along with their final, official high school transcript.

Northwood recommends that all applicants take either the American College Testing (ACT) exam or the Scholastic Assessment Test (SAT). International students are required to provide evidence of English proficiency (as outlined in the International Student Applications section) exam score with their application. Official transcripts of all previous high school and college work should accompany the application.

All international applicants should contact intlprograms@northwood.edu, phone 989-837-4451, or gain online information at www.northwood.edu. The international admissions form is also available online.

Commitment Deposit Policy

Residential campus:

Resident Students: \$250 deposit for entering students applied in this manner:
\$100 refundable housing security deposit \$150 tuition deposit.

Commuter Students: \$150 deposit for entering students to be applied toward tuition costs.

This policy also applies to readmits and transfer students. The entering freshman deposit is refundable until May 1 of the year of admission.

FINANCIAL INFORMATION

Northwood University provides exceptional value with respect to other private and many public universities for room, board, and tuition charges.

All applicable charges must be paid prior to validation of registration for each semester.

While the University reserves the right to change these charges or procedures upon 30 days' notice, every effort will be made to maintain these costs throughout the academic year. At publication date of this catalog, charges are as follows:

Traditional Students

Fall Semester (16-Week) Charges 2021-2022

Item	MI
Tuition (12-17 cr. hrs.)	\$14,010.00
Room	2,895.00
Board	2,660.00
Student Fee	515.00
Technology Fee	215.00
State Tax	
	\$20,295.00

Note: Tuition is \$1,116 per credit hour for fewer than 12 credit hours; \$771 for over 18 credit hours per semester; and \$968 per credit hour for compressed sessions, practicums, and internships. Summer tuition is \$968 per credit hour. Special lab or equipment fees may be appropriate in some cases. Textbook charges depend on the class requirements could be approximately \$620 per semester.

Full tuition entitles the student to register for 12 to 17 credit hours inclusive during a 16-week semester. Credit hours greater than 17 are charged at \$771 per credit hour.

Certain special and course fees, as follows, are charged at the residential campus. Applicable information is available from Finance and Accounting Services shortly before the beginning of each term.

Application fee due with paper application (non-refundable) \$30

Graduation fee \$80

Health insurance plan \$1,389

Housing security deposit (refundable—included in tuition deposit) \$100

Late payment fee \$200

Late registration fee \$200

Fee per credit hour for students taking fewer than 12 hours \$1,116

Fee per credit hour for students taking more than 17 credit hours \$771

Credit hour fee to audit courses (no college credit) \$558

Comprehensive Exam fee to test out of a course per credit hour \$75 (not available for all courses; students may not test out of courses that they have previously failed)

Car permits commuter and resident students (per year) \$90

Car permits (additional or replacement) \$15

Car Permits

Any student who wishes to have a car on campus must make an application to Campus Security. Students will be issued a car permit to be attached to his or her car in the manner prescribed in the student handbook. Failure to do this will result in a penalty, and the student will be required to remove the car from the campus.

Deposits on Accounts

Students may at any time prior to registration make deposits to their accounts in Finance and Accounting Services and such credit will be deducted from their total charges on the day of registration.

Financial Requirements

Students who owe balances and who, within 30 days of the beginning of any semester, have not made arrangements with Finance and Accounting Services to make payments may not continue in class. If a financial obligation remains at the end of the semester, an official transcript will not be released, until the obligation has been fulfilled.

A monthly late fee may be added on the unpaid balance of all accounts over 30 days past due. A \$35.00 service charge will be added to each check coming back from the bank with non-sufficient funds. An additional \$10.00 will be assessed if not paid within ten days.

All unpaid Medical Center charges, parking, residence hall charges, library fines, etc., will incur an additional \$10.00 charge if not paid during the semester and/or are turned over to Finance and Accounting Services for collection.

All checks are to be made payable in U.S. funds.

Housing Security Deposit – A housing security deposit of \$100.00 is required from all residential students. The University will hold this amount until the end of the academic year or until the student moves out of University housing. It will not be returned if the room is damaged or dirty. This deposit is included in the tuition deposit.

Monthly Payments

Students who desire to divide the year's balance into monthly payments can sign up for the monthly Payment Plan. There is a \$40 per semester non-refundable application fee and payments can be made using an electronic check, American Express, Discover Card, MasterCard, or VISA. (Credit card payments will be assessed a 2.5% service fee).

Refunds

Prepayments will be refunded in full on all payments made prior to validation day, with the exception of application fees and tuition deposits. Any changes of classes must be done during the drop and add period. All charges stand after that time.

For any student withdrawing from college, the following policy applies:

Days after classes start	Refund amount
1 - 3 days	100% credit of all charges
4 - 11 days	90% credit of tuition and board
12 - 22 days	80% credit of tuition and board
23 - 33 days	70% credit of tuition and board
34 - 44 days	60% credit of tuition and board
45 - 55 days	50% credit of tuition and board
56 - 66 days	40% credit of tuition and board
More than 66 days	0% credit of tuition and board

Refund calculations will be based upon the date the student begins the official withdrawal process. Days listed above are calendar days and include weekends and holidays. In cases where a student stops attending all his/her classes without officially withdrawing, refund calculations will be done at 50% unless the student attended a class later than 55 days after the start of classes. If the student attended any class later than 66 days after the start of classes, there will be no refund.

Fees and room charges are non-refundable after the third day classes start. Students who move off campus after classes begin forfeit charges per the housing contract guidelines.

Graduate and Adult Degree Program – All graduate and Adult Degree Program (ADP) students should review their respective section for the refund policy that applies to graduate and ADP courses.

Return of Title IV Aid Policy for Federal Financial Aid Recipients

As prescribed by law and regulation, Federal Title IV funds will be returned to the applicable sources in the following order: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct PLUS Loans, Federal Pell Grant, Federal Supplemental Educational Opportunity Grant (SEOG), and other Title IV Aid Programs. Examples of this refund policy are available at the financial aid office.

Textbooks

The textbooks for all classes will be available in the bookstore and must be paid for in full at the time of purchase. Cost per semester for 2021-2022 will be approximately \$620, depending on the courses in which the student is enrolled.

Veterans

Any student eligible for veterans' benefits must contact the Northwood veterans' office for initiation and certification of benefits to the Department of Veterans' Affairs. It is the student's obligation, on a semester-by-semester basis, to notify the Northwood VA Certifying Official of his or her class schedule and any change in the schedule (i.e. withdrawals, drop/add) throughout a semester.

Any covered individual will be permitted to attend or participate in the course of education during the period beginning on the date on which the individual provides to the educational institution a certificate of eligibility for entitlement to educational assistance under chapter 31 or 33 (a "certificate of eligibility" can also include a "Statement of Benefits" obtained from the Department of Veterans Affairs' (VA) website – eBenefits, or a VAF 28-1905 form for chapter 31 authorization purposes) and ending on the earlier of the following dates:

1. The date on which payment from VA is made to the institution.
2. 90 days after the date the institution certified tuition and fees following the receipt of the certificate of eligibility.

Northwood University will not impose any penalty, including the assessment of late fees, the denial of access to classes, libraries, or other institutional facilities, or the requirement that a covered individual borrow additional funds, on any covered individual because of the individual's inability to meet his or her financial obligations to the institution due to the delayed disbursement funding from VA under chapter 31 or 33.

Withdrawals

Any student withdrawing from Northwood must first notify the University, stating the reason or reasons, and all refunds that are due will be based on the approval of the University in accordance with established policy. Refunds will be calculated based upon the date that the student provides official written notification of his or her intent to withdraw. Completing the withdrawal form in the appropriate offices provides written notification. The appropriate offices in which to provide the notification are Academic Dean or Registrar's office.

FINANCIAL AID INFORMATION

Northwood University strives to provide adequate financial aid opportunities to all students of academic ability and personal promise, based on financial need. With the cooperation of the business community, private donors, state, and federal governments, Northwood has developed a comprehensive program of financial aid to help students complete their college education. Please go to the financial aid page at www.northwood.edu for contact information.

Undergraduate students should first apply for admission to Northwood and then submit the Free Application for Federal Student Aid (FAFSA) from the U.S. Department of Education. Applications may be completed on the web at www.fafsa.gov using Northwood's school code: 004072. All financial aid forms should be submitted after October 1 and prior to March 1 for maximum financial aid consideration. Students must complete a new FAFSA each academic year and award eligibility is determined on an annual basis.

To be considered for federal and/or state funds, a student must be a U.S. citizen or an eligible noncitizen as defined in the federal regulations; meet standards of satisfactory academic progress; be accepted as a regular undergraduate student in a degree program; not be in default on a federal student loan or have made satisfactory arrangements to repay; not owe a repayment on a federal student grant or have made satisfactory arrangements to repay it; and be registered for selective service, if male between the ages of 18 and 25. Also, students can only receive financial aid for coursework in their degree program. A student is considered to be full-time when attending 12 credit hours or more, three-quarters time for 9-11 credit hours, half-time for 6-8 credit hours, and less-than-half-time for fewer than 6 credit hours. Any change to a student's eligibility criteria may result in a change in financial aid eligibility at any time. The financial aid office must be informed of changes to eligibility criteria (i.e., enrollment, outside resources, change of program, etc.) so financial aid award adjustments can be made. Financial aid eligibility and awarding are always subject to the availability of funds; therefore, awards may decrease.

Students should note that the Tax Reform Act of 1986 amended the Internal Revenue Code section pertaining to the taxability of scholarships. Effective January 1, 1987, the amount of a scholarship that is used for qualified tuition and related expenses (e.g., tuition, fees, books, supplies, and equipment) may be excluded from gross income. Any scholarship funds used for non-course related expenses (e.g., room and board, etc.) may be considered taxable and should be included in the student's gross income. Students should keep accurate records and seek appropriate tax advice for tax return filing purposes.

Award Disbursement

Federal, state, and most institutional financial aid is divided equally between the Fall and Spring semesters of enrollment and will be credited to the student's account upon verification of enrollment in courses required for degree for that period. Revisions of awards or late awards will be applied throughout the year as required due to fluctuations in eligibility. Some financial aid funds may require adjustment due to being restricted to direct costs (i.e., tuition, fees, housing and meal plan charges, etc.) that show directly on the student's Northwood University account.

Federal Direct Loan funds will be credited to the student's account. If a student wishes to cancel all or a portion of the Federal Direct Subsidized/Unsubsidized loan(s), a written request must be received by the Business Office within 30 days of notification. If a student/parent wishes to cancel all or a portion of the Federal Direct PLUS loan(s), a written request must be received by the Business Office within 14 days of the date of notification. The student is responsible for all charges not covered by financial aid. If the student's account credits exceed their charges, a refund will be processed within 14 days of the credit being generated. Students have the option of retaining the credit balance on his or her student account if the business office is notified in writing for the aid year. Account credit balances cannot be carried forward from one academic year to the next. Excess parent PLUS Loan funds are required to be returned to the parent, unless authorized by the parent to be refunded to the student. Overpayments resulting from full or partial cancellation of aid will normally result in a debit balance on the student's account and must be paid back according to the repayment policies of the University. It is the student's responsibility to verify the accuracy of all charges, payments, financial aid, refunds, and other general transactions.

Award Adjustments

All financial aid awards are subject to revision if changes to eligibility occur. Some financial aid funds may require adjustment due to being restricted to direct costs (i.e., tuition, fees, housing and meal plan charges, etc.) that show directly on the student's Northwood University account. In such cases, federal sources will have priority in the aid package, state aid will have second priority, private donor funds restricted to direct costs will have third priority, and Northwood University institutional financial aid sources will receive fourth priority. Every effort will be made to maximize financial aid eligibility; however, award funds received from outside sources may reduce eligibility for Northwood institutional financial aid funds.

Statement of Financial Aid Rights and Responsibilities

Students have the right to be informed of and to apply for all financial aid programs for which they are eligible. Northwood University is an equal opportunity/affirmative action institution and employer, complying with federal and state laws prohibiting discrimination

including but not limited to Section 504 of the Rehabilitation Act of 1973. It is the policy of Northwood University that no person on the basis of race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status shall be discriminated against in receiving financial assistance or in educational programs or activities receiving federal financial aid or any other educational financial assistance program.

Students have the right to be informed how financial need and award packages will be determined and to request a review of the financial aid package should circumstances change to negatively affect the family's ability to meet costs of attendance. Students have the responsibility to notify the University should circumstances change and/or new resources become available during the academic year that were not originally considered in the student's financial aid package.

Students who borrow while in attendance at the University have a right to full disclosure of the terms and provisions of loan programs, including typical repayment schedules. Students must repay their loans on a timely basis and keep the University informed of their current address. Northwood notifies the student when electronic student loan funds are applied to his or her student account. Students have 14 days from the date of notification to cancel all or a portion of the Federal Direct PLUS loan funds and 30 days from the date of notification to cancel all or a portion of the Federal Direct subsidized and unsubsidized loans funds. The business office must receive this request in writing. Subsequently, you must contact your federal loan servicer for cancelation and/or repayment instructions to reduce your student loan obligation.

Students have the right to be informed of financial aid policies and have the responsibility to be aware of all published financial aid policies and to comply with these policies. Students have the responsibility to submit accurate information on all documents related to the financial aid application process.

Northwood Institutional Aid

Listed below are some of the awards provided by Northwood to eligible full-time traditional undergraduate students. Most Northwood awards are restricted to direct costs (e.g., tuition, fees, campus housing charges, campus meal plan, etc.) and may affect eligibility for other need-based aid and aid restricted to direct costs; adjustments may be required. Institutional awards may be renewable each year for up to four years, or eight semesters, provided students meet the renewal conditions established for each award. Learn more about these awards and others by visiting the financial aid section of the Northwood website at www.northwood.edu.

- **Northwood Merit Scholarships** – Eligibility for the Freedom, Free-Enterprise, Entrepreneur, and the Liberty scholarships is limited to traditional undergraduate students who have demonstrated excellent academic and ACT/SAT test performance. They are renewable provided the student maintains the required grade point average as determined after each fall semester. Quantities are limited and availability is on a first-come, first-served basis for first-time freshman. Transfer students may qualify for Merit scholarships depending on transfer credit and/or articulation agreements in place.
- **Private Donor Scholarships** – Primarily for upper class students, the scholarship committee awards these scholarships based on Northwood undergraduate academic performance. Selections are based on requirements specified by donors and information provided by students. Visit the Financial Aid section of our website (www.northwood.edu) for more information and for information on how to opt-in to the application process.
- **Northwood Grants** – Awarded to students based on demonstrated financial need resulting from completion of the FAFSA every year. Quantities are limited.
- **Athletic Scholarships** – These awards are determined by the coaching staff and are applied according to the policies of the Athletic Department.
- **Family Tuition Scholarships** – Eligible if two or more traditional dependent students from the same family attend full-time in the traditional undergraduate program for the fall and spring semesters, each undergraduate student will receive \$1,500 during the spring semester.
- **Alumni Scholarships** – For new incoming fall students who are dependents of a Northwood University alumnus.

State of Michigan Financial Assistance

Learn more about these state aid programs by visiting Northwood's Michigan Financial Aid website pages at www.northwood.edu. State awarding rules are subject to change; additional State of Michigan aid information can be found at <http://www.michigan.gov/mistudentaid>.

- **Michigan Competitive Scholarships** – These are awarded by the State of Michigan to Michigan residents on the basis of demonstrated financial need and a qualifying ACT/SAT test score. First-time and returning undergraduate students who feel they qualify for the competitive scholarship must file their FAFSA by March 1 every year. Awards may be renewed for ten (10) semesters if the student continues to demonstrate need, maintains a 2.0 GPA, and meet the standards of satisfactory academic

progress as defined by the University. Awards are restricted to tuition and mandatory fees and expire ten (10) years after high school graduation.

- **Michigan Tuition Grants** – These are awarded by the State of Michigan to Michigan residents who have demonstrated financial need. First-time and returning undergraduate students who feel they qualify for the tuition grant must file their FAFSA by March 1 every year. The award may be renewed for ten (10) semesters if the student continues to demonstrate need and meet the standards of satisfactory academic progress as defined by the University. Awards are restricted to tuition and mandatory fees and expire ten (10) years after eligibility is first determined.

Federal Student Aid

Learn more about these federal student aid programs by visiting the Financial Aid section of the Northwood website at www.northwood.edu. Additional Federal Student Aid information can be found at <https://studentaid.ed.gov> for the following awards. Federal aid is restricted to coursework required for the student's degree program. Also, students may be selected for a process known as verification which could require students to provide additional documentation (such as tax transcripts, verification of household size, etc.) to the financial aid office. All documentation must be accurate and received in a timely manner for processing to occur.

- **Federal Pell Grant** – This award is based solely on financial need as determined by federal Pell Grant regulations. Undergraduate students will be notified of their eligibility for the Pell Grant directly from the federal government by the Student Aid Report (SAR). Upon verification of enrollment in eligible coursework required for degree, funds will be credited to the student's institutional account. Pell funds are available only to students seeking their first bachelor's degree. The amount of Federal Pell Grant funds a student may receive over their lifetime is limited by federal law to be the equivalent of six years of Pell Grant funding. Please go to <https://studentaid.ed.gov> for details on the Federal Pell Grant Lifetime Eligibility Used (LEU).
- **Federal Supplemental Educational Opportunity Grant (FSEOG)** – Receipt of these funds is limited to students who demonstrate exceptional financial need and who are eligible for a Pell Grant at Northwood. Awards are limited and subject to the availability of funds.
- **Federal Work Study (FWS)** – This is a need-based employment assistance program. Contact the financial aid office for postings of available work study positions. Students are paid biweekly by check for hours worked. Awards and earnings are subject to job availability and the availability of funds.
- **Federal Direct Loans (subsidized and unsubsidized)** – These are fixed-rate student loans based on need as determined through filing the FAFSA each year and the student's cost of attendance, as determined by the school. Loan funds are obtained through the U.S. Department of Education upon completion of a Master Promissory Note (MPN) and entrance loan counseling. Students making satisfactory academic progress and enrolled at least half-time per semester may borrow up to \$3,500 per year as a freshman, \$4,500 per year as a sophomore, and \$5,500 per year as a junior and senior depending on unmet cost of attendance. Independent students or students whose parents are denied the Federal Direct PLUS loan may borrow additional funds under the Federal Direct unsubsidized loan program. Loan limits for these additional funds are \$4,000 per year for freshmen and sophomores and up to \$5,000 per year for juniors and seniors. First-time Direct Subsidized loans borrowed on or after July 1, 2013 are limited to a maximum period of time (measured in academic years). Students may not receive Direct Subsidized loans for more than 150% of the published length of their program of study.
- **Federal Direct PLUS Loans** – Parents who want to borrow to help pay for their children's education may use this loan program. Federal Direct PLUS loans are limited to the cost of attendance minus other aid received and dependent on the parent's credit history.
- **Master Promissory Note (MPN) and Loan Counseling** – All Federal Direct Loan funds received must be repaid once student ceases half-time attendance and are subject to the terms and conditions stated in the MPN. Also, first-time Federal Direct Loan borrowers are required by federal regulations to complete entrance loan counseling prior to receiving their first loan proceeds. All students receiving Federal Direct Loans are required by federal regulations to complete exit loan counseling prior to graduating or withdrawing from the University. Students must contact the University if there are any changes to enrollment and/or plans to continue at Northwood.

Student Employment

In line with its philosophy of preparing students for the world of work, Northwood assists students in finding employment during their college years. Northwood participates in the Federal Work Study Program (FWS) in addition to providing other on-campus employment opportunities. A student who qualifies for need-based aid under federal methodology (using FAFSA information) has the opportunity for FWS employment while attending Northwood. Many other Northwood students maintain part-time jobs in the community while in school. For additional information regarding Federal Work Study employment opportunities, please contact the financial aid office.

Other Sources of Assistance

These sources of aid are completely independent of Northwood University. Eligibility depends entirely on specific circumstances and the program requirements.

Application should be made directly to the specific organization:

- Church Groups
- Veterans' Educational Benefits
- Business Organizations
- Vocational Rehabilitation
- Fraternal Organizations
- Social Services
- Civic Organizations
- Bureau of Indian Affairs
- Professional Groups

Useful website links can be found in the Financial Aid section of the Northwood website – www.northwood.edu.

Satisfactory Academic Progress Policy for Undergraduate Financial Aid Recipients

This policy reflects the standards that are used to measure satisfactory academic progress (SAP) at Northwood University for purposes of financial aid eligibility. Federal regulations require that the university establish and implement a policy to measure if a financial aid recipient is making satisfactory academic progress toward a degree. Satisfactory academic progress is measured by evaluating both GPA achievement (qualitative measurement) and pace (quantitative measurement) to ensure successful program completion within the maximum timeframe allowed. The standards are subject to change per federal regulations. The Financial Aid Office would notify students if any changes were to occur.

A student receiving federal, state and/or Northwood financial aid must maintain satisfactory academic progress to retain financial aid eligibility. Some scholarship, grant, and loan programs may impose higher standards of performance. Each student's academic record will be reviewed annually at the end of the Spring semester. Students who do not maintain satisfactory progress will have their financial aid eligibility suspended.

Courses taken during compressed or mini sessions will be counted at the time of review occurring after the Spring semester. All English as a Second Language and remedial coursework is considered part of the student's cumulative academic record.

Transfer Student Eligibility – Transfer students enrolling at Northwood are considered to be making satisfactory academic progress. All transfer hours accepted toward completion of the student's program must be counted as both hours attempted and hours completed for measurement of maximum time frame (pace/quantitative – see below).

Treatment of Grades - For purposes of this policy, the following grades are considered attempted and completed: A, B, C, D, I, P, or a Z, including pluses and minuses. Grades of W and F are considered attempted and not completed. A grade of X (audit) will not be considered as attempted or completed.

Repeat Courses - Repeat classes are assessed as new classes. Initial and repeated enrollments in the same course count as hours attempted each time the course is taken. A student may receive financial aid for repeating a failed class until it is passed. A student may receive financial aid for repeating a previously passed course once.

Maximum Timeframe/Credits (Quantitative – 150%) - The length of eligibility is based on a student's total academic record starting with the entry date at Northwood and includes all Northwood attempted hours, transfer hours from other institutions, advanced standing credit, prior learning assessment credit and test outs. A student may receive financial aid for no more than a maximum of 150% of their published program length. For example, if the length of an academic program is 123 credit hours, the maximum timeframe during which a student may be eligible for financial aid must not exceed 185 total credit hours.

In the event a student decides to add a second major or completely change his or her major, the published program length of the student's current program is used at the time of the evaluation.

Pace of Progress Toward Degree Completion (Quantitative) - Students must earn at least 67% of credit hours attempted.

Minimum GPA Requirements (Qualitative) - The following table details the minimum cumulative Grade Point Average (GPA) requirements.

Semester Hours Earned	Minimum Cumulative GPA
1-15	1.70
16-29	1.80
30-59	1.90
60 or more	2.00

Students must achieve and maintain a 2.0 minimum cumulative grade point average at the end of the second academic year, or have an academic standing consistent with the minimum GPA requirements listed above.

Change of Satisfactory Academic Progress Status - Although a student's cumulative grade point average or earned credits may change within a semester (e.g. by recording a final grade in place of a grade of I), the student's academic progress status is not re-evaluated or changed during the semester. It will be re-evaluated at the time of the next review.

Financial Aid Suspension and Probation - Students that do not maintain satisfactory academic progress will be placed on financial aid suspension and notified in writing. Probationary status will be considered upon appeal.

Financial Aid Suspension: In the event the student's aid is suspended, the student has a right to appeal. The appeal process is described below. If the student's appeal is denied, the student remains on Financial Aid Suspension until he/she meets the requirements for reinstatement.

Financial Aid Probation: If the student's appeal is granted, the student will be placed on Financial Aid Probation and may receive aid for one (1) semester. At the end of that semester, progress will be reviewed, and the student must be making satisfactory academic progress or must be successfully following an Academic Performance Improvement Plan in order to continue receiving aid. If the student fails to meet the requirements, the student's aid is suspended again. To regain eligibility the student must meet the requirements for reinstatement as described below.

Appeal Process – A student whose aid has been suspended and has documentable mitigating circumstances, such as a death in the family or an illness, may appeal his/her aid suspension. The student's appeal must include why he/she failed to make satisfactory academic progress and what has changed that will allow the student to make satisfactory academic progress at the end of the semester. To appeal, a student must submit a Satisfactory Academic Appeal form with non-returnable supporting documentation. The appeal and documentation must be submitted within 14 calendar days of the date of the financial aid suspension notification. The appeal form can be obtained from the Office of Financial Aid.

The Financial Aid Director, will notify the student in writing of the appeal decision. In the event the appeal is granted, the student will be placed on Financial Aid Probation. **Please note: If an appeal is granted, the student MUST meet with his/her academic advisor to develop an Academic Performance Improvement Plan.**

If the appeal is denied, the student remains on Financial Aid Suspension until he or she meets the requirements for reinstatement.

Reinstatement of Financial Aid Eligibility - Students who have had their financial aid suspended will have their progress reviewed at the end of each future semester until the standards of progress are met. To re-establish satisfactory status, the student must meet all GPA (qualitative) and maximum timeframe/pace (quantitative) standards in this policy or successfully meet the standards in the student's Academic Performance Improvement Plan. Aid granted after reinstatement would begin the next semester of enrollment following reinstatement and will be based on funds available at that time.

Return of Title IV Aid Policy for Federal Financial Aid Recipients

As prescribed by law and regulation, for students that withdraw from the University for the semester, Federal Title IV funds will be returned to the applicable sources in the following order: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct Plus Loans, Federal Pell Grant, Federal Supplemental Educational Opportunity Grant (SEOG), and other federal aid programs. See "Refunds" and "Withdrawals" paragraphs above for additional information.

DEGREE PROGRAM INFORMATION

Northwood University offers graduate degrees, bachelor degrees and associate degrees on the residential campus, over 20 Adult Degree Program (ADP) Centers in six states, five International Program Centers, and online. Not all majors are offered at all locations. Programs with an asterisk (*) are accredited by the Accreditation Council for Business Schools and Programs (ACBSP). Programs not accredited by the ACBSP do not yet qualify for accreditation. Northwood University is regionally accredited by the Higher Learning Commission.

Graduate Degree Requirements

Master degrees require a minimum of 30 semester credit hours, the doctoral degree requires a minimum of 54 semester credit hours. All graduate programs require a 3.000 cumulative grade point average overall.

Northwood University's DeVos Graduate School is a specialized business school focused on developing the future leaders of a global, free-enterprise society. We provide dynamic graduate degree programs for adults designed to strategically expand their managerial and leadership skill sets, equipping graduates with the necessary tools to lead and drive change in their careers and lives.

GRADUATE DEGREES

Doctor of Business Administration (DBA)
Master of Business Administration (MBA)*
Master of Science in Organizational Leadership (MSOL)
Master of Science in Business Analytics (MSBA)
Master of Science in Finance (MSF)
Master of Science in Leadership and Public Policy (MSLPP)

LOCATIONS

Online
MI, Online
Online
Online
Online
Online

GRADUATE CERTIFICATE

Strategic Financial Leadership Online

Bachelor Degree Requirements

The Bachelor degree requires a minimum of 123 semester credit hours. Thirty-one semester credits must be earned at Northwood. A 2.0 cumulative grade point average overall is required.

The Northwood University Bachelor of Business Administration (BBA) degree delivers contemporary business theory coupled with practical application. In addition, ample cross-major experiential learning opportunities enhance and solidify classroom activities while providing students with leadership skill-building experiences. Required general education courses present an intellectual understanding of society and culture.

- Academic major program and major concentration program requirements consist of a minimum of 24 semester credit hours within the designated major or major and concentration. Nine major credit hours must be completed at Northwood.
- Students can choose to complete additional majors. Those who desire to complete a second major should see an Academic Advisor for assistance as additional coursework will be required.
- A minor is 18 or more credit hours in a defined discipline and includes a six-credit residency requirement. Courses from the business core, general education core, and electives may be counted toward completion of the requirements, with at least one-half the minor credits being at the 3000/4000 level.

Students may choose one or combine any two of the undergraduate majors and may earn a single or double major in four years. Ask your admissions representative or academic advisor for details and requirements.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) UNDERGRADUATE MAJORS

Accounting*	MI, ADP, Online
Advertising & Marketing	MI
Aftermarket Management*	MI, ADP, Online
Automotive Marketing & Management*	MI, ADP, Online
Cybersecurity Management	MI, ADP, Online
Economics*	MI
Entertainment, Sport & Promotion Management*	MI, ADP
Entrepreneurship*	MI, ADP, Online

Esports Management	MI
Fashion Marketing & Management*	MI
Finance*	MI, ADP, Online
Franchising Management	MI, Online
Health Care Management*	MI, ADP, Online
Hospitality Management*	MI
Innovation Marketing & Management	MI
Insurance Risk Management	MI, ADP
International Business*	MI, Online
Management*	MI, ADP, Online
Management Information Systems*	MI, Online
Marketing*	MI, ADP, Online
Marketing Communications*	MI, ADP, Online
Operations & Supply Chain Management	MI, ADP, Online
Sport Management	MI
Strategic Management	MI
Four Year BBA/MBA Track	MI

BACHELOR OF SCIENCE

Applied Management	ADP
Applied Lean Operations and Supply Chain Management	ADP
Computer Science	MI
Data Analytics	MI
Information Systems and Cybersecurity	MI

MINORS

Minors are offered in all major fields. Some minors require specific coursework. Please contact your Academic Advisor or Program Center Manager for additional information.

Associate Degree Requirements

The Associate degree requires a minimum of 60 semester credit hours. Fifteen semester credits must be earned at Northwood. A 2.0 cumulative grade point average overall is required. Associate of Arts degrees are offered at two military sites (Selfridge and Fort Worth) and some corporate locations. The residential campus also offers an Associate of Arts degree to some students, by petition only.

ASSOCIATE OF ARTS (AA)*	MI, ADP
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English as a Second Language

INTENSIVE ENGLISH PROGRAM (IEP)

The Intensive English Program at Northwood University provides English as a Second Language (ESL) instruction for degree seeking and non-degree seeking students. Students will improve their English language skills, gain knowledge of American culture, and the American university classroom.

The IEP consists of six (6) levels: Pre-Elementary, Elementary, Intermediate, Pre-Advanced, Advanced, and Graduate (for graduate students only). Each level takes one semester or one summer session to complete. Students receive 20 hours of classroom instruction in fall and spring semesters, and 25 hours of instruction in the condensed summer semester. Students study in four skills:

Speaking/Listening, Reading/Vocabulary, Writing, and Grammar. In addition, Northwood University offers language lab hours to provide tutoring and additional instruction in TOEFL Preparation or Rosetta Stone. The TOEFL test is administered at the end of each semester. Additional information can be located at the following Northwood website:

<http://www.northwood.edu/international/international-student/intensive-english-program>.

Undergraduate General Education

Northwood University's general education courses are a foundation of the University's twelve outcomes and attributes for its graduates. Our graduates communicate effectively in speech and writing; understand complex global issues; can explain their personal values; understand the aesthetic, creative, and spiritual elements of life; are skilled at detecting and solving problems; and are effective self-evaluators. Through the general education core, students gain exposure to a wide range of subjects in the behavioral and social sciences (psychology and history, for example); English, economics, philosophy, and other humanities subjects; and mathematics and the natural sciences.

Through the general education core, students will:

- Build strong communication skills.
- Develop essential quantitative skills.
- Enhance their ability to find information, think critically, and solve problems.
- Broaden their perspective of cultures within the United States and globally.
- Explore interests outside their major.

Northwood University's general education curriculum provides the knowledge and skills necessary to excel as a business professional and leader.

General Education Core Courses:

ECN 2210 Principles of Microeconomics

ECN 2220 Principles of Macroeconomics

ENG 1150 Composition I

ENG 1200 Composition II

ENG 4010 Communication & Interpersonal Relations or Advanced Studies in English or Language Elective

HIS 2100 Foundations of Modern World I

HIS 2150 Foundations of Modern World II

MIS 1500 Business Productivity Software

MTH 1100 Finite Math or MTH 1150 College Algebra

MTH 2310 Statistics I

NSC 2100 Environmental Science

PHL 3100 Ethics

PHL 1100 Philosophy of Life and Business or

PHL 4100 Philosophy of American Enterprise

PSC 2010 Intro to American Government

SPC 2050 Speech

3000/4000 Level NSC or MTH Elective

3000/4000 Level PSY or SOC Elective

3000/4000 Level HUM Elective

3000/4000 Level Elective – Civic Literacy

3000/4000 Level Elective – Global Understanding

Business Core

All undergraduate students take the business core which, in addition to the general education core, provides a foundation of the University's outcomes and attributes for its graduates. These courses provide students with the common body of knowledge needed for creative and responsible citizenship and leadership roles in business and society, domestic and worldwide.

Through the business core, students will:

- Develop a fundamental knowledge of the principles of the essential business disciplines of accounting, finance, management, and marketing.
- Build a practical understanding of the dynamic business environment and successful adaptation to organizational and industry changes as a business professional.

Business Core Courses:

MGT 2300 Principles of Management

MKT 2080 Principles of Marketing

ACC 2410 Fundamentals of Financial Accounting

ACC 2415 Fundamentals of Managerial Accounting

FIN 3010 Financial Management

LAW 3000 Business Law

MGT 4250 Organizational Behavior

MGT 4800 Strategic Planning

1000-4000 Business Elective

Major Core

All students must choose an academic major or a major concentration which comprises a minimum of 24 credit hours in a specific discipline. Faculty who have appropriate credentials and related industry experience provide a theoretical as well as practical approach to major courses. Students are engaged in classes in their majors from their first semester at Northwood University.

Honors Program

The Northwood University Honors Program's general academic mission is to emphasize critical analysis, and synthesis of and evaluation of course content. Its professional mission is to provide a more comprehensive exploration of disciplines used within various professions. The Honors Program enhances personal growth by creating a community of likeminded students dedicated to maximizing the value of their education.

The Honors Program, begun in Fall of 1991, offers a variety of honors class sections across all curricula. Faculty members are carefully selected for their expertise and their creative use of teaching resources, materials, and innovative teaching strategies. Honors course offerings will generally apply to all majors and may be taken without extending the time to complete a Northwood degree.

Honors courses offer an enhanced range and depth of study through increased quality of work, not quantity of work. Honors courses are also characterized by enhanced discipline-specific and interdisciplinary combinations of the following traits:

- Critical thinking skills – emphasizing reasoning and synthesis, evaluating credibility, intellectual curiosity, and the consideration of alternatives
- Discipline-specific/general research skills – stressing independent research and learning, utilizing primary and secondary sources, originality in research and writing
- Variation in learning experiences – encouraging collaborative learning, out-of-classroom experiences, frequent student-faculty interaction, and discussion-based learning
- Limited size – capping Honors classes at an enrollment of 20 allows greater faculty-student interaction, participation and discussion, encouraging self-directed learning.

Qualifications – See the Northwood University website for Honors Program qualifications.

Honors Scholarship – Honors students who have completed 15 or more semester credit hours in honors courses at Northwood University may apply for honors admission to Semester in Europe. Honors admission automatically provides a scholarship that adjusts the study abroad program fee to the fee level students would otherwise pay for the combination of residential tuition, fees, and room and board. Scholarship amounts will be adjusted in proportion to the individual program fees. **The Honors scholarship may only be used once. Students cannot receive multiple honors scholarships for study abroad.**

Honors Program Participation and Recognition – Honors students can participate in honors courses at three levels and earn three types of recognition. All honors courses are designated on the student's academic transcript, as is successful completion of an Honors Certificate or Honors Diploma.

- Any student enrolled in an honors class is an Honors Participant. Students may do this as long as they meet the minimum requirements for enrollment in the program
- Any student who successfully completes 12 semester credit hours of honors courses in specifically identified categories will have completed the Honors Certificate.
- Any student who successfully completes 24 semester hours of honors courses in specially identified categories will have completed the Honors Diploma.

The Honors Certificate and Honors Diploma require the completion of a BBA degree with cumulative grade point average of 3.25. For details see the Northwood University website.

More information about the Honors Program is available from the Director of the Honors Program.

Study Abroad Programs

Making a decision to explore the world beyond borders of your home country is an important step for any student. Studying abroad is an experience that will enrich and challenge a student personally, professionally, and academically. It is an experience no amount of classroom time can simulate or replace. Study abroad programs help students develop a higher level of maturity and self-confidence, and help students better appreciate other cultures, make lasting global friendships, understand historical events, and develop a greater awareness of international business and enterprise.

Northwood University is committed to offering study abroad programs to fit student needs. All programs include a minimum of a one 3 academic credit course and the subject matter of the academic credit(s) varies according to the expertise and experience of the faculty leader and nature of the study abroad program.

Short-term, faculty-led programs consists of groups of 10 to 20 students traveling to one or two countries up to two weeks. Semester in Europe, our long-term program (over 15 weeks including pre/post work and travel period) is the University's signature program and offered every fall. The Exchange program is the ability for an individual student to study at an international institution for a one semester or year. We strive to deliver a unique experience.

Students interested in a study abroad experience should consult with an academic advisor during their first year as a Northwood student to determine how and when academic credit associated with study abroad programs can most appropriately fit within their curriculum.

Information on all study abroad programs is available on the University's website. To learn more and apply online, visit www.my.northwood.edu and go to the Study Abroad webpage.

General Eligibility Guidelines for Short-Term Study Abroad Programs

1. Successful completion of at least one semester at Northwood University. Exceptions may be made on a case by case situation.
2. Fulfillment of any course prerequisites for academic credit associated with study abroad programs.
3. A cumulative GPA of at least 2.5 (4.0 scale). Individual programs may establish higher cumulative GPA requirements. Students on academic probation are not eligible for study abroad programs. *Note: If a student is in good academic standing when he or she applies for study abroad, but is placed on academic probation between the time of acceptance into the program and the starting date of the specific program, the student becomes ineligible to participate in study abroad.*
4. Individual programs may establish additional eligibility requirements.

Semester in Europe Study Abroad Program

Students study and travel to eight to ten different countries in western and central Europe for an eight to ten week program. Students earn 16 credits. Formal classes are supplemented by study tours, industry and cultural visits, and opportunities to meet with students and industry leaders from host countries such as the United Kingdom, France, Germany, Switzerland, The Netherlands, Austria, and Hungary. Countries could change annually depending on the external environment including travel restrictions or schedule of partner institutions.

Students will complete academic class work prior to and after the travel period. Admission to the program is competitive. Semester in Europe is typically offered in the fall semester.

Short-Term, Faculty-Led Study Abroad Programs

Several short-term, faculty-led study abroad programs are also available for students. Students can earn three (3) credits, if offered, for these programs. The travel portion of these programs typically last from one to two weeks, and are held between regular semesters or during summer sessions. In the past, Northwood faculty have led short-term programs to locations as varied as Argentina, Australia, the Czech Republic, China, Costa Rica, the Dominican Republic, France, Germany, Ireland, Mexico, Romania, Switzerland, and the United Kingdom. Short-term programs require a series of on-campus formal class meetings and orientation sessions prior to the onset of travel. If for credit, students are typically expected to complete academic class work prior to during, and after the travel period.

Scholarships and Financial Aid for Study Abroad

Students who have completed 15 or more credit hours in honors courses at Northwood University are eligible for the Honors Scholarship for Semester in Europe. Honors admission automatically provides a \$2000 scholarship towards the program fees. The honors scholarship may only be used once.

There are short-term, faculty-led study abroad scholarships students can apply for online through the study abroad website in Blackboard. In some situations, students can also utilize other scholarships and financial aid they are receiving at Northwood for study abroad programs. Students should meet with the Financial Aid Office to discuss further.

Exchange Programs

An exchange program is one in which colleges and universities agree to exchange students over a specified period of time. Students who participate in exchange programs travel to the foreign institution— known as the **host** institution—to study and live for a specified period

of time, usually a semester or a six to eight week summer program, and transfer the academic credit back to their home institution. Credits are transferable; grades are not. In exchange, students from the foreign host institution come to the **home** institution for a semester. Northwood University has exchange agreements with several colleges and universities in Europe. Northwood University also offers one way exchange programs where NU students will study at our partner universities and programs all over the world. Information on all exchange programs is available on Northwood's website, in Blackboard, and through the International Programs Office.

Unlike group study abroad programs, where a group of Northwood University students travel together with a faculty member, individual exchange students apply directly to the host institution through the International Programs office. Participation in an exchange program allows not just for study at a foreign institution, but also for a deeper cultural immersion and understanding. Students who participate in exchange programs invariably return to the U.S. with a profound appreciation for the richness and diversity of other cultures and customs. Students also develop a higher level of intellectual and emotional maturity and often new language and interpersonal skills.

All exchange programs carry academic credit. It is very important that students who are interested in exchange programs consult with an academic advisor early in their Northwood years to determine how and when academic credit transferred from host institutions can most appropriately fit within their curriculum.

General Eligibility Guidelines for Exchange Programs

Most host institutions will assume that students have completed basic coursework in areas like English, Management Information Systems, Mathematics, Economics, Accounting, Management, and Marketing before participating in an exchange program. Thus, the eligibility standards for exchange programs are different than for group study abroad programs.

1. Successful completion of at least 30 semester hours at Northwood University, or, for transfer students, successful completion of the equivalent of 30 semester hours and at least one semester at Northwood University. Students typically apply for exchange programs as sophomores, juniors or seniors.
2. Fulfillment of all course prerequisites for academic credit offered within exchange programs.
3. A cumulative GPA of at least 2.5 (4.0 scale). Students on academic probation are not eligible for exchange programs.
Note: Students must be in good academic standing during the program itself. If students are in good standing when they apply for exchange programs, but are put on academic probation between the time of application and the starting date of the program, the student becomes ineligible to participate in the exchange.
4. Specific exchange programs may have additional eligibility requirements (these will be noted in the host institution's application and information).

Students who wish to participate in exchange programs must complete the online application at my.Northwood.edu under the Study Abroad webpage or through Blackboard.

UNDERGRADUATE CURRICULUM GUIDES

Curriculum guides are student completion guides for bachelor degree programs. Official curriculum guides for each catalog year are available from admissions and academic offices. To fulfill graduation requirements, students are required to complete the curriculum guide that is in effect at the time they are enrolled with the University. However, if a student has stopped attending Northwood for a period of five years or more, upon readmission to the University, the student's transcript will be reevaluated on the program requirements currently in force. The student may be responsible for taking additional coursework if requirements have changed significantly.

Northwood University is devoted to continuous improvement of all programs and reserves the right to revise all curriculum guides or academic programs. These enhancements could cause changes in students' programs of study. The curriculum guides in this catalog reflect what is correct at the time of publication. Each curriculum guide pertains to all locations unless otherwise designated. Students should obtain a date-specific curriculum guide from the registrar or academic office.

Accounting

The Accounting program prepares graduates to sit for the Certified Public Accountant (CPA) examination in most states, and to begin a career in public or corporate accounting. Additional credit hours may be required for CPA licensure and licensure requirements vary by state. Students are strongly encouraged to research the licensure requirements within the state they will be testing. The state boards make the final determination of courses that count towards CPA exam eligibility. To locate a state board of accountancy, please visit <http://nasba.org/stateboards/>.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
MIS 1500 Business Productivity Software	3
PHL 1100 Phil of American Life & Business	3
ENG 1150 Composition I	3
ACC 2410 Fundamentals of Financial Accounting	3
FDN 1110 Student Success Seminar	1

16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
ENG 1200 Composition II	3
ACC 2415 Fundamentals of Managerial Accounting	3
FDN 1300 Student Leadership Seminar	1

16 32

SOPHOMORE YEAR - FALL

ECN 2220 Principles of Microeconomics	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
ACC 3110 Intermediate Accounting I	3
FDN 2250 Blueprint for Success	1

16

SOPHOMORE YEAR - SPRING

3000/4000 PSY or SOC Elective	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
ACC 3115 Intermediate Accounting II	3

15 31

JUNIOR YEAR - FALL

FIN 3210 Financial Management	3
LAW 3025 Business Law for Accounting Majors	3
3000/4000 Elective	3
ACC 3120 Managerial/Cost Accounting	3
ACC 3400 Federal Taxation	3

15

JUNIOR YEAR - SPRING

1000/4000 Business Elective	3
PHL 3100 Ethics	3
3000/4000 NSC <i>or</i> MTH Elective	3
ACC 3500 Accounting Information Systems	3
ACC 3000/4000 Elective	3

15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/4000 Humanities Elective	3
ACC 4010 Auditing	3
ACC 4220 Advanced Accounting	3

15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
ACC 3000/4000 Elective	3
ACC 3000/4000 Elective	3

15 30

SEMESTER HOURS TO GRADUATE

123

Advertising & Marketing

The Advertising & Marketing program offers a unique curriculum. The curriculum provides overview of marketing research, promotions, pricing, product development, and sales; along with the specific knowledge of advertising (creative or research teams and/or account management) and provides the graduate with the skills necessary to direct, control, and supervise these functions. This program applies to students who began their studies before the 2018-2019 academic year.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
ENG 1150 Composition I	3
FDN 1110 Self and Service	1
	16

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
LAW 3000 Business Law I	3
PSC 2010 Introduction to American Government	3
ADV 2100 Adv. Sales & Media Planning	3
FDN 2250 Blueprint for Success	1
	16

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
MTH 2310 Statistics I	3
3000/4000 NSC <i>or</i> MTH Elective	3
ADV 2310 New Media Strategies & Tactics	3
MKT 3050 Consumer Behavior	3
	15

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
MKT 4230 Marketing Research	3
ADV 4100 Advertising Campaigns	3
	15

FRESHMAN YEAR - SPRING

ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
ECN 2220 Principles of Macroeconomics	3
ADV 1100 Principles of Advertising	3
ADV 1110 Copywriting	3
FDN 1220 Leaders of Free Enterprise	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
ADV 2150 Creative Process and Design	3
	15

JUNIOR YEAR - SPRING

3000/4000 Elective	3
1000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MTH 3340 Statistics II	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 HUM Elective	3
ADV 4790 Current Issues in Advertising	3
	15

SEMESTER HOURS TO GRADUATE

123

Aftermarket Management

Aftermarket Management covers all aspects of the automotive replacement parts industry including performance, accessories, collision and heavy duty. Aftermarket refers to any product or service sold after the original purchase of a vehicle. Our students learn how parts are marketed, sold and distributed from manufacture through the value chain to wholesalers, retailers, consumers and repair shop. Students have the opportunity to attend various trade events including AAPEX and SEMA. Coursework covers areas from marketing, sales, supply chain management, global influences to business analytics (category management).

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (126 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL		FRESHMAN YEAR - SPRING	
MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3
ENG 1150 Composition I	3	ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	MIS 1500 Business Productivity Software	3
PHL 1100 Phil of American Life & Business	3	ECN 2210 Principles of Microeconomics	3
AM 1200 History and Culture of the Automotive Industry	3	AMM 1120 Aftermarket Manufacturing Management	3
FDN 1110 Student Success Seminar	1	FDN 1300 Student Leadership Seminar	1
	16		16 32
SOPHOMORE YEAR - FALL		SOPHOMORE YEAR - SPRING	
ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2100 Foundations of the Modern World I	3	HIS 2150 Foundations of the Modern World II	3
MTH 2310 Statistics I	3	SPC 2050 Speech	3
ECN 2220 Principles of Macroeconomics	3	NSC 2100 Environmental Science	3
AMM 2050 Automotive Retail/Wholesale Management	3	AMM 2100 Heavy Duty Parts & Service Marketing	3
FDN 2250 Blueprint for Success	1		
	16		15 31
JUNIOR YEAR - FALL		JUNIOR YEAR - SPRING	
FIN 3010 Financial Management	3	AMM 3600 Logistics & Supply Chain Mgt	3
LAW 3000 Business Law I	3	AMM 3050 Category Management	3
AMM 4040 Aftermarket Field Sales Management	3	PHL 3100 Ethics	3
3000/4000 HUM Elective	3	1000/4000 Business Elective	3
MKT 3350 Lean Distribution	3	PSC 2010 Introduction to American Government	3
	15	AMM 3990 Internship (Required)	3 3
SENIOR YEAR - FALL		SENIOR YEAR - SPRING	
MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3	3000/4000 Civic Literacy Elective	3
3000/4000 NSC <i>or</i> MTH Elective	3	AMM 4130 Aftermarket Management Research	3
AMM 4120 Current Issues in Global Aftermarket	3	3000/4000 Elective	3
	15		15 30
		SEMESTER HOURS TO GRADUATE	126

Automotive Marketing & Management

The Automotive Marketing and Management program focuses on the various aspects of the automotive marketing function including dealership advertising, finance and insurance, budgeting and forecasting, parts and service, and used car management. A computer simulation in which class members are challenged to rescue a troubled dealership is completed during the final semester.

The following guide outlines the suggested sequence for a student to complete four (4) years of course work (126 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1500 Business Productivity Software	3
PHL 1100 Phil of American Life & Business	3
AM 1200 History and Culture of the Automotive Industry	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
AM 2640 Dealership Variable Operations	3
FDN 1300 Student Leadership Seminar	1
	16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ECN 2210 Principles of Microeconomics	3
AM 2650 Dealership Fixed Operations	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
AM Elective	3
	15 31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
AM 3650 Dealership Legal Issues/Finance & Insurance	3
	15

JUNIOR YEAR - SPRING

3000/4000 Elective	3
1000/4000 Business Elective	3
PSC 2010 Introduction to American Government	3
PHL 3100 Ethics	3
AM 3630 Dealership Accounting	3
	15 30
AM 3990 Internship (required)	3 3

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
AM 4650 Dealership Financial Statement	3
AM Elective	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
AM 4670 Dealership General Management	3
AM Elective	3
	15 30
SEMESTER HOURS TO GRADUATE	126

Computer Information Management (Transfer Program only)

The Computer Information Management (CIM) program focuses on the application of information technology to support business activities and a host of business management courses that help students build their management potential. As a global economy, there is a growing demand for graduates who have the analytical skills and business background to make business processes more productive. CIM students learn to analyze organizational information needs, and then design a computer-based system to meet these needs while working in a design team with other students. This transfer program applies to students who began their studies before the 2017-2018 academic year.

The following guide outlines the required coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FOUNDATION COURSES (15 semester hours)

ENG 1150 Composition I	3
ENG 1200 Composition II	3
MTH 1150 College Algebra <i>or</i>	3
MTH 1100 Finite Math	
SPC 2050 Speech	3
MIS 1500 Business Productivity Software	3

Students transferring in fewer than 15 credits must complete FDN 1110 (1 cr); students transferring in fewer than 60 credits must complete FDN 1220 (1 cr).

GENERAL EDUCATION CORE (45-46 semester hours)

ECN 2210 Principles of Microeconomics	3
ECN 2220 Principles of Macroeconomics	3
PHL 3100 Ethics	3
MTH 2310 Statistics I	3
ENG 4010 Communication & Interpersonal Relations	3
PHL 4100 Philosophy of American Enterprise*	3
NSC Natural Science [Environmental Science recommended]	3
HIS History [Western Civilization recommended]	3
FDN 2250 Blueprint for Success**	1

GENERAL EDUCATION ELECTIVES:

Take 7, 3-4 credit courses from 3 or more general education disciplines, for example: ECN, ENG, HIS, HUM, NSC, PHL, PSY, SOC, PSC, MTH.

*Course that must be taken at NU.

**FDN 2250 requirement may be waived for students with significant professional work experience.

MAJOR CORE (27 semester hours)

MIS 3300 Project Management	3
MIS 3400 Systems Analysis & Design	3
MIS 4000 Advanced Information Systems	3
MIS Transfer Credits	18

BUSINESS CORE (27 semester hours)

ACC 2410 Fundamentals of Financial Accounting	3
ACC 2415 Fundamentals of Managerial Accounting	3
MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
ENG 3200 Report Writing & Applied Business Communications OR 3000/4000 Level Business Elective	3
FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
MGT 4250 Organizational Behavior	3
MGT 4800 Strategic Planning	3

ELECTIVES: Minimum 8 credits from 200/2000 level or above (9-10 semester credits; if FDN credits are waived, additional elective credits are required beyond 8 to total 123).

Computer Science

The Computer Science program provides students with the ability to use computing to solve complex and challenging problems and enables them to make a positive difference in the world. Computer science offers great opportunities for those with creative and innovative minds. In this rigorous program, students will design and develop a deployment ready program to solve real business problems.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

CS 1000 Introduction to Computer Science	3
ENG 1150 Composition I	3
PHL 1100 Phil of American Life & Business	3
MGT 2300 Principles of Management	3
MIS 1500 Business Productivity Software	3
FDN 1110 Student Success Seminar	1

16

FRESHMAN YEAR - SPRING

CS 1100 Computer Architecture	3
MIS 1300 Information Technology Infrastructure	3
ECN 2210 Principles of Microeconomics	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
FDN 1300 Student Leadership Seminar	1

16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
MIS 2140 Programming I	3
CYB 2300 Advanced Networking Systems	3
ECN 22120 Principles of Macroeconomics	3
MTH 3100 Calculus	3
FDN 2250 Blueprint for Success	1

16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
MIS 2150 Programming II	3
CS 2500 Data Structures and Algorithms	3
MTH 2310 Statistics I	3
MTH 3200 Calculus II	3

15 31

JUNIOR YEAR - FALL

CS 3100 Computer Organization & Assembly Language	3
CYB 2150 Scripting	3
MKT 2080 Principles of Marketing	3
MIS 3400 Systems Analysis and Design	3
SPC 2050 Speech	3

15

JUNIOR YEAR - SPRING

MIS 3200 Database Design & Implementation	3
MTH 3150 Data Science for Informed Decision Making	3
PHL 3100 Ethics	3
LAW 3000 Business Law I	3
NSC Elective (<i>Environmental Science Rec.</i>)	3

15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
HIS Elective (<i>Western Civ. Recommended</i>)	3
CS 4000 Algorithm Design and Analysis	3
CS 4100 Operating Systems	3
FIN 3010 Financial Management	3

15

SENIOR YEAR - SPRING

CS 4200 Computer Science Senior Project	3
MTH 4100 Data Mining	3
General Education Elective [ECN, ENG, HIS, HUM, NSC, PHL, PSY, SOC, PSC, MTH]	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Humanities Elective	3
MGT 4800 Strategic Planning	3

SEMESTER HOURS TO GRADUATE

15 30

123

Cybersecurity Management

The cybersecurity program provides students with the ability to assess risk and develop risk management strategies and policies. In this rigorous program, students will design their own secure information system and develop a robust incident response, disaster recovery and business continuity plan.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
PHL 1100 Phil of American Life & Business	3
MIS 2140 Programming I	3
MIS 1110 Introduction to Management Information Systems	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
ECN 2210 Principles of Microeconomics	3
MIS 1300 Information Technology Infrastructure	3
MIS 1500 Business Productivity Software	3
FDN 1300 Student Leadership Seminar	1

16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
CYB 2100 Cybersecurity Principles	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
MTH 2310 Statistics I	3
MIS 3300 Project Management	3

15 31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
NSC 2100 Environmental Science	3
MIS 3400 Systems Analysis and Design	3
CYB 3200 Network Security	3
	15

JUNIOR YEAR - SPRING

CYB 3300 Physical and Operational Security	3
PSC 2010 Introduction to American Government	3
PHL 3100 Ethics	3
MIS 3800 Information Security	3
3000/4000 HUM Elective	3
	3

15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
3000/4000 NSC <i>or</i> MTH Elective	3
CYB 4100 Ethical Hacking	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
1000/4000 Business Elective	3
CYB 4200 Cybersecurity Capstone	3
	3

SEMESTER HOURS TO GRADUATE

15 30

123

Data Analytics

The data analytics program is geared toward structuring students' preparation for the digital economy and driving business and organizational outcomes toward smarter decisions. To develop workplace competencies, students will gain insights into customer, finance, healthcare, operations, insurance, and marketing analytics while undertaking use case studies in a variety of classroom settings. By emphasizing the hands-on application of career-transferable data-analytic and critical-thinking tools culminating in a capstone project, students will undergo modernized training and development for building multi-disciplinary strength and long-term employability.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

PHL 1100 Phil of American Life & Business	3
ENG 1150 Composition I	3
MGT 2300 Principles of Management	3
MIS 1250 Foundations of Data Analytics I	3
OPS 1100 Introduction to Operations Management	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

OPS 1200 Business Process Management	3
ECN 2210 Principles of Microeconomics	3
ENG 1200 Composition II	3
MIS 1350 Foundations of Data Analytics II	3
MTH 1150 College Algebra	3
FDN 1300 Student Leadership Seminar	1
	16
	32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
MIS 1240 Programming I	3
MIS 1500 Business Productivity Software	3
ECN 2220 Principles of Macroeconomics	3
MTH 2310 Statistics I	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
MIS 2100 Visual Analytics for Business Intelligence	3
MIS 3200 Database Design & Implementation	3
MTH 3340 Statistics II	3
SPC 2050 Speech	3
	15
	31

JUNIOR YEAR - FALL

CS 3140 Programming for Data Analysis	3
FIN 3010 Financial Management	3
MKT 2080 Principles of Marketing	3
MTH 2870 Linear Algebra and Matrix Theory	3
MTH 3150 Data Science for Informed Decision Making	3
	15

JUNIOR YEAR - SPRING

MTH 3450 Data Mining for Business Analytics	3
MIS 3350 Advanced Database Mgt & Visualizations for Analytics	3
PHL 3100 Ethics	3
HIS Elective (<i>Western Civ. Recommended</i>)	3
NSC Elective (<i>Environmental Science Rec.</i>)	3
	15

30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Humanities Elective	3
MTH 4500 Forecasting & Simulation Tech.	3
MIS 4100 Machine Learning Tech.	3
LAW 3000 Business Law I	3

SENIOR YEAR - SPRING

MIS 4300 Data Analytics Capstone Project	3
MIS 4200 Big Data & Cloud Computing	3
General Education Elective [ECN, ENG, HIS, HUM, NSC, PHL, PSY, SOC, PSC, MTH]	3
1000/4000 Business Elective	3
MGT 4800 Strategic Planning	3

SEMESTER HOURS TO GRADUATE

15 30

123

Economics

The Economics program focuses on important aspects of economic theory, philosophy, and application, including courses in intermediate theory, development of economic thought, economic forecasting and research, and monetary theory.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1500 Business Productivity Software	3
MKT 2080 Principles of Marketing	3
PHL 1100 Phil of American Life & Business	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

SPC 2050 Speech	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
NSC 2100 Environmental Science	3
ECN 2210 Principles of Microeconomics	3
FDN 1300 Student Leadership Seminar	1
	16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
LAW 3000 Business Law I	3
MTH 3100 Calculus I	3
ECN 2220 Principles of Macroeconomics	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
ECN 3310 Money & Banking	3
MTH 3200 Calculus II	3
ECN 3510 Development of Economic Thought	3
	15 31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
MTH 2310 Statistics	3
PSC 2010 Introduction to American Government	3
3000/4000 HUM Elective	3
ECN 3010 Intermediate Microeconomics	3
	15

JUNIOR YEAR - SPRING

1000/4000 Business Elective	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
ECN 3000 International Trade	3
ECN 3020 Intermediate Macroeconomics	3
	15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 3100 Ethics	3
ECN 4500 Introduction to Econometrics	3
ECN 4400 Austrian Economic Theory	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Elective	3
3000/4000 Civic Literacy Elective	3
ECN 4890 Research Methods	3
ECN 4100 International Finance	3
	15 30

SEMESTER HOURS TO GRADUATE

123

Entertainment, Sport & Promotion Management

The Entertainment, Sport & Promotion Management program focuses on the national and global expansion of entertainment and sport and its impact on cultural, social, and economic issues at regional, national, and international levels. This program applies to students who began their studies before the 2019-2020 academic year.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (127 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
ESM 1010 Introduction to Sport & Entertainment Management	3
FDN 1110 Self and Service	1
	16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
ECN 2220 Principles of Macroeconomics	3
ESM 1030 Sport & Entertainment Communication & Public Relations	3
FDN 1220 Leaders of Free Enterprise	1

16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
ESM 3010 Sport & Entertainment Marketing	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
ESM 2050 Sport & Entertainment Facility & Event Management	3

15 31

ESM 2040 Practicum I (recommended)

1 1

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
ESM 3520 Sales & Revenue Generation	3
3000/4000 PSY <i>or</i> SOC Elective	3
ESM Elective	3
	15

JUNIOR YEAR - SPRING

MGT 4250 Organizational Behavior	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
PHL 3100 Ethics	3
ESM Elective	3

15 30

ESM 3040 Practicum II (required)

1

ESM 3990 Internship (required)

3 4

SENIOR YEAR - FALL

3000/4000 Elective	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
ESM Elective	3
ESM 4040 Governance & Legal Aspects of Sport & Entertainment	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
1000/4000 Business Elective	3
3000/4000 Civic Literacy Elective	3
ESM 4300 Senior Seminar in Sport & Entertainment	3

15 30

SEMESTER HOURS TO GRADUATE

127

Entrepreneurship

The Entrepreneurship program focuses on business enterprise models and entrepreneurial bases. By combining a rigorous academic curriculum, leadership development, and experiential learning, graduates prepare to become tomorrow's entrepreneurs.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (126 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ACC 2410 Fundamentals of Financial Accounting	3
PHL 1100 Phil of American Life & Business	3
ENG 1150 Composition I	3
ETR 1010 Introduction to Entrepreneurship	3
FDN 1110 Student Success Seminar	1
	16

SOPHOMORE YEAR - FALL

ECN 2220 Principles of Macroeconomics	3
HIS 2100 Foundations of the Modern World I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
MIS 1500 Business Productivity Software	3
ETR 2010 Entrepreneurial Marketing	3
FDN 2250 Blueprint for Success	1
	16

JUNIOR YEAR - FALL

NSC 2100 Environmental Science	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
ETR 3010 New Venture Finance	3
	15

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communications & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/4000 Elective	3
ETR Elective	3
ETR 4010 Risk Analysis & Sources of Capital	3
	15

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ACC 2415 Fundamentals of Managerial Accounting	3
ECN 2210 Principles of Microeconomics	3
ENG 1200 Composition II	3
ETR 1200 Successful Business Models	3
FDN 1300 Student Leadership Seminar	1
	16
	32

SOPHOMORE YEAR - SPRING

MTH 2310 Statistics I	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
FIN 3010 Financial Management	3
ETR 2200 Entrepreneurship Distribution Strategies	3
	15
	31

JUNIOR YEAR - SPRING

PSC 2010 Introduction to American Government	3
1000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
ETR 3300 Business Plan Development	3
	15
	30

ETR 3990 Internship (Required)

3 3

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
ETR Elective	3
ETR 4200 New Venture Business Case Senior Project	3
	15
	30

SEMESTER HOURS TO GRADUATE

126

Esports Management

The Esports Management program focuses on digital disciplines and business knowledge in a fast-growing industry. Courses in event management, esports performance management, and coaching management will have students examine in-depth topics relating to the finance, marketing, branding, and management of the esports industry. The program includes a career-related internship.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (127 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PHL 1100 Phil of American Life & Business	3
SPM 1010 Introduction to Sport Management	3
FDN 1110 Student Success Seminar	1
	16

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
ECN 2220 Principles of Macroeconomics	3
SPC 2050 Speech	3
MIS 2140 Programming I	3
FDN 2250 Blueprint for Success	1
	16

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
SPM 3010 Sport Marketing	3
MTH 2310 Statistics I	3
SPT 3000 Esports Performance Management	3
	15

SENIOR YEAR - FALL

SPT 3100 Esports Coaching Management	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
MTH 3400 Introduction to Data Science	3
SPM 4040 Sport Law	3
	15

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
ECN 2210 Principles of Microeconomics	3
SPM 1040 Collegiate Athletic Administration	3
FDN 1300 Student Leadership Seminar	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
PSC 2010 Intro to American Government	3
NSC 2100 Environmental Science	3
SPT 2100 Esports Event Management	3
	15

SPT 2040 Practicum I (recommended)

1 1

JUNIOR YEAR - SPRING

MGT 4250 Organizational Behavior	3
MIS 3200 Database Design & Implementation	3
3000/4000 HUM Elective	3
PHL 3100 Ethics	3
MIS 3300 Project Management	3
	15

SPT 3040 Practicum II (required)

1

SPT 3990 Internship (required)

3 4

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
MIS 3800 Information Security	3
3000/4000 Civic Literacy Elective	3
SPT 3100 Seminar in Esports Management	3
	15

SEMESTER HOURS TO GRADUATE

127

Fashion Marketing & Management

The Fashion Marketing & Management (FMM) program focuses on the highly complex world of fashion marketing. Fashion courses include textiles, fashion promotions, history of fashion, buying, theory and practice, and apparel analysis. The program includes a career-related internship. Seniors have the opportunity to sit for the National Certification in Fashion, Textiles and Apparel exam prior to graduation.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (126 semester credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MKT 2080 Principles of Marketing	3
PHL 1100 Phil of American Life & Business	3
FMM 1010 Introduction to Fashion Merchandising	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

MIS 1500 Business Productivity Software	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
MKT 2150 Selling & Sales Management	3
FDN 1300 Student Leadership Seminar	1
	16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ECN 2220 Principles of Macroeconomics	3
FMM 2010 Fashion Promotions & Visual Merchandising	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
FMM 2050 Textiles	3
	15 31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
PSC 2010 Intro to American Government	3
FMM 3020 History of Fashion	3
	15

JUNIOR YEAR - SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
FMM 3110 Apparel Analysis	3
	15 30
FMM 3990 Internship (required)	3 3

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
FMM 4030 Merchandise Buying	3
3000/4000 HUM Elective	3
3000/4000 Business Elective	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
FMM 4120 Theories & Practice of Fashion Merchandising	3
3000/4000 Business Elective	3
	15 30

SEMESTER HOURS TO GRADUATE 126

Finance

The Finance program prepares students to immediately contribute productively in their chosen financial field in the global economy. Graduates of this program also have the capabilities to assume leadership roles as their careers progress. Students are able to identify and solve financial problems and opportunities. They fully understand and appreciate financial results in order to influence decision making processes. They are able to apply financial concepts, techniques, and technological tools along with strong logic, reasoning, critical thinking, and communication skills in a variety of financial venues.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1500 Business Productivity Software	3
PHL 1100 Phil of American Life & Business	3
FIN 1010 Introduction to Finance	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1100 Finite Algebra <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
PSC 2010 Intro to American Government	3
FDN 1300 Student Leadership Seminar	1
	16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ECN 2220 Principles of Macroeconomics	3
SPC 2050 Speech	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
3000/4000 MTH Elective	3
NSC 2100 Environmental Science	3
FIN 2600 Financial Institutions & Simulation	3
	15 31

JUNIOR YEAR - FALL

FIN 3210 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
FIN 3750 Capital Markets & Analysis	3
	15

JUNIOR YEAR - SPRING

PHL 3100 Ethics	3
1000/4000 Business Elective	3
ECN 3000 International Trade	3
FIN 3600 Real Estate Finance & Analysis	3
FIN 3760 Applied Financial Analysis & Portfolio Management	3
	15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
FIN 4100 Chartered Financial Analyst Topics <i>or</i> FIN 4150 Certified Financial Planner Topics	3
FIN 4550 Corporate Investment Decisions	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Elective	3
3000/4000 Civic Literacy Elective	3
FIN 4010 International Finance	3
FIN 4850 Corporate Financing Decisions & Valuation	3
	15 30

SEMESTER HOURS TO GRADUATE

123

Franchising Management

The Franchising Management program focuses on course work designed to prepare graduates for careers in the multi-trillion dollar industry of franchising. As the only undergraduate program providing a major in franchising management in North America, students build relationships with industry leaders, receive experiential learning opportunities and are prepared to make a difference in the industry. Whether students are interested in becoming franchisees, working for franchisors, or launching their own franchise concept, the program prepares students to go business for themselves, but not by themselves.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 semester credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PHL 1100 Phil of American Life & Business	3
FRA 1010 Principles of Franchising	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

MIS 1500 Business Productivity Software	3
ENG 1200 Composition II	3
ECN 2210 Principles of Microeconomics	3
MKT 2080 Principles of Marketing	3
ETR 1200 Successful Business Models	3
FDN 1300 Student Leadership Seminar	1
	16
	32

SOPHOMORE YEAR – FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
ECN 2220 Principles of Macroeconomics	3
NSC 2100 Environmental Science	3
ETR 2010 Entrepreneurial Marketing	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR – SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
MTH 2310 Statistics I	3
MKT 2150 Selling & Sales Management	3
LAW 3000 Business Law I	3
	15
	31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
FRA 3000 Legal and Compliance Issues	3
3000/4000 NSC <i>or</i> MTH Elective	3
PSC 2010 Introduction to American Government	3
LAW 3500 Commercial and Real Estate Law	3
	15

JUNIOR YEAR - SPRING

SPC 2050 Speech	3
1000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
FRA 4100 International Franchising	3
	15
	30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
ETR 3010 New Venture Finance	3
3000/4000 Humanities Elective	3
3000/4000 Elective	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
FRA 4200 Current Issues and Trends in Franchising	3
3000/4000 Elective	3

SEMESTER HOURS TO GRADUATE

15 30

123

Health Care Management

The Health Care Management program provides a comprehensive approach to management in the health care industry. The broad areas of study include cultural and organizational behavior, human resources and business management. Students in the program acquire knowledge and skills with a strong focus on critical health care topics including finance, budgeting, accounting, marketing, legal and ethical issues. This program provides strong emphasis on the development of leadership skills necessary to manage effectively in professional health care environments.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
HCM 1010 Introduction to Health Care Mgt.	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PHL 1100 Phil of American Life & Business	3
ENG 1150 Composition I	3
FDN 1110 Student Success Seminar	1
	16

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ECN 2220 Principles of Macroeconomics	3
HCM 2010 Economics of Health Care	3
FDN 2250 Blueprint for Success	1
	16

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
HCM 4030 Marketing Management for Health Care Industry	3
3000/4000 NSC <i>or</i> MTH Elective	3
LAW 3000 Business Law I	3
3000/4000 HUM Elective	3
	15

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PSC 2010 Introduction to American Government	3
HCM 4010 Health Care Quality Management	3
3000/4000 Elective	3
	15

FRESHMAN YEAR - SPRING

ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
ECN 2210 Principles of Microeconomics	3
MKT 2080 Principles of Marketing	3
HCM 3030 Human Resource Management for the Health Care Industry	3
FDN 1300 Student Leadership Seminar	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
HCM 2020 Culture, Language & Terminology in Health Care	3
	15

JUNIOR YEAR - SPRING

HCM 3000 Health Care Accounting, Budgeting & Financial Management	3
1000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
1000-4000 Health Care Management Elective	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
HCM 4060 Industry Trends in Health Care Management	3
	15

SEMESTER HOURS TO GRADUATE

123

Hospitality Management

The Hospitality Management (HOS) program focuses on the largest components of the highly competitive hospitality industry. A degree in Hospitality Management combines book and classroom theory with practical, hands-on experiential learning. Hospitality Management courses include; facilities engineering, resort and club management, food and beverage management, special events and meeting planning, and current hospitality industry issues. The program includes a career-related internship.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (128 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1500 Business Productivity Software	3
PHL 1100 Phil of American Life & Business	3
HOS 1010 Introduction to Hospitality Management	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
HOS 1030 Sanitation	3
FDN 1300 Student Leadership Seminar	1
	16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ECN 2220 Principles of Macroeconomics	3
HOS 2050 Food and Beverage Management	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
HOS 2100 Facilities Engineering	3
	15 31
HRM 2040 Practicum I (required)	1 1

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
HOS 3050 Hospitality Operations Management	3
	15

JUNIOR YEAR - SPRING

PSC 2010 Introduction to American Government	3
1000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
HOS 3100 Resort and Club Management	3
	15 30
HRM 3040 Practicum II (required)	1 1
HRM 3990 Internship (required)	3 3

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations or Advanced Studies in English or Language Elective	3
3000/4000 Elective	3
HOS 4100 Human Resource Applications	3
HOS 4050 Cost and Budgeting	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
HOS 4180 Special Events & Meeting Planning	3
HOS 4500 Current Issues in the Hospitality Industry	3
	15 30

SEMESTER HOURS TO GRADUATE

128

Information Systems & Cybersecurity

The Information Systems and Cybersecurity program is uniquely designed to prepare students with the skills and knowledge to meet the cybersecurity needs of employers in both the private and public sectors. Students take courses that provide opportunities to gain real-world problem-solving experience and technical skills specifically suited to careers in cybersecurity. Northwood collaborates with industry partners in areas that include curriculum development and cybersecurity lab set-up to ensure students have a solid foundation of understanding and ability to perform essential tasks in the cybersecurity field.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

CYB 2100 Cybersecurity Principles	3
ENG 1150 Composition I	3
PHL 1100 Phil of American Life & Business	3
MIS 2140 Programming I	3
MGT 2300 Principles of Management	
FDN 1110 Student Success Seminar	1

16

FRESHMAN YEAR - SPRING

ENG 1200 Composition II	3
ECN 2210 Principles of Microeconomics	3
MIS 1300 Information Technology Infrastructure	3
MIS 2150 Programming II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
FDN 1300 Student Leadership Seminar	1

16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
CYB 2150 Scripting	3
CYB 2300 Advanced Networking Systems	3
ECN 2220 Principles of Macroeconomics	3
MIS 1500 Business Productivity Software	3
FDN 2250 Blueprint for Success	1

16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
MIS 3300 Project Management	3
CYB 2350 Software Defined Networking	3
MTH 2310 Statistics I	3
CYB 3300 Physical & Operational Security	3

15 31

JUNIOR YEAR - FALL

CYB 3000 Cryptography	3
MKT 2080 Principles of Marketing	3
SPC 2050 Speech	3
MIS 3400 Systems Analysis and Design	3
CYB 3200 Network Security	3

15

JUNIOR YEAR - SPRING

MTH 3400 Introduction to Data Science	3
MIS 3800 Information Security	3
PHL 3100 Ethics	3
HIS Elective (<i>Western Civ. Recommended</i>)	3
NSC Elective (<i>Environmental Science Rec.</i>)	3

15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
LAW 3000 Business Law I	3
FIN 3010 Financial Management	3
CYB 3950 Advanced Operational Security	3
CYB 4100 Ethical Hacking	3

15

SENIOR YEAR - SPRING

CYB 4000 Digital Forensics	3
CYB 4200 Cybersecurity Capstone	3
General Education Elective	3
MGT 4800 Strategic Planning	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Humanities Elective	3

15 30

SEMESTER HOURS TO GRADUATE

123

Insurance Risk Management

The Insurance Risk Management program focuses on insurance and its application as a career path. Courses include personal and commercial insurance, agency operations, claims and underwriting, proposals, insurance code, and actuarial science. The Insurance Risk Management major prepares students to enter the insurance industry. A career-related internship is highly recommended.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (124 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PHL 1100 Phil of American Life & Business	3
INS 1100 Principles of Insurance	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
ECN 2210 Principles of Microeconomics	3
INS 1200 Principles of Personal Insurance	3
FDN 1300 Student Leadership Seminar	1
	16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
ECN 2220 Principles of Macroeconomics	3
NSC 2100 Environmental Science	3
INS 2100 Principles of Commercial Insurance	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
MKT 2150 Selling and Sales Management	3
INS 2500 Claims and Underwriting	3
SPC 2050 Speech	3
	15 31

JUNIOR YEAR - FALL

FIN 3210 Financial Management for Majors	3
INS 3000 Agency Operations	3
3000/4000 NSC <i>or</i> MTH Elective	3
PSC 2010 Introduction to American Government	3
MTH 2310 Statistics I	3
	15

JUNIOR YEAR - SPRING

3000/4000 Humanities Elective	3
LAW 3000 Business Law I	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
INS 3500 Intro to Actuarial Science	3
	15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
1000-4000 Business Elective	3
3000/4000 Elective	3
FIN 4550 Corporate Investment Decisions	3
INS 3100 State Insurance Code	1
	16

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
INS 4850 Insurance Proposals and Negotiations	3
	15 31

SEMESTER HOURS TO GRADUATE 124

Innovation Marketing & Management

The Innovation Marketing & Management program focuses on courses and hand-on projects that prepare students to implement new products in different markets and how to operate when business environments are changing. The graduates of this major will have a competitive advantage in jobs involving start-up companies, venture capital investments and with companies that want to change their business directions. This program applies to students who began their studies before the 2019-2020 academic year.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
IMM 1100 Foundations of Innovation	3
FDN 1110 Self and Service	1
	16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
NSC 2100 Environmental Science	3
MIS 1500 Business Productivity Software	3
ECN 2220 Principles of Macroeconomics	3
ETR 1200 Successful Business Models	3
FDN 1220 Leaders of Free Enterprise	1
	16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ENG 1200 Composition II	3
ETR 2010 Entrepreneurial Marketing	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
1000/4000 Business Elective	3
HUM 3100 Creativity	3
	15 31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
MKT 4230 Marketing Research	3
IMM 3050 Demographic Data Mining	3
PSC 2010 Introduction to American Government	3
	15

JUNIOR YEAR - SPRING

MKT 4240 Marketing Management	3
NSC 4060 Science and Technology	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
IMM 3200 Innovation Processes	3
	15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ETR 4010 Risk Analysis & Sources of Capital	3
PHL 4100 Philosophy of American Enterprise	3
IMM 4100 Innovation Trends	3
IMM 4110 Ideas to Market Project I	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
IMM 4210 Ideas to Market Projects II	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
	15 30

SEMESTER HOURS TO GRADUATE 123

International Business

International Business is an interdisciplinary program that focuses on the emerging global business environment. International business courses include trade, finance, law, marketing, management, culture, world geography, and comparative economic systems.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL		FRESHMAN YEAR - SPRING	
MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3
ENG 1150 Composition I	3	ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3	MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PHL 1100 Phil of American Life & Business	3	ECN 2210 Principles of Microeconomics	3
INB 1100 Introduction to International Business	3	SPC 2050 Speech	3
FDN 1110 Student Success Seminar	1	FDN 1300 Student Leadership Seminar	1
	16		16 32
SOPHOMORE YEAR - FALL		SOPHOMORE YEAR - SPRING	
ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2100 Foundations of the Modern World I	3	HIS 2150 Foundations of the Modern World II	3
MTH 2310 Statistics I	3	NSC 2100 Environmental Science	3
ECN 2220 Principles of Macroeconomics	3	ECN 3410 Comparative Economic Systems	3
FDN 2250 Blueprint for Success	1	INB 3620 World Languages & Cultures II	3
			15 31
JUNIOR YEAR - FALL	16		
FIN 3010 Financial Management		JUNIOR YEAR - SPRING	3
LAW 3000 Business Law I	3	PSC 2010 Introduction to American Government	3
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3
INB World Languages & Cultures III	3	PHL 3100 Ethics	3
ECN 3000 International Trade	3	INB World Languages & Cultures IV	3
	3	MKT 3100 International Marketing	15 30
SENIOR YEAR - FALL	15		
MGT 4250 Organizational Behavior		SENIOR YEAR - SPRING	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	MGT 4800 Strategic Planning	3
1000-4000 Business Elective	3	3000/4000 Global Understanding Elective	3
LAW 4050 International Law	3	3000/4000 Civic Literacy Elective	3
MGT 4030 International Management	3	FIN 4010 International Finance	3
	3	3000/4000 Elective	15 30
	15		
			123
		SEMESTER HOURS TO GRADUATE	

Management

The bachelor's program in Management focuses on the broad functional disciplines of management and prepares graduates with a diverse background in general management and industry who have developed strong ethics, outcomes, and who are ready to lead.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PHL 1100 Phil of American Life & Business	3
Elective	3
FDN 1110 Student Success Seminar	1
16	

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
ECN 2210 Principles of Microeconomics	3
Elective	3
FDN 1300 Student Leadership Seminar	1

16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ECN 2220 Principles of Macroeconomics	3
MGT 2500 Human Resource Management	3
FDN 2250 Blueprint for Success	1
16	

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
PSC 2010 Introduction to American Government	3
NSC 2100 Environmental Science	3
Elective	3

15 31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
MGT 3500 Operations Management	3
15	

JUNIOR YEAR - SPRING

3000/4000 Elective	3
SPC 2050 Speech	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MGT 3700 Practice of Management & Leadership	3

15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
1000/4000 Business Elective	3
3000/4000 Elective	3
MGT 4030 International Management	3
15	

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
MGT 4300 Management of Information Technologies	3

15 30

SEMESTER HOURS TO GRADUATE

123

Management Information Systems

The Management Information Systems (MIS) program equips students with the ability to successfully identify, design, and implement information systems and technology within the context of an operating business. As such, students will be educated not only in the information systems themselves, but also in best business and management practices. Upon completion of the program, students will understand the role that information systems and technology play within an organization to maximize the efficiency and productivity of each business process.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
PHL 1100 Phil of American Life & Business	3
MIS 1500 Business Productivity Software	3
MIS 1110 Introduction to Management Information Systems	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
ECN 2210 Principles of Microeconomics	3
OPS 1200 Business Process Management	3
MIS 1300 Information Technology Infrastructure	3
FDN 1300 Student Leadership Seminar	1
	16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
MIS 2140 Programming I	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
MTH 2310 Statistics I	3
MIS 2150 Programming II	3
	15 31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
NSC 2100 Environmental Science	3
3000/4000 Humanities Elective	3
MIS 3250 ERP Business Applications	3
	15

JUNIOR YEAR - SPRING

ACC 3500 Accounting Information Systems <i>or</i> MIS 3200 Database Design & Implementation <i>or</i> MIS 3800 Information Security	3
PSC 2010 Introduction to American Government	3
PHL 3100 Ethics	3
MIS 3300 Project Management	3
MGT 4300 Mgt of Information Technology	3
	15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
3000/4000 NSC <i>or</i> MTH Elective	3
MIS 3400 Systems Analysis & Design	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
1000/4000 Business Elective	3
MIS 4000 Adv Information Systems Project	3
	15 30

SEMESTER HOURS TO GRADUATE

123

Marketing

The Marketing program focuses on various aspects of the marketing function, including business-to-business marketing, selling and sales management, social media marketing, marketing research, integrated marketing, and marketing management. Students develop a marketing plan as a capstone marketing project.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MKT 2080 Principles of Marketing	3
ENG 1150 Composition I	3
MIS 1500 Business Productivity Software	3
PHL 1100 Phil of American Life & Business	3
MGT 2300 Principles of Management	3
FDN 1110 Student Success Seminar	1

16

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
SPC 2050 Speech	3
ECN 2220 Principles of Macroeconomics	3
MKT 3050 Consumer Behavior	3
FDN 2250 Blueprint for Success	1

16

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
MTH 2310 Statistics I	3
3000/4000 NSC <i>or</i> MTH Elective	3
LAW 3000 Business Law I	3
MKT 3000 E-Commerce	3

15

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/400 Humanities Elective	3
3000/4000 Elective	3
MKT 4230 Marketing Research	3

15

FRESHMAN YEAR - SPRING

MKC 2100 Intro to Marketing Communications	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
MKT 2150 Selling & Sales Management	3
FDN 1300 Student Leadership Seminar	1

16 32

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
PSC 2010 Introduction to American Government	3
NSC 2100 Environmental Science	3
MKT <i>or</i> MKC Elective	3

15 31

JUNIOR YEAR - SPRING

3000/4000 Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MTH 3340 Statistics II	3
MKT 3100 International Marketing	3

15 30

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
1000/4000 Business Elective	3
MKT 4240 Marketing Management	3

15 30

SEMESTER HOURS TO GRADUATE

123

Marketing Communications

The Marketing Communications curriculum offers specific knowledge of marketing communications techniques and processes as well as advertising (creative or research teams and/or account management) and provides the graduate with the skills necessary to direct, control, and supervise these functions.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PHL 1100 Phil of American Life & Business	3
ENG 1150 Composition I	3
FDN 1110 Student Success Seminar	1
	16

FRESHMAN YEAR - SPRING

ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
ECN 2210 Principles of Microeconomics	3
MKC 2100 Introduction to Marketing Communications	3
MKC 2110 Media Economics and Technology	3
FDN 1300 Student Leadership Seminar	1

16 32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
SPC 2050 Speech	3
ECN 2220 Principles of Macroeconomics	3
MKC 2300 Digital Media Planning	3
FDN 2250 Blueprint for Success	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
PSC 2010 Introduction to American Government	3
NSC 2100 Environmental Science	3
MKC 2400 Creative Concepts & Strategy	3

15 31

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
MTH 2310 Statistics I	3
3000/4000 NSC <i>or</i> MTH Elective	3
MKC 3200 Digital, Social & Mobile Marketing	3
MKT 3050 Consumer Behavior	3
	15

JUNIOR YEAR - SPRING

3000/4000 Elective	3
1000/4000 Business Elective	3
LAW 3000 Business Law I	3
PHL 3100 Ethics	3
MTH 3340 Statistics II	3

15 30

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
MKT 4230 Marketing Research	3
MKC 4100 Integrated Marketing Communications Campaigns	3
	15

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 HUM Elective	3
MKC 4500 Current Issues in Global Marketing & Consumer Behavior	3

15 30

SEMESTER HOURS TO GRADUATE

123

Operations and Supply Chain Management

Operations and Supply Chain Management (OPS) is a key element in the improvement of productivity in business around the globe. This program emphasizes the most widely used elements of Operations and Supply Chain Management in business today. They are supply chain management, lean six sigma, project management, business process management, procurement and supplier relationship management. In the global economy, there is a growing demand for graduates who have the analytical skill and business background to make business processes more efficient and effective.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
PHL 1100 Phil of American Life & Business	3
MIS 1500 Business Productivity Software	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
OPS 1100 Introduction to Operations Management	3
FDN 1110 Student Success Seminar	1

16

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
ECN 2220 Principles of Macroeconomics	3
ENG 1200 Composition II	3
MTH 3340 Statistics II	3
MIS 3250 ERP Business Applications	3
FDN 2250 Blueprint for Success	1

16

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
HIS 2150 Foundations of the Modern World II	3
MTH 3400 Introduction to Data Science	3
OPS 3500 Purchasing	3
PSC 2010 Introduction to American Government	3

15

SENIOR YEAR - FALL

MGT 4250 Org. Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Second Year Language Elective	3
1000-4000 Business Elective [MGT 4300 Recommended}	3
OPS 4100 Statistics for Continuous Improvement	3
OPS 4200 Lean Six Sigma	3

15

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ECN 2210 Principles of Microeconomics	3
MTH 2310 Statistics I	3
OPS 1200 Business Process Management	3
ENG 1150 Composition I	3
FDN 1300 Student Leadership Seminar	1

16 32

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2100 Foundations of the Modern World I	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
OPS 2350 Statistics for Quality Engineering	3

15 31

JUNIOR YEAR - SPRING

LAW 3000 Business Law I	3
PHL 3100 Ethics	3
3000/4000 PSY <i>or</i> SOC Elective	3
OPS 3600 Supply Chain Management	3
MIS 3300 Project Management	3

15 30

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
PHL 4100 Philosophy of American Enterprise	3
OPS 4500 Operations & Supply Chain Management Capstone	3

15 30

SEMESTER HOURS TO GRADUATE

123

Sport Management

The Sport Management program focuses on the unique sport industry. Sport Management courses include event management, facility management, public relations, sales, sport economics, and legal aspects of sports. The program provides students with sophisticated analytical, critical thinking, and problem solving skills that sport industry employers are looking for. The program includes a career-related internship.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (127 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL		FRESHMAN YEAR - SPRING	
MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3
ENG 1150 Composition I	3	ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	MIS 1500 Business Productivity Software	3
PHL 1100 Phil of American Life & Business	3	ECN 2210 Principles of Microeconomics	3
SPM 1010 Introduction to Sport	3	SPM 1040 Collegiate Athletic Administration	3
FDN 1110 Student Success Seminar	1	FDN 1300 Student Leadership Seminar	1
	16		16 32
SOPHOMORE YEAR - FALL		SOPHOMORE YEAR - SPRING	
ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2100 Foundations of the Modern World I	3	HIS 2150 Foundations of the Modern World II	3
MTH 2310 Statistics I	3	PSC 2010 Introduction to American Government	3
ECN 2220 Principles of Macroeconomics	3	NSC 2100 Environmental Science	3
SPM 3010 Sport Marketing	3	SPM Elective	3
FDN 2250 Blueprint for Success	1		
	16		15 31
		SPM 2040 Practicum I (recommended)	1 1
JUNIOR YEAR - FALL		JUNIOR YEAR - SPRING	
FIN 3010 Financial Management	3	MGT 4250 Organizational Behavior	3
LAW 3000 Business Law I	3	3000/4000 NSC <i>or</i> MTH Elective	3
SPM 3520 Sales & Revenue Generation	3	3000/4000 HUM Elective	3
SPC 2050 Speech	3	PHL 3100 Ethics	3
SPM Elective	3	SPM 4020 Sport Economics	3
	15		15 30
		SPM 3040 Practicum II (required)	1
		SPM 3990 Internship (required)	3 4
SENIOR YEAR - FALL		SENIOR YEAR - SPRING	
3000/4000 Elective	3	MGT 4800 Strategic Planning	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3	1000/4000 Business Elective	3
SPM Elective	3	3000/4000 Civic Literacy Elective	3
SPM 4040 Sport Law	3	SPM 4300 Seminar in Sport Management	3
	15		15 30
		SEMESTER HOURS TO GRADUATE	127

Strategic Management

Students in the strategic management program will build quantitative and qualitative decision making skills required by managers and leaders. A wide range of electives in current management areas allow students to select classes that suit their specific interests and strengths. The program includes a career-related internship.

The following guide outlines the suggested sequence for a student to complete four (4) years of coursework (126 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PHL 1100 Phil of American Life & Business	3
OPS 1100 Intro to Operations Management	3
FDN 1110 Student Success Seminar	1
	16

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ECN 2220 Principles of Macroeconomics	3
FDN 2250 Blueprint for Success	1
MIS 3250 ERP Business Applications	3
	16

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
MGT 3300 Project and Information Mgt	3
	15

SENIOR YEAR - FALL

3000/4000 Strategic Management Elective	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
Elective	3
3000/4000 Business Elective	3
MGT 4030 International Management	3
	15

FRESHMAN YEAR - SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
ECN 2210 Principles of Microeconomics	3
OPS 1200 Business Process Management	3
FDN 1300 Student Leadership Seminar	1
	16

SOPHOMORE YEAR - SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
NSC 2100 Environmental Science	3
PSC 2010 Introduction to American Government	3
SPC 2050 Speech	3
	15

JUNIOR YEAR - SPRING

ETR 3300 Business Plan Development	3
3000/4000 Strategic Management Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MGT 4250 Organizational Behavior and Leadership	3
	15
MGT 3990 Internship (required)	3
	3

SENIOR YEAR - SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
1000/4000 Business Elective	3
3000/4000 Strategic Management Elective	3
	15

SEMESTER HOURS TO GRADUATE

126

Four Year BBA/MBA Track

The Northwood University Four Year BBA/MBA Track an intensive program of study that allows high-achieving and focused students to complete their BBA in three years and their MBA in one additional year. The track allows for and encourages students to participate in co-curricular programming such as varsity athletics, Greek life, and academic, service, and social organizations. Students must apply to be accepted into this accelerated program. Current admission criteria for the track are on the Northwood University website. Multiple majors are available and can be viewed at: <http://www.northwood.edu/academics/four-year-bba-mba-program.aspx>.

The Management curriculum guide is an illustration and students wishing to pursue this option must apply in advance for acceptance. Information on this process is available from admissions representatives or academic advisors.

MANAGEMENT CURRICULUM:

FIRST YEAR FALL

MGT 2300 Principles of Management	3
MTH 1150 College Algebra or MTH 1100 Finite Math <i>or</i> MTH 3100 Calculus I	3
ENG 1150 Composition I	3
PHL 1100 Phil of American Life & Business	3
MIS 1500 Business Productivity Software	3
MKT 2080 Principles of Marketing	3
FDN 1110 Student Success Seminar	1

19

SECOND YEAR FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
ECN 2220 Principles of Macroeconomics	3
3000/4000 Psychology <i>or</i> Sociology Elective	3
MGT 2500 Human Resource Management	3
3000/4000 Elective	3
FDN 2250 Blueprint for Success	3

19

SUMMER *or* COMPRESSED COURSES

3000/4000 Humanities Elective	3
MGT 3990 Internship (Fulfills Business Elective)	3

6

THIRD YEAR FALL

FIN 3010 Financial Management	3
3000/4000 Elective	3
MGT 4250 Organizational Behavior	3
1000/4000 Business Elective	3
MGT 3700 Practice of Mgt. & Leadership	3
3000/4000 NSC <i>or</i> MTH Elective	3

18

SUMMER *or* COMPRESSED COURSES

3000/4000 Elective	3
3000/4000 Civic Literacy Elective	3

6

FIRST YEAR SPRING

ECN 2210 Principles of Microeconomics	3
ENG 1200 Composition II	3
MTH 2310 Statistics I	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
PSC 2010 Introduction to American Government	3
FDN 1300 Student Leadership Seminar	1

19

SECOND YEAR SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
MGT 3500 Operations Management	3
3000/4000 Elective	3
3000/4000 Elective	3
LAW 3000 Business Law I	3

18

THIRD YEAR SPRING

PHL 3100 Ethics	3
MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
MGT 4030 International Management	3
MGT 4300 Management of Information Tech.	3

ENG 4010 Communications & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
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Notes:

•A maximum of 19 credits are to be taken in semester.

•Any courses taken in a compressed or summer session are in addition to the base tuition that the student pays for a semester.

If a student's major does not require an internship, the student must complete an internship for academic credit before starting the MBA program.

UNDERGRADUATE COURSE DESCRIPTIONS

This section lists current descriptions for all undergraduate courses; the descriptions appear in alphabetical order according to their course letter designations. These descriptions include any prerequisites (requirements students must satisfy before registering for the course), co-requisites (requirements students must satisfy while taking the course), and the number of credit hours for each course.

Students should be aware that the courses listed here are subject to change. Many courses are regularly offered in the fall, while others are offered in the spring or summer. However, semester enrollment, course demand, changes in faculty, and other factors will sometimes affect the offering of courses. In addition, new courses may have been added and changes in existing courses may have occurred since the publication of this catalog. Not all courses are offered at every location. The curriculum guides for the various academic programs detail the courses offered by semester at each location.

ACCOUNTING (ACC)

ACC 2410 FUNDAMENTALS OF FINANCIAL ACCOUNTING (3 credits)

Theory and practice of measuring and interpreting financial data for business units: basic concepts, principles, and procedures. Financial statement preparation and analysis.

ACC 2415 FUNDAMENTALS OF MANAGERIAL ACCOUNTING (3 credits)

Introduction to cost behavior, budgeting, responsibility accounting, cost control techniques, and product costing. Use of budgets and methods of measuring performance.

Prerequisite: ACC 2410

ACC 3110 INTERMEDIATE ACCOUNTING I (3 credits)

The first of two intermediate accounting courses that describes accounting theory and principles for defining, measuring, and reporting financial information with an emphasis on assets. Provides an opportunity to understand the challenges and limitations of accounting standards in order to critically evaluate and understand financial accounting. This course requires the use of spreadsheets for problem solving and analysis.

Prerequisite: ACC 2415

ACC 3115 INTERMEDIATE ACCOUNTING II (3 credits)

The second of two intermediate accounting principles courses that describes accounting theory and principles for defining, measuring, and reporting financial information with an emphasis on liabilities and equity. Additionally, accounting for investments, leases, debt, and earnings per share will be considered. Provides an opportunity to understand the challenges and limitations of accounting standards in order to critically evaluate and understand financial accounting. This course requires the use of spreadsheets for problem solving and analysis.

Prerequisite: ACC 3110

ACC 3120 MANAGERIAL/COST ACCOUNTING (3 credits)

The managerial use of accounting data to make business decisions, particularly in the areas of product cost, resource allocation, performance evaluation, and on the accounting systems managers use to assist them in their decisions. Concepts relating to manufacturing and service entities will be covered.

Prerequisite: ACC 2415

ACC 3400 FEDERAL TAXATION (3 credits)

Introduces a broad range of tax concepts and types of taxpayers; emphasizes the role of taxation in the business decision-making process; provides opportunities to conduct basic tax research and tax planning; and requires preparation of basic tax returns. Coverage includes professional standards and ethics; the interrelationship and differences between financial accounting and tax accounting; taxation of individuals, corporations, and partnerships.

Prerequisite: ACC 2415

ACC 3500 ACCOUNTING INFORMATION SYSTEMS (3 credits)

A study of accounting information systems (AIS) tracing the capture of accounting data, processing of that data into information, and reporting that information in various business environments. Areas of study include an introduction and discussion of the AIS role in management decision making; internal controls for public and private enterprises, including computer and technology controls; analysis of business processes and how they are integrated; and systems studies, including the analysis, design, development, implementation, and operation of AIS.

Prerequisite: ACC 2415

ACC 3510 QUICKBOOKS ACCOUNTING (3 credits)

This course covers small business accounting using QuickBooks software. Accounting data is analyzed to determine the appropriate transactions to record. Topics include creating a chart of accounts, recording customer and vendor transactions, processing payroll, and creating financial reports. Students will learn how to analyze a business to determine how to set up a new company in QuickBooks. Advanced QuickBooks topics such as budgeting and using the QuickBooks audit trail are addressed. Students will demonstrate the ability to analyze financial reports and effectively communicate the information. A course fee will apply, which will cover the cost of a QuickBooks Certified User testing voucher.

Prerequisite: ACC 3500

ACC 3800 TAXATION OF INDIVIDUALS (3 credits)

An in-depth study of individual taxation examining the tax rate structure and applicable federal tax laws, as well as determining income, deductions, and tax credits for a variety of different scenarios.

Prerequisite: ACC 2415

ACC 3850 SPECIAL TOPICS (1-3 credits)

Various topics in accounting. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

ACC 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job experience. A contracted and supervised work program is arranged between the student, employer, and the university to meet program objectives.

Prerequisite: Department chair approval

ACC 4010 AUDITING (3 credits)

Fundamental procedures, principles, and philosophy of independent and internal auditing. Professional ethics, audit reports, audit work papers, internal controls, evidence, proper disclosure, statistical sampling and testing, and general audit procedures are emphasized. Other assurance and attestation services will be introduced, and the accountant's professional obligations for all attestation services will be discussed in view of the accountant's liability to clients and third parties.

Prerequisite: ACC 3115 and ACC 3500

ACC 4040 GOVERNMENTAL AND NON-PROFIT ACCOUNTING (3 credits)

This course is a comprehensive review of the accounting principles, reporting (including tax requirements), and procedures for governmental units and not-for-profit entities. Topics covered include the study of the accounting cycle, budgeting, fund accounting, accounting for state and local governments, accounting for colleges and universities, hospital units, voluntary health and welfare organizations, and other not-for-profit entities. The Governmental Accounting Standards Board objectives of accounting and financial reporting for governmental entities and not-for-profit entities will be examined.

Prerequisite: ACC 3115

ACC 4050 FORENSIC ACCOUNTING (3 credits)

This course provides a detailed look into the financial investigative process and examines tools, techniques, and procedures used to detect, investigate, and deter fraud. Forensic accounting brings together elements of accounting, psychology, sociology, ethics, criminology, law, information technology, and data analysis to investigate allegations of financial abuse. In addition, this course emphasizes the use of accounting information systems, information technologies, and data analytical techniques to detect fraud. The role that forensic accountants play in criminal investigations and legal proceedings will also be examined. This course will help prepare students for the Certified Fraud Examiner (CFE) exam.

Prerequisites: ACC 3115, ACC 3120 and ACC 4010 concurrently

ACC 4070 FEDERAL TAX RESEARCH (3 credits)

Students complete a series of case studies and exercises requiring the familiarization with the most important elements of Federal Tax Law and utilize the Internal Revenue Code and other resources, such as online professional research sites. Students will gain experience in locating, understanding, and interpreting source material and in communicating the results of their research.

Prerequisite: ACC 3400 or ACC 3800

ACC 4080 ACCOUNTING ETHICS (3 credits)

Develops students' understanding of the accountant as a financial watchdog for the investing public. This is done through philosophical rigor and analysis of case studies. Students will explore the accounting profession's ethical responsibilities, the accountant's role in corporate governance, and corporate codes of conduct. Recent examples of unethical corporate behavior are examined and students offer prescriptions for preventing similar incidents. The course deliberately emphasizes the importance of personal integrity for enabling professional ethical conduct.

Prerequisite: ACC 3115

ACC 4100 FINANCIAL STATEMENT ANALYSIS AND VALUATION (3 credits)

This course focuses on users of financial statements and how these users evaluate and value a business based on financial information available. The objective is to use various analytical tools as well as perform other quantitative and qualitative analyses when making judgments concerning the financial condition of a company. Upon completion of this course a student should be equipped with the skills necessary to analyze financial information for decision making.

Prerequisite: ACC 3115

ACC 4120 ADVANCED MANAGERIAL ACCOUNTING (3 credits)

Analysis of cost management systems including case studies of relevant and timely topics related to changes in the business environment including the globalization of business. Addresses strategic cost accounting concepts to improve profitability of products, services and customers. Coverage includes measuring causes or drivers of cost, and making recommendations for management in the following areas: performance, inventory, production and quality. Emphasis is placed on budget planning, decision analysis, cost and performance management and investment decisions.

Prerequisite: ACC 3120

ACC 4150 ESTATE PLANNING THEORY (3 credits)

This course introduces fundamental tax, financial, and legal questions encountered in estate planning; provides an overview of *inter vivos* planning in today's changing environment; analyzes post mortem strategies and the administration of estates; and covers planning for medical and health related issues and incapacitation. Emphasis is placed on various planning techniques used in estate planning including the use of trusts and charitable planning.

Prerequisite: ACC 2415 and LAW 3000 or LAW 3025

ACC 4220 ADVANCED ACCOUNTING (3 credits)

Accounting for business combinations and consolidations, interim and segment reporting, accounting for foreign currency transactions, the translation and re-measurement of foreign currency financial statements, and an introduction to governmental and not-for-profit accounting.

Prerequisite: ACC 3115

ACC 4250 INTERNATIONAL ACCOUNTING (3 credits)

Course topics include the history and evolution of international accounting and the international standards used today. Students compare and contrast various countries' accounting standards and study the harmonization efforts and standards promulgated by the International Accounting Standards Board. Current international accounting issues will be examined. The course will examine the impact on the financial reporting environment of International Financial Reporting Standard (IFRS), as well as its relationship to U.S. GAAP.

Prerequisite: ACC 3115

AFTERMARKET MANAGEMENT (AMM)**AMM 1120 AFTERMARKET MANUFACTURING MANAGEMENT (3 credits)**

The aftermarket management manufacturing functions are examined including market planning, sales training and management, advertising, selecting and directing employees, establishing and controlling budgets, executive responsibilities, managing for profit, trade shows and clinics, market research, branding, remanufacturing, and manufacturer representative firms.

Prerequisite: AM 1200

AMM 2050 AUTOMOTIVE RETAIL/WHOLESALE MANAGEMENT (3 credits)

The organization, capitalization, layout, product lines, inventory control, purchasing, personnel, financial control, and other management topics for the wholesale and retail segments of the automotive aftermarket are explored. Functions of consumer-oriented marketing are looked at for all segments. Includes retail attitude, pricing and promotion, retail/ wholesale combinations, identity and store image, influence of aesthetics and design, purchasing procedures, employee hiring and personnel management, and merchandising and display.

Prerequisite: AM 1200

AMM 2100 HEAVY DUTY PARTS AND SERVICE MARKETING (3 credits)

The functions of each step of heavy duty aftermarket parts and service marketing and interrelations of all segments from manufacturer to consumers are explored, including industry terminology, channels of distribution, financial implications and supply chain marketing techniques, and aftermarket trends. The management of heavy duty aftermarket manufacturing is also examined, including market planning, sales training, market research, branding, remanufacturing, and manufacturer representative firms. This course also covers the function of the warehouse distributor within the automotive aftermarket.

Prerequisite: AM 1200

AMM 3050 CATEGORY MANAGEMENT (3 credits)

Project-based, cross disciplinary course focusing on the application of general business concepts taught using an experiential model. Problem solving and situation/scenario analysis will be explored utilizing industry case studies and real world situations. Students will learn and experience making fact-based decisions using industry data and tools.

Prerequisites: MIS 1050 or 1500, MTH 2310 and MKT 2080

AMM 3500 SUPPLY CHAIN MANAGEMENT (3 credits)

Explores the principal concepts of supply chain management, including generation of requirements, sourcing, pricing, and post-award activities. The supply chain management philosophy includes all internal functions plus external suppliers involved in the identification and fulfillment of needs for materials, equipment, and services. The course also covers basic principles and philosophies of quality control and quality management, the concept of the extended enterprise, and the importance of establishing the proper relationship with supplier companies. The basic three-tier supply chain typical of automotive manufacturing will be examined in detail.

Prerequisite: MKT 3450

AMM 3600 LOGISTICS AND SUPPLY CHAIN MANAGEMENT (3 credits)

Focuses on management of the flow of products from raw materials sourcing and acquisition through delivery to the final user. Current topics include logistics and transportation planning, information technology, response-based strategies, third party logistics, and relationship management. This course also covers the role of logistics and distribution in the marketing process.

Prerequisite: AMM 2050

AMM 3850 SPECIAL TOPICS (1-3 credits)

Various topics in aftermarket management. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

AMM 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: AMM 2050 and department chair approval

AMM 4040 AFTERMARKET FIELD SALES MANAGEMENT (3 credits)

The examination of the field sales manager's job activities. Subjects include selling skills, expense management, time management, merchandising/advertising plans, sales report writing/sales forecast plans, trade show management, and human resource skills.

AMM 4100 RECREATIONAL MARINE INDUSTRIES AFTERMARKET (3 credits)

The organization, capitalization, layout, product lines, inventory control, purchasing, personnel, financial control and other management topics for the wholesale and retail segments of the recreational marine industries aftermarket are explored. Functions of consumer-oriented marketing are looked at for all segments.

AMM 4120 CURRENT ISSUES IN GLOBAL AFTERMARKET (3 credits)

A current issues study confronting the aftermarket with emphasis on the changing distribution channels and their effect on manufacturing. Concepts included are traditional and retail distribution and how these changes will be managed in the multi-national business environment.

AMM 4130 AFTERMARKET MANAGEMENT RESEARCH (3 credits)

Individual research assignments and projects based on the establishment of a new, student-selected aftermarket business are required, with instructor guidance and supplementary material provided. Includes location and business type, advertising, merchandising and promotion, personnel requirements, pricing and inventory, building, design and layout, product and service selection, and financial considerations.

Prerequisites: AMM 2050 and AMM 3500

ART (ART)**ART 2030 ART HISTORY AND APPRECIATION (3 credits)**

This course provides students with the conceptual knowledge and fundamental experience with the elements and principles of design in the visual arts. It provides a selective overview of the arts from different cultures and periods. Topics of discussion include an introduction to the vocabulary, various media of art and the theoretical historical highlights of the world of art history.

Prerequisite: ENG 1150

AUTOMOTIVE MARKETING & MANAGEMENT (AM)

AM 1200 HISTORY AND CULTURE OF THE AUTOMOTIVE INDUSTRY (3 credits)

This course examines the automobile's profound effect on Twentieth Century American culture and helps define the differences between automotive dealership operations and the automotive aftermarket. For Americans, the car has been this century's dominant symbol - representing freedom, affluence, and power - and the course examines this symbolism through the lens of the Northwood Idea. The automobile is also an art form, and the course probes this dimension. Most significantly, the automobile has reshaped American society, and the course studies these effects while also looking at changes likely for the future.

AM 2520 INDEPENDENT DEALERSHIP OPERATIONS (3 credits)

Focuses on the non-franchise independent automobile dealer. These dealers are essential to the long-term survival of the American automobile industry. The disposition of used vehicles is necessary to accommodate the sale of new vehicles and these dealers have unique requirements that make them important organizations to study. Among the issues that this class will consider are the role of sales and salespeople, advertising, marketing, auctions, reconditioning of vehicles for resale, wholesalers, vehicle pricing, financing - including sub-prime and dealer financing, lot location and display.

Prerequisite: AM 1200

AM 2540 AUTOMOTIVE DIGITAL MARKETING (3 credits)

A study of the current trends in technology available to dealers including computer systems to retain and utilize financial and customer data including service history; business development centers to create a stronger bond with customers and prospects; computer software to develop strong advertising campaigns using the Internet and other electronic media; and customer relationship management tools to maximize customer retention and to develop directed prospecting systems. This course examines virtual dealership models and virtual selling techniques.

Prerequisite: 30 credit hours completed

AM 2560 STRATEGIC SALES AND MARKETING ISSUES (3 credits)

Automobile dealers must develop a successful market strategy for their dealership to differentiate themselves from their competitors. This course covers the differences between sales and marketing, the functions of a successful marketing campaign, creating and sustaining a brand identity, creating customer value, the differences between conquest sales and fresh sales, and a discussion of various buyer profiles.

Prerequisite: 30 credit hours completed

AM 2640 DEALERSHIP VARIABLE OPERATIONS (3 credits)

Study of the vital role successful new and used vehicle departments play in the profitability of American franchise automobile dealerships. Topics covered include selection and motivation of employees, directing the sales staffs, evaluating advertising media basics, sales promotion, facilities planning, inventory control, maximizing inventory turn methods, wholesaling practices, trade-in appraising, vehicle reconditioning for retail sales, and the role of auctions in maintaining proper inventory balance. This course utilizes the ERA computer system.

Prerequisite: AM 1200

AM 2650 DEALERSHIP FIXED OPERATIONS (3 credits)

Study of the management of the mechanical service department, the body shop department, and the parts department of American franchised automobile dealers. This class emphasizes repair order generation and control, shop utilization, scheduling of work, employee selection and motivation, technician productivity and efficiency, body shop estimating techniques, and dealing with insurance companies. This course also emphasizes the relationship between the parts and service departments, retail counter sales, wholesale parts sales, inventory ordering and turn, stock and non-stock parts numbers, level of service, stock order performance, and part phase-in/phase-out criteria. This course utilizes the ERA computer system.

Prerequisite: AM 1200

AM 3020 INTERNATIONAL SUMMER UNIVERSITY (3 credits)

The International Summer University (ISU) is a two week, international marketing program sponsored by the Ostfalia University of Applied Sciences in Wolfsburg, Germany. While the general emphasis is on marketing, it does focus on automotive applications. Students attending this conference will be assigned case studies in marketing issues and team assignments designed to demonstrate their capability in analytical problem solving. The course includes visits to several organizations and a formal presentation of the final project on the City of Wolfsburg to the Lord Mayor of Wolfsburg in the City Council chambers.

Prerequisites: 60 credit hours completed

AM 3040 GLOBAL AUTOMOTIVE ISSUES (3 credits)

An examination of the critical decision making process manufacturers go through when allocating resources for new product launches while looking for the best return on their investment. American manufacturers are entering developing markets where a large, new customer base has yet to be established. This means more new products will go to the BRIC markets (Brazil, Russia, India, and China) rather than the United States. Market strategies of the major global manufacturers and their potential in those markets is analyzed. Each market is analyzed while concentrating on the advantages and disadvantages from a manufacturing and consumer point of view.

Prerequisite: 60 credit hours completed

AM 3630 DEALERSHIP ACCOUNTING (3 credits)

Focuses on the application of the basic accounting principles to the retail automobile dealership. Transactions are traced from the source documents through the accounting records into the financial statements. Students prepare and analyze all standard dealership operating and reporting documents. Included in the course is exposure to computerized accounting through the use of an ERA computer system.

Prerequisite: ACC 2415

AM 3650 DEALERSHIP LEGAL ISSUES/FINANCE AND INSURANCE (3 credits)

A review of the many federal, state, and local regulatory agencies and laws dealerships must respond to including the Internal Revenue Service, state and local Departments of Revenue, Federal Trade Commission, Fair Labor Standards Act, Truth in Advertising, Truth in Lending, OSHA, EPA, and other agencies. Also includes an in-depth study of the dealership finance and insurance departments, with special emphasis on products offered in these departments and the profit potential.

Prerequisite: 60 credit hours completed

AM 3680 ADVANCED DEALERSHIP FIXED OPERATIONS (3 credits)

A comprehensive analysis of successful fixed operations management and its contribution to the viability and profit performance of the entire dealership. This is achieved by examining the processes and economics of the mechanical service, body shop, and parts departments of American franchised dealerships as both traditional stand-alone departments and also as a unified business unit. The investigation of operational and financial considerations underlying essential concepts includes: repair order generation, technician and shop efficiency and productivity, scheduling, body shop estimating techniques, parts inventory strategies, part phase-in/out criteria, and level of service. Special attention is given to advanced issues intended to build competitive advantage for the entire dealership in the current business environment, such as adoption of lean production techniques, sources and uses of working capital, and strategies to retain/regain market share relative to aftermarket competitors. This course includes an ERA computer lab section.

Prerequisite: AM 2650

AM 3850 SPECIAL TOPICS (1-3 credits)

Various topics in automotive marketing and management. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

AM 3980 RETAIL AUTOMOTIVE OPERATIONS MANAGEMENT (3 credits)

A focus on workflow within the retail/wholesale value chain to achieve maximum product exposure. Students are challenged by an extensive case study requiring skills related to all value chain components. This is a highly intense class with limited enrollment.

AM 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

AM 3995 DIRECTED STUDY (3 credits)

A focus on the uniqueness and diversity of American franchise automobile dealerships in a major metropolitan market. The student will gain an understanding of dealership design, management and operation, customer relations, inventory control, and other dealership activities through visitation and observation of dealerships in operation, and by talking directly to dealers and managers at various dealerships. The class will visit a minimum of six dealerships during the semester. Attention will be given to comparing and contrasting different dynamics of dealership operation such as size (large versus small), brand (import versus domestic), and age (older versus newer). The student will be required to select one dealership for an in-depth case study.

Prerequisite: 60 credit hours completed

AM 4020 DEALERSHIP VALUATION, DEALER DEVELOPMENT, SUCCESSORSHIP ISSUES (3 credits)

A discussion regarding the important topics of determining the value of a business, specifically an automobile dealership, transferring ownership of that business through buy-sell agreements and the role that the manufacturers play in keeping dealerships from failing. Discusses how manufacturers have a vested interest in seeing their franchise dealerships succeed. Likewise, they are very protective of who owns and manages these dealerships. For these reasons, the manufacturers have instituted programs aimed at helping dealerships remain profitable and have incorporated into the language of the franchise agreement the right to approve successors to existing dealer principals.

Prerequisite: 90 credit hours completed

AM 4100 INDEPENDENT RESEARCH TOPICS (3 credits)

Requires selecting a specific, research area of interest as the project. Potential topics include: personnel issues, the heavy duty truck sector, publicly owned dealerships, global marketing strategies, or other areas as approved by the department chair. Students must have an approved abstract outlining the nature and topic of the research prior to beginning. The research project and methodology must be approved by the department chair.

Prerequisite: 90 credit hours completed

AM 4650 DEALERSHIP FINANCIAL STATEMENT ANALYSIS (3 credits)

Covers the importance of employing sound business and financial practices in the operation of a profitable automobile dealership. This class will discuss topics such as sound credit practices, insurance requirements, inventory control, wholesale and retail financing practices, and budgeting and forecasting techniques. This class concentrates on studying in-depth the dealership financial statement, examining it by use of established ratios and percentages and other analytical tools, in order to make sound business decisions.

Prerequisite: 90 credit hours completed

AM 4651 DEALERSHIP ACCOUNTING & FINANCIAL STATEMENT ANALYSIS (3 credits)

This course explores ways and means of mining a dealership's data management systems (DMS) to improve operational performance. Study begins by tracing the entry of individual transactions from source documents through the dealership's accounting records and into the resulting management reports and financial statements. Students will prepare and analyze standard dealership operating and reporting documents with emphasis on financial statement analysis as a management tool. This course is offered in conjunction with a required lab section.

Prerequisites: ACC 2410 and AM 3680

AM 4660 DEALERSHIP MANAGEMENT FOR INTERNATIONAL STUDENTS (3 credits)

Designed to be a capstone course for international students studying the American franchise automobile dealership. The focus is on studying current trends and developments, doing research in relevant topics, and individual and team case studies. Experts from outside the classroom are brought in to discuss important topics of current concern. Students will also be encouraged to visit dealerships located near the campus to observe their operations.

Prerequisite: 90 credits completed and international students

AM 4670 DEALERSHIP GENERAL MANAGEMENT (3 credits)

A capstone course for automotive marketing and management which includes a study of current retail marketing and management enterprises, inventory control, personnel management, customer care, and financial controls, as well as a review of the function and management of each of the five basic dealership departments. This course will utilize the ERA computer system to evaluate critical dealership operational and financial performance.

Prerequisite: 90 credit hours completed

COMPUTER SCIENCE (CS)

CS 1000 INTRODUCTION TO COMPUTER SCIENCE (3 credits)

Students are introduced to the fundamental concepts of computer science, problem solving, object-oriented algorithm development, and programming. Concepts including contemporary programming languages and their constructs, identifiers, primitive data types, logical/relational operators, expressions, debugging, flow of control (selection and repetition), functions, parameter passing, calls (by value/ by reference), object-oriented programming, structured data types, and pointers. Students will analyze declarative and imperative computer programs regarding function, logic, structure, and object-based approaches.

CS 1100 COMPUTER ARCHITECTURE (3 credits)

Students learn about the internal architecture and organization of a computer system. The role that evaluation of performance has in relation to computer system design, the design and architecture of instruction sets, design and optimization of data paths, control design, pipeline implementations, single/ multiple cycles, hazard detection and forwarding, hierarchy design for memory, cache memory, virtual memory, and peripheral and input/ output (I/O) devices. This course also provides an overview of digital logic.

CS 2500 DATA STRUCTURES AND ALGORITHMS (3 credits)

Students learn basic and essential topics in data structures, including array-based lists, linked lists, skiplists, hash tables, recursion, binary trees, scapegoat trees, red-black trees, heaps, sorting algorithms, graphs, and binary tree. Students through the analysis and design of fundamental data structures learn to use data structures as algorithmic tools to design efficient computer programs that will cope with complex applications. Data structure topics include the application, implementation, and complexity analysis of trees, hash tables, heaps, maps, sets, and graphs. Algorithmic topics include advanced sorting and searching methods and an introduction to divide-and-conquer and greedy techniques, graph algorithms, backtracking, and dynamic programming.

CS3100 COMPUTER ORGANIZATION AND ASSEMBLY LANGUAGE (3 credits)

Students will be introduced to the organization and operation of computer systems at the assembly language level. Students will perform mapping of statements and constructs in a high-level language on top of sequences of machine instructions. Students will also analyze and map internal representations of simple data types and structures. Hands-on programming experience with an assembly language will provide practical application of concepts presented in class.

Prerequisite: CS 2150

CS4000 ALGORITHM DESIGN AND ANALYSIS (3 credits)

Students build upon the concepts covered in CS 2500. Various techniques for designing algorithms, analyzing their time and space complexity, and demonstrating their correctness will be covered. These techniques include divide-and-conquer, greedy algorithms, dynamic programming, randomized algorithms, string processing algorithms, and parallel algorithms. Analysis of algorithms will include computational models, case analysis, and computational complexity. Students will create proofs as well as perform programming code. There will be more rigor in the theoretical analysis of algorithms.

Prerequisite: CS 2500

CS 4100 OPERATING SYSTEMS

Students are introduced to the core concepts of operating systems, such as processes and threads, scheduling, synchronization, memory management, file systems, input and output device management and security. Students perform a general survey of operating system concepts. Course concepts include synchronization of processes, inter-process communication, deadlock, multiprogramming and multiprocessing, scheduling, resource management, overlays, relocation, virtual memory, file systems, logical and physical I/O, device allocation, and process/ resource protection. Students will develop computer code and programs.

Prerequisite: CS 3100

CS4200 COMPUTER SCIENCE SENIOR PROJECT (3 credits)

Students will work in teams to apply the knowledge they have gained from the curriculum. The project can be either an applied application or a theory-based project. Students choosing applied projects will identify a problem, develop a project proposal, identify an approach to the problem's solution, develop the solution, and implement the solution followed by testing or evaluating the solution. A theory-based project involves conducting original research (e.g., develop a new algorithm) and evaluating the strengths and limitations of the research (e.g., a new algorithm). Either project choice involves students documenting their work in the form of written reports and oral presentations.

Prerequisites: All CS courses

CYBERSECURITY MANAGEMENT (CYB)**CYB 2100 CYBERSECURITY PRINCIPLES (3 credits)**

Students will be introduced to the information security and cybersecurity threats and vulnerabilities that organizations face through an exploration of fundamental concepts. Topics include integrity, availability, confidentiality of data, risk management, governance, cryptography, network security, business continuity, and cybersecurity-related legal issues. Students also will examine the tools, technologies, and techniques necessary to secure information and systems.

CYB 2150 SCRIPTING (3 credits)

In this course, students learn how to perform data analysis, identify vulnerabilities, and automate large scale network attacks, along with other cybersecurity scripting opportunities. Fundamentals of scripting for security testing, data analysis, and other routine IT tasks are explored.

Prerequisite: MIS 2140

CYB 2300 ADVANCED NETWORKING SYSTEMS (3 credits)

Students work independently and collaboratively to develop the complex skills necessary to design, create, and maintain reliable and secure services, devices, and applications in various networked environments. Through exploration and application of troubleshooting, administration, and efficiency standards, students develop skills in network analysis. Additional topics include congestion control, switching, routing, analysis and design of network protocols (both wired and wireless), data centers, analysis and performance of content distribution networks, network security, vulnerability and defenses, net neutrality, and online social networks.

Prerequisite: MIS 1300

CYB 2350 SOFTWARE DEFINED NETWORKING (3 credits)

In this course, software-defined networking (SDN) and increasing the agility and flexibility of networks are explored. Students learn how to improve network control by enabling enterprises and service providers to respond quickly to changing business requirements and how to manage an SDN deployment. SDN concepts and components are used to create through-modeling in an open networking platform that enables SDN and constructs a solid foundation for network functions virtualization (NFV) for all network sizes.

Prerequisite: CYB 2300

CYB 3000 CRYPTOGRAPHY (3 credits)

Students examine cryptographic systems, including how to properly utilize these systems in real-world scenarios. Concepts include using shared keys to provide secure communication when adversaries attempt to manipulate and listen to network traffic.

Research of deployed protocols to analyze mistakes in existing systems is conducted. Students apply public-key techniques to generate shared secret keys, which allow for secure communication. Students also explore advanced cryptographic skills, such as zero-knowledge, privacy mechanisms, and other forms of encryption.

Prerequisite: MIS 1300

CYB 3200 NETWORK SECURITY (3 credits)

Students will examine network security and cryptography, specifically examining network services, devices, configurations, and system vulnerabilities and threats. Fundamentals of encryption methods, symmetric/asymmetric systems, and hashing also will be studied. In hands-on, lab-based learning, students will explore various concepts and techniques, including detection and intrusion prevention of common attacks and design of network security architecture.

Prerequisites: MIS 1300

CYB 3300 PHYSICAL AND OPERATIONAL SECURITY (3 credits)

This course presents students with key topic areas such as securing cyber-physical systems and maintaining an effective security operations program. Specific topics include interconnected systems, sensors, and devices. Students will analyze the inherent risks of cyber-physical systems and will learn how to develop properly secured systems. The broader operations of cyber-physical security including maintaining policies, auditing, configuration/change management, and vulnerability assessment will also be analyzed.

Prerequisite: MIS 1300

CYB 3950 ADVANCED OPERATIONAL SECURITY (3 credits)

This course builds on concepts learned in CYB 3300. Students discuss various topics that include securing cyber-physical systems and maintaining an effective security operations program. Analysis of the inherent risks of cyber-physical systems and development of properly secured systems are completed. Students also explore operations of cyber-physical security, such as maintaining policies, auditing, configuration/change management, and vulnerability assessment. Scripts to parse logs, conduct penetration testing, and perform other cybersecurity tasks are developed.

Prerequisite: CYB 3300

CYB 4000 DIGITAL FORENSICS (3 credits)

Digital forensics explores the concepts and tools necessary for computer forensics. Students learn how to conduct investigations to correctly gather, analyze, and present digital evidence to both business and legal audiences. Students examine the tools to locate and analyze digital evidence on a variety of devices, how to maintain up-to-date skills to work with changing technologies, and about digital forensics laws and regulations.

Prerequisite: CYB 3000

CYB 4100 ETHICAL HACKING (3 credits)

Students will build on the knowledge and skills learned in CYB 3200. Hands-on experiential learning opportunities reinforce the hacking methodologies used to assess and attack a target computer system, as well as exercises that stress ethical hacking and penetration testing. Additional topic areas include attack exploits and using security tools and techniques to find and fix vulnerabilities.

Prerequisites: CYB 3200 and CYB 3300

CYB 4200 CYBERSECURITY CAPSTONE (3 credits)

In the Cybersecurity capstone course, students will demonstrate the skills, tools, and best practices in cybersecurity and project management that are required to manage a cybersecurity project effectively from its inception to completion. Students will focus on improving the security posture of an organization throughout the project lifecycle, while building consultative communication and interpersonal skills in team member and other project stakeholder interactions.

Prerequisite: CYB 4100

ECONOMICS (ECN)**ECN 2210 PRINCIPLES OF MICROECONOMICS (3 credits)**

An examination of general microeconomic theory with an emphasis on supply and demand, opportunity cost, consumer choice, the firm, the market structures and regulations, allocation of resources, capital, interest, profit, labor unions, income analysis, energy, national resource economics, and public policy.

ECN 2220 PRINCIPLES OF MACROECONOMICS (3 credits)

An examination of general macroeconomics theory with an emphasis on government spending and taxation, national income accounting, economic fluctuations, macroeconomics theory, fiscal policy, monetary policy, the banking system, economic stabilization, international trade, economic growth, and comparative economic systems.

ECN 3000 INTERNATIONAL TRADE (3 credits)

Examines the basis of trading among nations with emphasis on resources, foreign exchange, balance of payments, investments, tariffs, import quotas, export controls, nationalism, free trade, protectionism, and the institutions aiding in world trade.

Prerequisites: ECN 2210 and 2220

ECN 3010 INTERMEDIATE MICROECONOMICS (3 credits)

A study of resource allocation, scarcity, income distribution, consumer choice; theory of the firm, market structures, factor markets, welfare economics, and general equilibrium.

Prerequisites: ECN 2210, 2220, and MTH 3100

ECN 3020 INTERMEDIATE MACROECONOMICS (3 credits)

A study of income theory, employment, interest rates, and price level determination. The role of government and its influence on these variables via monetary and fiscal policies will be studied.

Prerequisites: ECN 2210 and 2220

ECN 3110 ECONOMIC HISTORY (3 credits)

A study of significant periods and development in the evolution of economic activity in the U.S. with special emphasis on the place of the American business community and its relationship to the world economy from 1607 to date.

Prerequisites: ECN 2210 and 2220

ECN 3310 MONEY AND BANKING (3 credits)

Examines the role of money and financial institutions in the U.S. economy. Includes an analysis of the role of the Federal Reserve and the impact of monetary policy on interest rates, exchange rates, inflation, and a comparison of different institutional arrangements in financial markets.

Prerequisites: ECN 2210 and ECN 2220

ECN 3410 COMPARATIVE ECONOMIC SYSTEMS (3 credits)

An analysis of the various systems of economic organization; comparison of socialist methods of economic management with the operations of the market economy; overview of the current economies of several nations.

Prerequisites: ECN 2210 and 2220

ECN 3510 DEVELOPMENT OF ECONOMIC THOUGHT (3 credits)

An analysis of the theories advanced from the Greeks to the contemporary schools of economic thought and their effects on present-day economic policies designed to give students an appreciation for the intellectual foundation of the discipline.

Prerequisites: ECN 2210 and 2220

ECN 3700 ECONOMICS OF SUSTAINABILITY (3 credits)

Explores the relationships between economics and our natural environments and social institutions. Students study market and non-market values for environmental and enterprise services, approaches to measure sustainability, roles of business, government and non-profit sectors fostering sustainability, and the emerging role of environmental economics in strategic business planning. Fundamentals of environmental economics are applied to real-world environmental and business problems.

Prerequisites: ECN 2210 and ECN 2220

ECN 3710 ENVIRONMENTAL ECONOMICS (3 credits)

Applies tools of economic analysis to issues of environmental pollution and resource depletion. Students will learn techniques for evaluating current resource use and compare various regulatory and incentive-based public policy alternatives for improvement. Applications include solid waste management, air and water pollution, energy, wildlife habitat, population, and trans-boundary pollution.

Prerequisite: ECN 2210

ECN 3850 SPECIAL TOPICS (1-3 credits)

Various topics in economics. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

ECN 3990 ADVANCED TOPICS - POLITICAL ECONOMY (3 credits)

Course includes an analytical and critical paper written after attendance at the annual summer "Freedom Seminar" or through arranged directed study.

Prerequisites: ECN 2210 and 2220

ECN 3995 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

ECN 4010 ECONOMICS OF PUBLIC POLICIES (3 credits)

A study of both the short-term and long-term economic consequences of public policies as they relate to individuals and organizations. Policies examined include public pensions, health insurance, health and safety regulation, environmental protection, energy, industrial policy, and taxation.

Prerequisites: ECN 2210 and 60 credit hours completed.

ECN 4250 CASES AND PROBLEMS IN GLOBAL ENTREPRENEURSHIP (3 credits)

The case study method is used to analyze the global environment confronting the entrepreneur engaged in cross-border enterprise. Important course components include public policy, markets, labor, and financial forces.

Prerequisite: ECN 3000

ECN 4400 AUSTRIAN ECONOMIC THEORY (3 credits)

Provides a general overview of how a generalized understanding of human action under subjective preferences can be used to deduce a wide range of economic phenomena.

Prerequisites: ECN 2210 and ECN 2220

ECN 4500 INTRODUCTION TO ECONOMETRICS (3 credits)

Introduces students to the basics of econometrics and regression analysis to evaluate economic problems. Familiarizes students to basic applied econometrics theories and techniques that can be used with commonly available computer software. A strong emphasis is placed on applications to relevant real-world data and to the recognition and understanding of common statistical problems.

Prerequisites: 60 credits hours completed, ECN 3010, and MTH 2310

ECN 4890 RESEARCH METHODS (3 credits)

This course is based on the belief that in order to learn economics, a student must do economics. Provides a framework within which the students learn to understand and evaluate economic research, while completing an original research paper under the supervision of the instructor.

Prerequisite: ECN 4500

ENGLISH (ENG)

ENG 0900 DEVELOPMENTAL COMPOSITION (3 credits)

A developmental course for students who demonstrate a need for extra assistance in collegiate writing based on English ACT or SAT scores or a placement exam.

ENG 0990 ENGLISH FOR ACADEMIC PURPOSES (EAP) (3 credits)

Designed to address the needs of international undergraduate transfer students identified as needing English as a Second Language (ESL) instruction based on TOEFL or IELTS scores or a placement exam, the course's objective is to strengthen the student's ESL/EAP skills in order to prepare them for academic success in an American university. This course covers grammar, writing, listening, speaking, and reading, with special emphasis on meeting the academic expectations of upper level classes. The course helps students gain confidence and competency in daily communications and personal interactions during the completion of their degree program.

ENG 1150 COMPOSITION I (3 credits)

Uses a variety of genres to introduce students to rhetorical awareness focusing on audience and purpose. Readings in fiction and/or nonfiction are used to support writing strategies. A researched argumentative paper using APA documentation is required during the freshman composition sequence in either Composition I or Composition II or both.

Prerequisite: ENG 0900 or minimum ACT English score of 18 or minimum SAT verbal score of 421

ENG 1200 COMPOSITION II (3 credits)

Uses analytical, interpretive readings as a basis for refining critical thinking and writing skills. Readings in fiction and/or nonfiction are used to support writing strategies. A researched argumentative paper using APA documentation is required during the freshman composition sequence in either Composition I or Composition II or both.

Prerequisite: ENG 1150

ENG 2900 TECHNICAL WRITING FOR SCIENCE AND ENGINEERING (3 credits)

Students will study the genres of technical communication for business and will practice writing a variety of documents such as formal and informal reports, letters and resumes, proposals, instructions, descriptions, and specifications. Emphasis is placed on reading, interpreting and responding to scientific articles. Topics include establishing a clear purpose, analyzing an audience, gathering appropriate materials, revising and editing documents and supplying visual aids.

Prerequisite: ENG 1200

ENG 3110 WORLD LITERATURE I (3 credits)

This course focuses on global literature from ancient times through the 1500s. Works of fiction and nonfiction from a variety of global cultures are included.

Prerequisite: ENG 1200

ENG 3120 WORLD LITERATURE II (3 credits)

This course focuses on global literature from 1600 to the present. Works of fiction and nonfiction from a variety of global cultures are included.

Prerequisite: ENG 1200

ENG 3200 REPORT WRITING AND APPLIED BUSINESS COMMUNICATIONS (3 credits)

Focus on improving writing ability with various types of business communications and reports for practical purposes consistent with business norms and conventions. Enhance written communication skills including executive summaries, business correspondence and reporting, and presentation of research findings. Includes collecting, organizing, interpreting facts, and presenting the findings in a well-documented report. Professional techniques of structuring and presenting business data are emphasized.

Prerequisite: ENG 1200

ENG 3600 APPLIED COMMUNICATIONS (3 credits)

Students learn techniques and psychology of effective domestic and cross-cultural business communication, with emphasis on business letters, reports (oral and written), memoranda, and electronic submissions.

Prerequisite: ENG 1200

ENG 3850 SPECIAL TOPICS IN LITERATURE (3 credits)

In these courses, students refine their reading, writing, and thinking abilities through responding, interpreting, analyzing, and evaluating literature. The English department chair and academic dean are responsible for approving specific courses for this elective.

Prerequisite: ENG 1200

ENG 4010 COMMUNICATION AND INTERPERSONAL RELATIONS (3 credits)

Examines the fundamental connection between the use of language and the way people communicate, think, and act. To understand the deeply symbolic nature of language, students study modern semantics and focus on how to interpret spoken and written words, especially by examining how the meaning of words is influenced by physical, verbal, and historical contexts. Students increase their self-awareness and their abilities to communicate, think, and act effectively and ethically.

Prerequisite: ENG 1200

ENTERTAINMENT, SPORT & PROMOTION MANAGEMENT (ESM)**ESM 1010 INTRODUCTION TO SPORT AND ENTERTAINMENT MANAGEMENT (3 credits)**

Orients students to the field of sport and entertainment management and provides an overview about how to manage sport and entertainment enterprises for the major and non-major student.

ESM 1030 SPORT AND ENTERTAINMENT COMMUNICATIONS AND PUBLIC RELATIONS (3 credits)

Emphasizes academic and skill development with the purpose of adding value to the organization. There is a focus on understanding the difference between interpersonal, mass communications, and public relations. Theoretical foundations of interpersonal communication including dyadic and small group communication will be explored. Theoretical foundations of mass communications and the mass media industry, including both the print and electronic media relative to the understanding of business decisions concerning market share and viewer ratings.

ESM 2010 SOCIOLOGY OF SPORT AND ENTERTAINMENT (3 credits)

Explores and develops knowledge about the sociological impacts of sport and entertainment across genders, ethnicities, religions, and disabilities. Students learn to understand sociological phenomena and how they affect participation and behavior; identify and understand the internal and external factors that shape sport and entertainment in a culture; understand how sport and entertainment mirrors the society in which it exists; and develop an understanding regarding the differences between entertainment and recreational sport, as well as highly organized competitive programs in high school, college, and professional levels to a culture.

ESM 2040 PRACTICUM (1 credit)

This is a 50 hour practicum completed on a part-time basis. The practicum includes coursework and are generally with businesses near the campus. Students will gain experience by job shadowing and/or providing assistance for the organization. Directed and evaluated by the chair with appropriate supervision by an on-site professional.

Prerequisite: 30 credit hours completed

ESM 2050 FACILITY AND EVENT MANAGEMENT (3 credits)

This course gives the student an overview of the three major components of facility management. The three components are event management, risk management, and facility management. This course surveys the working components of new facility design and planning.

ESM 2550 EVENT AND PRODUCTION MANAGEMENT (3 credits)

This course is designed to give students experience in planning and executing sporting events, entertainment events, corporate events, trade shows, or exhibitions with emphasis on preplanning, budget preparation, advertising, and public relations. Designing, planning and developing an integrated marketing campaign will be explored to develop an understanding about contract negotiations and supplier agreements.

ESM 3010 SPORT AND ENTERTAINMENT MARKETING (3 credits)

Explores marketing principles and resources for sport and entertainment marketing. Includes how increasing attendance and revenue is achieved by developing an understanding of the how, who, what, and where to market information.

Prerequisite: MKT 2080

ESM 3030 SPORTS AND ENTERTAINMENT MARKETING AND COMMUNICATIONS (3 credits)

Integrates marketing principles specifically for the sports and entertainment marketing field. Strategic market segmentation, understanding media outlets, ratings and shares, and understanding budget and marketing constraints will be emphasized. Additional emphasis is put on the difference between interpersonal, mass communications, and public relations.

ESM 3040 PRACTICUM II (1 credit)

This is a required 50 hour practicum completed on a part-time basis. The practicum includes coursework and are with businesses within close proximity to the campus. Students will gain experience by job shadowing and/or providing assistance for the organization. Directed and evaluated by the chair with appropriate supervision by an on-site professional.

Prerequisite: 30 credit hours completed

ESM 3200 RISK MANAGEMENT IN SPORT AND ENTERTAINMENT (3 credits)

This course is an introduction to the application of risk management to create a quality program and safe environment for spectators and participants in sport and entertainment. Emphasis is placed on the application of reducing potential legal liabilities for a sport or entertainment event or facility. The course focuses on creating a proactive, safe environment and development of safe operational procedures to protect participants, fans and organizational assets.

Prerequisite: ESM 2050

ESM 3300 SPORT AND ENTERTAINMENT SPONSORSHIP AND FUNDRAISING (3 credits)

Focuses on three interrelated areas: 1) Sport and entertainment sponsorship basics including marketing issues, strategic communication through sponsorship, sponsorship value, and sponsorship evaluation; 2) Various public and fundraising techniques utilized by sport and entertainment managers; and 3) Integrating sport and entertainment sponsorship marketing and public relations as a concept of value-added marketing.

ESM 3520 SALES AND REVENUE GENERATION IN SPORTS AND ENTERTAINMENT (3 credits)

The course explores income opportunities within the sports and entertainment industry. This includes sponsorships, ticketing, tax incentives, public financing, auxiliary events, event recruiting, fundraising, non-profits, personal seat licensing, and luxury suites. Students will be introduced to selling techniques, proposal writing and presentation development.

ESM 3850 SPECIAL TOPICS (1-3 credits)

Various topics in entertainment, sport, and promotion management. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

ESM 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

ESM 4020 SPORT ECONOMICS (3 credits)

Provides students with an introduction to financial planning and budgeting, sport organization funding, and the fundraising process. Students analyze demand curves, supply curves, and market equilibrium curves in relation to pricing and utility of products or services. Students learn how to maximize residuals generated by product or service production.

Prerequisites: ECN 2210 and ECN 2220

ESM 4040 SPORT LAW (3 credits)

Students become familiar with the various agencies governing professional, collegiate, high school, and amateur level sports. This course explores various areas of law in relation to sport and entertainment industry, including both state and federal legislations. Students will investigate liability and contract law related sport and the sport industry. The course explores collective bargaining agreements in relation to labor law.

Prerequisite: LAW 3000

ESM 4100 SPORT AND ENTERTAINMENT ETHICS AND LEADERSHIP (3 credits)

Enhances student awareness of how ethical behavior and decision-making impacts the leadership roles of the sport and entertainment manager. Leadership is explored from two different perspectives: 1) Focus on determinants and consequences of individual motivation and attitudes in organizations; 2) Theory related to those responsible for guiding people toward organizational goals.

Prerequisite: 90 credits completed or department chair approval

ESM 4300 SEMINAR IN SPORT AND ENTERTAINMENT MANAGEMENT (3 credits)

This is a capstone course for students who have completed all of the ESM core course requirements. Students apply their internship experience and develop a sport and entertainment management project related to strategic management concepts.

Prerequisites: 90 credits completed and 21 ESM credits completed

ENTREPRENEURSHIP (ETR)

ETR 1010 INTRODUCTION TO ENTREPRENEURSHIP (3 credits)

An introduction to the creative and innovative managerial practices of successful entrepreneurship. This course reviews the significant economic and social contributions entrepreneurs provide to society, the intense lifestyle commitment, and the skills necessary for entrepreneurial success. Provides an overview of the entrepreneurial process.

ETR 1200 SUCCESSFUL BUSINESS MODELS (3 credits)

A survey course of successful entrepreneurial business models and the initial challenges these business models encountered. Students review and evaluate the business models of some of the world's great entrepreneurs such as Astor, Lowell, Swift, Rockefeller, DeVos, Walton, and Gates. Explores how to use a company's business model to identify resource requirements, focus risks, and diagram revenue streams.

ETR 2010 ENTREPRENEURIAL MARKETING (3 credits)

This course reviews and applies entrepreneurial marketing approaches used by successful entrepreneurs. These include utilizing industry sector trends, identifying emerging customer niches, developing new products/services, using guerilla marketing strategies, and Internet and social marketing strategies. Methods to research industry sector trends, identify emerging needs, develop new product and service ideas, and evaluate their feasibility, competitive advantage, and potential profitability. Explore the relationship between a well-developed marketing plan and successfully raising start-up capital.

Prerequisite: MKT 2080

ETR 2200 ENTREPRENEURIAL DISTRIBUTION STRATEGIES (3 credits)

This course reviews and explores the various distribution strategies available to entrepreneurs to deliver products and services in the 21st century. These include traditional layered distribution, franchise development and/or purchase, multi-level marketing, direct Internet, and direct distribution models including 800 numbers and advertising-based response approaches. Also included are the factors to consider when selecting a business location, deciding to build, buy or lease space, as well as tradeoffs and process of signing a lease for company space.

Prerequisite: ETR 2010

ETR 3010 NEW VENTURE FINANCE (3 credits)

The application of prerequisite accounting and finance course material to the challenges and specific needs of entrepreneurial ventures. The course emphasizes importance of managing cash flows, ratio analysis, pro forma development, and the basics of deal structure and harvesting a business venture. Students will identify and interpret sources of information from company financial reports, financial publications, industry benchmarks, the media, and web sites.

Prerequisite: FIN 3010 or FIN 3210

ETR 3100 ENTREPRENEURIAL LEADERSHIP (3 credits)

This course explores how to identify and develop solutions to the most common leadership and personal challenges faced by entrepreneurs when starting new ventures or launching new products. Promotes a deeper understanding of what is required to be a successful entrepreneur. Highlights the skills and tools necessary to start a new business and explores alternatives to common pitfalls.

Prerequisite: 60 credit hours completed

ETR 3200 RISK ANALYSIS AND BUSINESS MODEL CREATION (3 credits)

This course reviews financial tools and industry benchmarks used to identify and manage start-up risks. Applies completed objectives from core finance courses to the specific needs of entrepreneurial ventures. Stresses the importance of using a company's business model to identify resource requirements, focus risks, and diagram revenue streams. Surveys lessons from successful entrepreneurial business models used by some of the world's greatest entrepreneurs.

Prerequisite: FIN 3010 or FIN 3210

ETR 3300 BUSINESS PLAN DEVELOPMENT (3 credits)

An introduction to the process of researching, writing, and presenting a business plan. Students identify and screen ideas using a business feasibility study that describes the product features, market opportunity, customer profile, sales forecast, competitive advantage, and profit potential. Following a successful feasibility study students may use business plan software as each develops their own complete business plan. Exceptional students may be granted permission to identify and work with a small business owner to help them develop a business plan that potentially expands their current business.

Prerequisite: ETR 3010

ETR 3850 SPECIAL TOPICS (1-3 credits)

Various topics in entrepreneurship. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

ETR 3990 ENTREPRENEURSHIP INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

ETR 4010 RISK ANALYSIS AND SOURCES OF CAPITAL (3 credits)

This problem and case-driven course applies many of the objectives from ETR 3010 and core finance courses to the specific needs of small businesses and high growth startups. Financial tools, analysis techniques, and industry benchmarks are used to evaluate, fund, manage, and value entrepreneurial ventures. Valuation options are explored, including the basic valuation techniques imbedded in ‘Crystal Ball’ or a similar commonly accepted valuation software.

Prerequisite: ETR 3010

ETR 4030 ENTREPRENEURIAL BUSINESS MODEL CREATION AND EVALUATION (3 credits)

This case-driven course applies many of the completed objectives from ETR 1200 and other management core courses. This course explores ways entrepreneurs maximize wealth and economic value.

ETR 4040 STRATEGIC MANAGEMENT OF A FAST-GROWING NEW VENTURE (3 credits)

This case-based course applies techniques to design, develop, implement, monitor, and revise new enterprise business strategy. Methods to formulate, implement, and evaluate the strategic management process are analyzed. The congruity and interaction between a proposed strategy and the environment in which a new business is expected to operate are explored in detail. Heavy emphasis is placed on the venture’s core competencies, competitors, customer needs, industry, available resources, and operating constraints.

Prerequisite: ETR 3010 or Department chair approval

ETR 4050 SEMINAR IN FAMILY BUSINESS GROWTH AND SUCCESSION PLANNING (3 credits)

Explores the issues associated with business growth, estate, and succession planning within a family-owned business. Special attention is paid to intergenerational changes of management control and their implications for business sustainability and continuity.

Prerequisite: ETR 3010 or Department chair approval

ETR 4060 INTERNATIONAL ENTREPRENEURIAL PROCESS (3 credits)

Focuses on an understanding of business methodologies needed to create new venture opportunities in and between foreign markets. Explore entrepreneurial and practical aspects of importing, exporting, and offshore outsourcing. Student teams will research foreign business climates, cultures, and market trends within countries that have unilateral or multilateral free-trade agreements with the United States (e.g., NAFTA) or other countries.

Prerequisites: ETR 3010 and ECN 3000 or department chair approval

ETR 4070 ENTERPRISE LAW—FROM CREATION TO HARVEST (3 credits)

Students will learn and apply the legal considerations affecting an entrepreneurial enterprise throughout the life cycle of an organization (pre-startup, launch, growth, maturity, and harvest). Teams of students will complete a series of legal tasks and develop work products necessary to define, create, and operate an entrepreneurial venture.

Prerequisite: ETR 3010 and LAW 3000 or LAW 3025 or Department chair approval

ETR 4080 SOCIAL AND CREATIVE ARTS ENTREPRENEURSHIP (3 credits)

Explores how entrepreneurial work habits and managerial expertise can be applied to help community service organizations to be more effective at helping to solve social problems and creative arts entrepreneurs to be able to financially support their artistic endeavors. Students create project teams that possess a strong sense of mission by participating in real-world community service activities. A mix of enterprising leaders engaged in social and creative arts enterprises will visit with the students to provide them with insights into their organizations’ challenges, setbacks, and successes.

ETR 4100 ENTREPRENEURIAL MANAGEMENT (3 credits)

This course focuses on the challenges and opportunities to operate new and small businesses. Students develop an understanding of how to manage growth through planning, budgeting, and execution skills. Heavy emphasis is placed on the venture’s core competencies, competitors, customer needs, industry dynamics, available resources, and operating constraints.

Prerequisite: 90 credit hours completed

ETR 4200 NEW VENTURE BUSINESS CASE (3 credits)

Students integrate course material from all completed entrepreneurship courses. Students research, prepare, and present a comprehensive business plan for a new venture idea of their choice. The plan extends the outline used in ETR 3300 by adding increased market research, complex financial analysis, detailed capitalization explanation, a fundraising plan, and potential harvest strategy.

Prerequisite: ETR 3300 and ETR 3010

FASHION MARKETING & MANAGEMENT (FMM)

FMM 1010 INTRODUCTION TO FASHION MARKETING AND MERCHANDISING (3 credits)

This introductory class provides an exposure to merchandising terminology. Activities and operations that make up the apparel fashion work will be explored as will discussions regarding the entrepreneurs who influence the industry. Career possibilities are presented with an overview of the raw materials, designing, and manufacturing, plus the wholesale and retail markets.

FMM 2010 FASHION PROMOTIONS AND VISUAL MERCHANDISING (3 credits)

Various components of a manufacturer's or retailer's promotional techniques, including visual merchandising, are studied. In addition, forms of advertising and special events are studied to evaluate their applications to various situations.

Prerequisite: FMM 1010

FMM 2050 TEXTILES (3 credits)

A thorough study of all aspects of the textile industry including fiber, fabrics, prints, finishes, care, and legislation will take place in this course. Students will study the impact of textiles on global economies as well as environmental issues through a variety of teaching methods.

Prerequisite: FMM 1010

FMM 3020 HISTORY OF FASHION (3 credits)

This course will survey the evolution of apparel and accessories from the Egyptian period to today's current fashions and relationships therein. The course stresses the social, economic, and political factors which have influenced fashion throughout the ages as well as noting construction, design methods, and terminology.

FMM 3110 APPAREL ANALYSIS (3 credits)

Students conduct a thorough study of the primary and secondary levels of the industry from raw materials to the finished product and quality levels to costing of materials. Industry terminology, global, and environmental issues will be explored as they pertain to the apparel industry.

Prerequisites: FMM 1010 and 2050 and 3020

FMM 3120 TEXTILES AND APPAREL ANALYSIS (3 credits)

Explores multiple factors including cost of materials, brand names, and quantities that affect the designing, manufacturing, and pricing of fashion merchandise. Students will study the processing of textiles from fibers to fabrics and processing to care and legislation. This course engages students in the overall workings of the textile industry as it relates specifically to the apparel and soft goods industries.

Prerequisites: FMM 1010

FMM 3850 SPECIAL TOPICS (1-3 credits)

Various topics in fashion marketing and management. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

FMM 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

FMM 4030 MERCHANDISE BUYING (3 credits)

Students will participate as a "buyer" through a buying and merchandise assortment planning experience. Students will learn to bridge the gap between the principles of retail buying and mathematical formulas and concepts. The career of a buyer and their responsibilities will be explored.

FMM 4120 PRACTICES AND THEORIES OF FASHION MERCHANDISING (3 credits)

Successful fashion manufacturers, wholesalers, and retailers are studied along with career opportunities in these areas. The multiple factors, such as cost of materials, brand, names, quantities, and sourcing that affect the designing, manufacturing, and pricing of merchandise are explored. Information and experiences will come from interaction with professionals in these areas. A cumulative and thorough application of all facets of the student's program is exhibited through a variety of projects concluding with a major business plan.

Prerequisites: FMM major with 90 credit hours completed and ACC 2415

FINANCE (FIN)

FIN 1010 INTRODUCTION TO FINANCE (3 credits)

Designed to build an understanding of the various banking and finance industries through an examination of the segments of these industries and appraisals of the financial and management skills that future managers need to succeed. The course pedagogy is enhanced with student-led discussion regarding current events in global financial markets. Students gain insights into the development and characteristics of the different industries through popular trade magazines, newspapers, Internet sources, and text.

FIN 2600 FINANCIAL INSTITUTIONS AND SIMULATION (3 credits)

Introduction to the commercial banking function and the operations and management of state and national banks. Emphasis on the general management functions, with special attention to management of deposits, loans, investments, liquidity, trusts, and other service functions. A bank simulation is included as a practical application of banking principles, including information provided by banks, competitors, and bank regulatory agencies.

Prerequisite: ACC 2410

FIN 3010 FINANCIAL MANAGEMENT (3 credits)

Study of the theoretical and conceptual framework financial managers use to reach decisions. Particular emphasis is given to the finance function and its relevance to the management of an enterprise. Analysis, problem solving techniques, and decision-making tools are emphasized. Differences between multinational and domestic financial management, such as currencies, political, and economic risks are discussed. Stocks, bonds, and interest rates are evaluated as they relate to the basic financial analysis of investments.

Prerequisite: ACC 2415

FIN 3210 FINANCIAL MANAGEMENT (3 credits)

Required for students seeking a degree with a major or concentration in finance or accounting or is recommended for those students pursuing a minor in accounting or finance. Study of the theoretical and conceptual framework financial managers use to reach decisions. Particular emphasis is given to the finance function and its relevance to the management of an enterprise. Analysis, problem solving techniques, and decision-making tools are emphasized. Differences between multinational and domestic financial management, such as different currencies, political, and economic risks are discussed.

Prerequisite: ACC 2415

FIN 3600 REAL ESTATE FINANCE & ANALYSIS (3 credits)

A comprehensive overview of the various types of real estate markets in the United States and how purchases and sales are financed. Students examine both standard and creative financing/structuring techniques used with residential real estate and income real estate properties. Purchase, sale, lease, and underwriting issues as well as real estate investment analysis techniques will be fully explored. The effects of market and economic conditions on the real estate markets are analyzed.

Prerequisite: FIN 3010 or 3210

FIN 3750 CAPITAL MARKETS & ANALYSIS (3 credits)

An introduction to the basics of investing with emphasis on equities, debt, preferred stocks, convertible securities, rights and warrants, options, mutual funds, and fixed and variable annuities. The market on which each is traded, as well as fundamental and technical analysis, will be researched.

Prerequisite or co-requisite: FIN 3210

FIN 3760 APPLIED FINANCIAL ANALYSIS & PORTFOLIO MANAGEMENT (3 credits)

Continuation of FIN 3750 with particular emphasis on the intricate nature of assets contained in sophisticated securities. Concentration will be on the management of portfolios with special emphasis on growth strategies, income strategies, retirement planning, tax-advantaged investing, stock brokerage trends, and overall financial planning.

Prerequisite: FIN 3750

FIN 3850 SPECIAL TOPICS (1-3 credits)

Various topics in finance. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

FIN 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

FIN 4010 INTERNATIONAL FINANCE (3 credits)

This course is designed to give an overview of the theories and principles of global financial management. It covers such topics as international financial markets, currency and derivatives, exchange rate parity conditions, currency risk exposure management, international capital budgeting, international trade financing and international taxation.

Prerequisites: FIN 3010 or FIN 3210 and ECN 3000

FIN 4100 CHARTERED FINANCIAL ANALYST (CFA) TOPICS (3 credits)

Emphasizes various finance topics contained in the course of study for the CFA designation. This designation is a rigorous three-year graduate program of study desired by experienced financial professionals. It is considered to be the ultimate credential for the financial professional throughout the industry. Finance majors who aspire to become an analyst and/or the corporate fields should take this course.

Prerequisite: FIN 3760; **Co-requisite:** FIN 4550

FIN 4150 CERTIFIED FINANCIAL PLANNER (CFP) TOPICS (3 credits)

Emphasizes various topics contained in the course of study for the CFP designation. The CFP designation is an industry program of study that is desired by those selling financial planning services, and is usually taken soon after beginning one's career. The CFP is a necessary credential for the financial planner throughout the financial planning industry. Students who aspire to becoming a personal financial planner should take this course.

Prerequisite: FIN 3010 or 3210

FIN 4230 PERSONAL FINANCIAL PLANNING 1 - (3 credits)

Designed for senior level students not majoring in finance who will be graduating and leaving the University to pursue their chosen careers, this course will introduce the basic financial planning tools that are needed to acquire a comfortable financial life in the future. Skill topics will include saving, non-retirement and retirement investing, mutual fund/ stock investments, house purchasing/renting, and changing the financial plan as the student's career and family situations advance throughout life. Courses offered for more than one credit will delve further into the course topics based on the number of credit hours.

Prerequisite: 90 credit hours completed

FIN 4550 CORPORATE INVESTMENT DECISIONS (3 credits)

Emphasizes case/discussion methods to develop an in-depth expansion on the basic concepts presented in FIN 3010/3210. This course extends the financial analysis of a business to valuing complex capital budgeting and corporate strategies. Issues such as building the financial component of a business plan and using financial management techniques to identify corporate problems/opportunities and fix or pursue them. Options for various capital structures and the financing thereof are pursued in depth.

Prerequisite: FIN 3010 or 3210

FIN 4850 CORPORATE FINANCING DECISIONS AND VALUATION (3 credits)

A capstone finance course that builds on the financial concepts learned in previous courses and presents an integrated approach to corporate financing decisions and corporate valuation. This is a case discussion and application course covering various financing and valuation approaches and the application of these methodologies in the contemporary business environment.

Prerequisite: FIN 4550

FOUNDATIONS (FDN)**FDN 1110 STUDENT SUCCESS SEMINAR (1 credit)**

This is the first of a three-course sequence which focuses on the Northwood University Code of Ethics. In groups, students will engage in service learning projects to put the University's core values of freedom, responsibility, empathy, and respect into practice. Reflection on the challenges and opportunities of being part of the Northwood University learning community is emphasized.

FDN 1200 INTRODUCTION TO THE NORTHWOOD IDEA (1 credit)

This course emphasizes the relationship between student success and institutional culture and philosophy as it pertains to "The Northwood Idea." An introduction to the role of government, individual freedom and responsibility, property rights, and the free-enterprise system of capitalism.

Prerequisite: FDN 1100 or FDN 2500

FDN 1220 FUTURE LEADERS OF A FREE-ENTERPRISE SOCIETY (1 credit)

This is the second of a three-course sequence which emphasizes the relationship that connects leadership, Northwood University's culture, and the Northwood Idea. Students develop a deeper understanding and appreciation of the key institutions of a free enterprise society, including private ownership, the market economy, and limited government. They prepare for leadership roles at Northwood by exploring leadership theories, leadership styles, and entrepreneurship and competition in the context of the free-market system.

FDN 1300 STUDENT LEADERSHIP SEMINAR (1 credit)

This is the second of a three-course sequence which emphasizes the relationship that connects leadership, Northwood University's culture, and Student Success. Students prepare for leadership roles at Northwood University and beyond by exploring leadership theories, leadership styles, and other strategies for personal and academic success.

FDN 2200 INTERNATIONAL STUDENT SEMINAR (1 credit)

Designed for new transfer international students during the first semester of attendance. The course provides an overview of practical information and tools to achieve academic and extracurricular success, and social adjustment to the American university system. The course also focuses on developing awareness of American values, traditions and facilitating the acquisition of skills needed to cope with challenges such as the realities of "culture shock" and intellectual maturity in an English-speaking environment.

FDN 2250 BLUEPRINT FOR SUCCESS (1 credit)

This is the third of a three-course sequence which focuses on personal assessment, introspection, and research. Students will identify their existing skills and attributes through reflection. Discussion of academic, personal, and professional goals will guide students in charting a path to success based on their self-assessments and research on future careers.

FDN 2400 STRATEGIES FOR SUCCESS-SIE (1 credit)

Semester in Europe allows Northwood students the opportunity to travel through culturally diverse regions. This course will encourage students to be more engaged and to think critically about experiential learning activities - from museum visits to walking tours and guest speakers. There will be weekly discussion sessions where students will be expected to offer thoughtful analysis based on assigned readings, as well as their personal observations. The course will begin by exploring broad topics such as globalization and nationalism. As students improve their understanding of these terms, they will examine how globalization and ideas of national identity influence the economics, sociology, and politics of each country, and the European Union as a whole.

FDN 2500 STRATEGIES FOR SUCCESS-ADP (1 credit)

This course prepares students in the Adult Degree Program to take personal responsibility for their learning and academic success at Northwood University with an emphasis on holistic factors including how to acquire and apply knowledge, critical thinking, problem-solving, and effective communication skills. Includes an overview of University resources that support student success. Also includes an introduction to the institutional philosophy as it pertains to "The Northwood Idea," emphasizing the role of the individual and limited government in a free-enterprise society. Graded pass (P)/ fail (F) only.

FDN 3100 CAREER DEVELOPMENT (1 credit)

Designed to provide juniors and seniors with research skills and methodology to gain information and understanding about specific industries and enterprises in which the students are interested in seeking employment. Students will learn about the importance of non-verbal interaction, interviewing techniques, resume and cover letter writing, and negotiation skills.

FDN 3200 CAREER ADVANCEMENT (1 credit)

Career Advancement is designed to meet the needs of adults who may be interested in a variety of career goals, including planning for advancement, preparing for a new career and/or upgrading skills to remain current with today's evolving technology and job market.

FRANCHISING MANAGEMENT (FRA)**FRA 1010 PRINCIPLES OF FRANCHISING (3 credits)**

This course is an overview of the concepts and principles of franchising as they pertain to the economic sustainability of both the domestic and global markets. In route, students will study the history and development of franchising models and businesses derived from those models, including single-unit and multi-unit franchises. The importance of operations manuals will be cover as well. International franchising is introduced as a viable means for start-up franchises, as well as expansion of existing franchise businesses. Students will learn the proper franchising terminology so that they will be able to converse intelligently throughout the franchising community.

FRA 3000 FRANCHISING LAW AND COMPLIANCE ISSUES (3 credits)

Overview of specific legal and compliance issues in franchising and franchise business structure, including contractual negotiations, human resource management, environmental compliance, liability, and federal and state law regarding disclosure documents. Case law, as well as case studies of legal and compliance issues will be used to illustrate developments and legal precedents in franchises.

Prerequisites: FRA 1010 and LAW 3000

FRA 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

FRA 4100 INTERNATIONAL FRANCHISING (3 credits)

Examines the history and role of international franchising, including the growth of overseas franchising and the legal requirements for international franchises. Includes an overview of the role of culture, local requirements and local markets in successful franchise operations. Case studies of successful international franchising are part of the course as well.

Prerequisite: FRA 3000

FRA 4200 CURRENT ISSUES AND TRENDS IN FRANCHISING (3 credits)

This course gives an overview of contemporary issues and trends in franchising. Includes contemporary developments in franchising strategy, operations, legal issues, finance, marketing and management of franchises. Explores new markets for franchising and career opportunities in contemporary franchising, including multi-unit franchises.

Prerequisite: FRA 4100

HEALTH CARE MANAGEMENT (HCM)

HCM 1010 INTRODUCTION TO HEALTH CARE MANAGEMENT AND ADMINISTRATION (3 credits)

Overview of key issues in the management and administration of comprehensive health care facilities. Focuses on the administrator's relationship to the medical and nursing professions and assesses the attributes of the various types of health service organizations.

HCM 2010 ECONOMICS OF HEALTH CARE (3 credits)

Analysis of economic factors bearing on the costs and affordability of health care. Covers public perceptions, attitudes, and political pressures as they affect demand for health services; reimbursement policies shaping service delivery; competition and alternative delivery systems; managed care and other government and private payer attempts to control costs; and overview of the medical cost containment crisis.

HCM 2020 CULTURE, LANGUAGE & TERMINOLOGY IN HEALTH CARE (3 credits)

Analysis of problems and issues associated with management of health care organizations, and distinguishes between various types of organizations. Understanding of culture and behavior patterns that characterize health care, with emphasis on implications for administration of health care institutions. Development of skills to identify and mitigate common causes of conflict in healthcare organizations. Understanding of the healthcare environment through the learning of medical terminology and incorporation of the correct terms in communications.

HCM 2030 HISTORY OF HEALTH CARE MANAGEMENT (3 credits)

Students will have the opportunity to follow the strategic trends of the health care industry since its entry into the business arena. An assessment of post-World War II changes in health care, managed care, and managed competition will be addressed. Changes in incentives for physicians, hospitals, and health care providers will be discussed. An assessment of new technology and techniques introduced into the health care industry will also be addressed.

HCM 2990 INTERNSHIP I (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

HCM 3000 HEALTH CARE ACCOUNTING, BUDGETING AND FINANCIAL MANAGEMENT (3 credits)

Application of accounting, budgeting and financial management concepts and techniques to managerial decision making in the health care industry. Examines how private and public agencies determine program priorities, allocate resources to execute programs and obtain funds through taxation, bond issues, and other means. Explores cash flow problems related to third-party payments. Uses case study analysis to determine financial techniques and reporting for health care providers.

Prerequisite: FIN 3010

HCM 3030 HUMAN RESOURCE MANAGEMENT FOR THE HEALTH CARE INDUSTRY (3 credits)

Analyzes special problems of forecasting, planning, staffing, and developing human resource management in health care institutions. Explores legal aspects of human resource management and administration in the industry with an emphasis on compliance.

HCM 3040 LEGAL AND ETHICAL ISSUES IN HEALTH CARE (3 credits)

Basic principles of law applicable to the healthcare business world, emphasizing Government organizations, tort laws and reforms, criminal aspects of healthcare, contracts and antitrust, civil procedure and trial practice, corporate structure, medical staff and malpractice, information management and patient records, patient consent and rights, managed care and national health insurance and legal reporting requirements.

Prerequisite: LAW 3000

HCM 3850 SPECIAL TOPICS (1-3 credits)

Various topics in health care management. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

HCM 3990 INTERNSHIP II (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

HCM 4010 HEALTH CARE QUALITY MANAGEMENT (3 credits)

Comprehensive examination of those systems that measure and maintain quality in health care. Continuous improvements of the Total Quality Management discipline as it applies to health care.

HCM 4020 CURRENT TOPICS IN HEALTH CARE MANAGEMENT (3 credits)

The analysis, discussion, and reporting from current literature of significant trends, controversial issues affecting health care, and application of advanced decision-making techniques to those issues.

HCM 4030 MARKETING MANAGEMENT FOR THE HEALTH CARE INDUSTRY (3 credits)

Application of marketing concepts and techniques within and to health care institutions. Comprehensive overview of market analysis for new and on-going products and services.

HCM 4060 INDUSTRY TRENDS IN HEALTH CARE MANAGEMENT (3 credits)

This capstone course for Health Care Management majors focuses on the application of the principles, concepts, and theories underlying the discipline. Emphasis is on the application of high-ordered thinking and decision-making techniques regarding industry trends in Health Care Management.

Prerequisites: HCM 3000, HCM 4010, HCM 4030

HISTORY (HIS)

HIS 2100 FOUNDATIONS OF THE MODERN WORLD I (3 credits)

Introduces students to the historical development of Western civilization and its traditions. Major themes include the evolution of social, economic, religious, and political systems to fit the changing conditions of each age, and the expression of changing values and beliefs through intellectual and artistic endeavors. The course traces the development of Western civilization from ancient Near Eastern cultures to the beginning of the modern era in the 1600s.

HIS 2150 FOUNDATIONS OF THE MODERN WORLD II (3 credits)

Introduces students to the historical development of Western civilization and its traditions. Major themes include the evolution of social, economic, religious, and political systems to fit the changing conditions of each age, and the expression of changing values and beliefs through intellectual and artistic endeavors. The course traces the development of Western civilization from the beginning of the modern era in the 1600s to the present.

Prerequisites: HIS 2100

HIS 2175 THE HISTORY OF THE UNITED STATES OF AMERICA (3 credits)

The history of the United States is presented beginning with the European background and first discoveries. The pattern of exploration, settlement, and development of institutions is followed throughout the colonial period and the early national experience. The course continues through the Civil War, Reconstruction, the 19th, 20th, and 21st centuries and the development of the United States as a world power. The study includes social, cultural, economic, intellectual, and political aspects of American life.

Prerequisite: ENG 1200

HIS 2200 EARLY US HISTORY (3 credits)

This course will focus on the major political, economic and cultural developments in American history to 1865. A variety of historical documents, including maps, newspapers and political cartoons will also be examined.

HIS 3010 THE FOUNDING OF THE AMERICAN REPUBLIC (3 credits)

Covers the historical development of the United States from colonial times through the beginning of the 19th century, with emphasis on the historical context of the Declaration of Independence and the U.S. Constitution as examples of the unique expressions of American political, social, and economic systems. The course will focus on primary sources and on selected individuals who helped formulate these ideals.

Prerequisite: HIS 2150 or HIS 2160

HIS 3100 AFRICANS IN AMERICA 1607 – 1861 (3 credits)

Examines the experiences of Africans in America from the founding of the first colonies to the Civil War as evidenced through the historical, economic, political, social, religious, and literary values of the period. The course is focused on democracy, economics, freedom, leadership, identity, race, and racism from 1607 to 1861.

HIS 3130 THE AMERICAN CIVIL WAR AND RECONSTRUCTION (3 credits)

Examines the American Civil War, including its causes, the military, political, social and economic aspects of the war, and its continuing legacy. The course also covers Reconstruction following the war.

Prerequisite: 60 credit hours completed

HIS 3150 THE ERA OF THE VIETNAM WAR (3 credits)

Examines the Vietnam War, including its causes, the military, political, social and economic aspects of the war, and its continuing legacy for both Vietnam and the United States.

Prerequisite: 60 credit hours completed

HIS 3850 SPECIAL TOPICS (1-3 credits)

Various topics in history. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

HIS 4020 CONTEMPORARY GLOBAL ISSUES (3 credits)

An examination of the historical basis and context for contemporary global issues. Topics may include political, economic, scientific, technological, cultural, and social challenges.

Prerequisite: HIS 2150 or HIS 2175

HIS 4040 EUROPEAN CULTURAL HISTORY (3 credits)

Explores the development of European history and culture through focused visits to historical and cultural sites such as museums, historical parks, memorials, military sites, and cathedrals; and through film and performance. Taught during the annual Semester in Europe program.

Prerequisite: HIS 2100 or HIS 2150

HOSPITALITY MANAGEMENT (HOS)

HOS 1010 INTRODUCTION TO HOSPITALITY MANAGEMENT (3 credits)

Designed to build an understanding of the hospitality industry by examining the management skills needed to succeed in the industry. The student will also gain an insight in the development of the industry through popular trade magazines, guest speakers, and field trips.

HOS 1030 SANITATION (3 credits)

Provides foodservice personnel with basic sanitation principles; understanding personal hygiene; sanitizing of eating and drinking utensils; food bacteriology; emergency pathogens; prevention of illnesses; HACCP, accident prevention; employee training; sanitary and safe foodservice operation. Also includes information regarding alcohol: serving alcohol responsibly; safety of the customer, legalities of the employer, and lawsuits and violations of the state liquor code; how alcohol affects the body; the law and your responsibility; reasonable care; establishing policies and procedures; designing an alcohol responsible program; and checking age identification.

HOS 1031 SERVE SAFE ALCOHOL SEMINAR (1 credit)

Emphasis on alcohol law and the responsibility of the server. Includes information regarding alcohol: serving alcohol responsibly; safety of the customer, legalities of the employer, and lawsuits and violations of the state liquor code; how alcohol affects the body; the law and your responsibility; reasonable care; establishing policies and procedures; designing an alcohol responsible program; and checking age identification. Students will have the opportunity to earn the national Serve Safe Alcohol certification.

HOS 1032 FOOD SERVE SAFE CERTIFICATION (2 credits)

Provides foodservice personnel with basic sanitation principles; understanding personal hygiene; sanitizing of eating and drinking utensils; food bacteriology; emergency pathogens; prevention of illnesses; HACCP, accident prevention; employee training; sanitary and safe foodservice operation. Also includes information regarding alcohol: serving alcohol responsibly; safety of the customer, legalities of the employer, and lawsuits and violations of the state liquor code; how alcohol affects the body; the law and your responsibility; reasonable care; establishing policies and procedures; designing an alcohol responsible program; and checking age identification.

HOS 2040 PRACTICUM I (1 credit)

Designed to provide the student with supervised on-the-job training, exposure to organizational, management, internal workings, and services offered through an approved organization. A contract between the college, student, and employer provides the beginning groundwork. Goals, evaluations, a review of skill, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: 30 credit hours completed

HOS 2050 FOOD AND BEVERAGE MANAGEMENT (3 credits)

Designed to move the student through the various management steps involved in food service. Food production issues are studied from a managerial point of view. Standards in food production and beverage service are a focal area of the course. This course is designed to build the skills necessary to operate a successful and profitable food service operation.

HOS 2100 FACILITIES ENGINEERING (3 credits)

Introduces students to facilities engineering and why hospitality managers need to be aware of basic engineering principles and tools to enable them to make decisions regarding the operations of their facility.

HOS 2980 BEVERAGE SEMINAR (1 credit)

Exploration of various wines/beers from around the world. Class includes beverage evaluation and tasting for serious students who will benefit professionally from this knowledge. Primarily for Hotel/Restaurant students, but others will be considered.

HOS 3040 PRACTICUM II (1 credit)

Designed to provide the student with supervised on-the-job training, exposure to organizational, management, internal workings and services offered through an approved agency. A contract between the university, the student, and the employer provides the beginning groundwork. Goals, evaluations, a review of skill and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: 30 credit hours completed

HOS 3050 HOSPITALITY OPERATION MANAGEMENT (3 credits)

The class covers the study of broad-based hotel and motel management operations reviewing development, pre-opening, marketing, departmental operations, and organizational structure. Includes work in training, staffing, work improvement techniques, motivating, organizing, planning, and scheduling.

HOS 3100 RESORT & CLUB MANAGEMENT (3 credits)

Introduces the student to these exciting and dynamic segments of the industry and the many challenges in operations. Students will explore the many career choices available after visits to various properties and the behind-the-scenes look at how they are run.

HOS 3200 INNOVATIVE HOSPITALITY MODELS (3 credits)

This course is designed to build understanding of the business model and the use of the central tools of the business model canvas within the context of the hospitality industry. The main theories relating to the generation of innovation will be considered and their strategic importance to entrepreneurship assessed. Students will examine the evolution of the new business model within hospitality management during the 21st century, with reference to the changes within real estate management. Students will also be able to practice their design thinking and the use of storytelling through development of a business model for a new business.

Prerequisite: HOS 1010

HOS 3850 SPECIAL TOPICS (1-3 credits)

Various topics in hotel, restaurant, and resort management. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

HOS 3990 INTERNSHIP (3 credits)

The internship (a minimum of a 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

HOS 4050 HOSPITALITY COSTING, PRICING, AND FINANCIAL MANAGEMENT (3 credits)

Designed to move the student through the various management steps involved in developing a financially successful hotel, restaurant, resort, spa or other hospitality business. This course presents methods and principles for accurately pricing goods and services, controlling costs, and maximizing profits. Hotels, restaurants, and resorts are studied from a managerial point of view to keep costs low and margins high. Budgeting and financing standards set in the hospitality industry are a focal area of the course.

Prerequisite: FIN 3010 or FIN 3210

HOS 4100 HUMAN RESOURCES APPLICATION (3 credits)

Strong human resource management is critical for the survival of any company. This course will discuss and highlight ways that the new or even experienced manager can stay ahead of the workforce challenges. Current articles and group projects will supplement the classroom experience.

HOS 4150 INTERNATIONAL TOURISM (3 credits)

Focuses on the economic, social, cultural, and environmental considerations of international travel and tourism. The course is designed to create sensitivity to and an awareness of the differences in cultures in regard to a worldview of hospitality management.

HOS 4180 SPECIAL EVENTS AND MEETING PLANNING (3 credits)

Provides students with the basic understanding of the management process as it relates to planning and operation of special events and meetings. This course is designed to develop skills, strategies, knowledge, and understanding about planning, organizing, scheduling, marketing, and implementing meetings and special events for various groups.

HOS 4500 CURRENT ISSUES IN THE HOSPITALITY INDUSTRY (3 credits)

Explores the dynamics and implications of current societal and professional issues while developing leadership styles and identifying current trends. The course focuses on examining current trends that will impact the profession and help students understand the relevance of trends to their professional development.

HUMANITIES (HUM)**HUM 1020 INTRODUCTION TO WORLD CULTURES AND CUSTOMS (3 credits)**

This course is an exploration of cultural values and their expression, and the theories and tools with which to compare and contrast them in a diversity of cultural contexts. The course will involve an introduction to cultural anthropology with particular emphasis on oral history, cultural relativity, folk tradition, socialization, colonization and the political struggles of indigenous and culturally marginalized people.

HUM 2010 SURVEY OF THE FINE ARTS IN WESTERN CULTURE (3 credits)

A survey course designed with an emphasis on the study and appreciation of the Visual Arts and Architecture of Western Culture. This course focuses on the study and appreciation of the fine arts and the ways in which they reflect the values of civilizations.

HUM 3010 IDEAS THAT SHAPED AMERICA (3 credits)

Explores ideas from America's European heritage that shaped modern America.

HUM 3020 SURVEY OF WESTERN ART (3 credits)

Explores Western art through first-hand visits to European cultural centers and classroom lectures during the Semester in Europe Study Abroad program.

HUM 3100 CREATIVITY (3 credits)

An overview of the creative process and its relationship to both personal and professional achievement. Theories of creativity are summarized, covering such topics as the creative personality, creative problem solving, and creative team work. Students will acquire the resources and techniques for stimulating creative thinking and facilitating creative problem solving. The course will encompass both individual and group exercises to stimulate creative thinking.

Prerequisite: 60 credit hours completed

HUM 3110 THE SEARCH FOR MEANING THROUGH THE HUMANITIES (3 credits)

An examination of the human search for meaning through perennial questions and their possible answers as expressed in intellectual, artistic, and social endeavors.

Prerequisite: 60 credit hours completed

HUM 3120 INTRODUCTION TO ART (3 credits)

A survey of visual media, past and present, with particular emphasis on expressionism and realism and how they mirror society. Technique as well as theory is covered.

Prerequisite: 60 credit hours completed

HUM 3130 INTRODUCTION TO MUSIC (3 credits)

The study of music from the past and present, and its impact on our culture. Included is a survey of music from historical periods and the relationship of this auditory art form to other areas of the humanities.

Prerequisite: 60 credit hours completed

HUM 3140 INTRODUCTION TO MODERN ART (3 credits)

A chronological survey of major art movements beginning with Romanticism and culminating in the most recent developments in painting and sculpture.

Prerequisite: 60 credit hours completed

HUM 3150 INTRODUCTION TO FILM ART (3 credits)

A survey of past and present films with particular emphasis on the elements of form and style. A history of film and survey of genres and styles is included.

Prerequisite: 60 credit hours completed

HUM 3200 CRITICAL APPRECIATION OF THE ARTS (3 credits)

Focuses on the special role of the arts: painting, sculpture, architecture, literature, drama, music, dance, film, and photography as forms of human expression. Attention is given to definitions of art and various critical approaches to the arts in order to establish a foundation for critical response.

Prerequisite: 60 credit hours completed

HUM 3210 GENERAL HUMANITIES (3 credits)

Beginning with the advent of the Renaissance, this course traces the humanistic aspects of our intellectual development, as that development is manifested in painting, sculpture, architecture, music, literature, philosophy, political theory, and spiritual experience.

Prerequisite: 60 credit hours completed

HUM 3220 DESIGN PRINCIPLES (3 credits)

Exploration of human reaction to visual stimuli and the role of design to solve problems and make decisions in business and personal life. The goal is that students will make better functional, practical, and economic visual judgments.

Prerequisite: 60 credit hours completed

HUM 3230 UNDERSTANDING WESTERN ARCHITECTURE (3 credits)

This course is a comparative examination of the built environment as a cultural, technological, and artistic achievement. Basic design and technical concepts that allow buildings to stand up will be explored. In addition, the history of architectural development in the West, from prehistoric times to the present, will be surveyed. The focus is on architecture as an expression of culture, a systematic statement of values.

Prerequisites: HIS 2100, HIS 2150

HUM 3500 HONORS SEMINAR (3 credits)

Critical study of various forms of artistic expression to sharpen students' ability to form divergent points of view.

Prerequisites: 60 credit hours completed and approval of academic dean

HUM 3850 SPECIAL TOPICS (1-3 credits)

Various topics in humanities. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

INNOVATION MARKETING AND MANAGEMENT (IMM)**IMM 1100 FOUNDATIONS OF INNOVATION (3 credits)**

The emphasis of the course is to explain the value and importance of innovation and its role in a competitive global economy. An introduction to the principles and concepts of innovation and the role of innovation in society in general basic skills and elements of the innovation process are described and practiced by reviewing the theoretical bases and models of innovation processes, as well as case studies of relevant innovations in business. Students will learn about science and technology based "megatrends" and identify areas attractive to them to practice innovation

IMM 3050 DEMOGRAPHIC DATA MINING (3 credits)

This course is a continuation and expansion of concepts covered in statistics classes using demographic databases for business applications. It explores advanced sources of demographic data, measures, and methods to analyze the levels and changes of demographic settings. It considers applications of demographic techniques in marketing, management and in business forecasting. It provides practical case-studies based experience in applying demographic knowledge and methods. It includes hypothesis testing of proportions, means and variances of one and two populations, including matched pairs, correlation, simple linear regression, chi-square tests, and multiple regression.

Prerequisite: MTH 2310

IMM 3200 INNOVATION PROCESSES (3 credits)

Teaches students how to build a successful, profitable, and scalable startup company. The approach is to guide the students step-by-step into the details of requirements of turning the founders' vision into a viable business. The emphasis of this class is to build management tools specifically for startups, using physical, as well as Web/Mobile channels. A startup is not a small version of a large company. The role of this class is to address the specific activities and the basic needs to operate in a startup company. Student teams will identify an idea and practice the concepts described in the classroom for their ideas. The results will be integrated into a written report presented in class.

Prerequisite: IMM 1100

IMM 3990 INNOVATION INTERNSHIP (3 credits)

The internship (a minimum of a 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

IMM 4100 INNOVATION TRENDS (3 credits)

This course covers the opportunities for incremental and disruptive innovations, consumer behavior and market growth trends. Students are challenged to identify areas where innovations can be lucrative. The projects will stimulate creative thinking and teach students how to extract concepts from relevant technical content. Students will appreciate the process necessary to quickly conceive and validate the ideas. The class will provide the basic concepts that will allow students to understand how to use and the significance of the results searching various databases available. The results would allow students to anticipate the business needs for their ideas. The areas intended to be covered are megatrends, micro-trends, demographics, Google Analytics and patent search.

Prerequisites: MGT 2300, MKT 2080 and MTH 2310

IMM 4110 IDEAS TO MARKETS PROJECT I (3 credits)

A project-team based cohort course in which the idea of the product/application can be generated by the students, by an external company, or by an organization. The project may focus on an idea, a redesign of an existing product, a new product, or a new application for an existing product. Specific objectives for each team will be assigned by the instructor, in consultation with the project teams. This class will focus on collecting and analyzing data, creating a physical or conceptual prototype, and preparation of a marketing plan.

Prerequisites: IMM 3200, MKT 4230 and MKT 4240

IMM 4210 IDEAS TO MARKETS PROJECT II (3 credits)

Continuation of project-team based cohort course in which the idea of the product/application can be generated by the students, by an external company, or by an organization. The project and specific objectives for each team will have already been assigned by the instructor in IMM 4110. This class will focus on designing the product/application, and identifying financial, manufacturing, distribution and promotion channels through the development of a three year rudimentary business plan. The students will gain experience in multiple phases of the commercialization of innovation.

Prerequisite: IMM 4110

IMM 4310 IDEAS TO MARKET (3 credits)

Students will design or re-design a product or service for a new or existing business. Emphasized concepts will include implementing innovation strategies and processes, identifying emerging opportunities, and transforming and sustaining society and business through innovation. Projects will incorporate collection and analysis of data to identify financial, manufacturing, distribution, and promotion channels.

Prerequisites: All required IMM minor courses

INSURANCE RISK MANAGEMENT (INS)

INS 1100 PRINCIPLES OF INSURANCE (3 credits)

Introduces the student to understanding the nature of risk and how insurance can manage risk. Overview of the insurance industry and its nature and structure and how insurance organizations are regulated. Case studies will be utilized in understanding the challenges of IRM and the role of regulation. Case studies will be used to evaluate the financial strength of industry organizations.

INS 1200 PRINCIPLES OF PERSONAL INSURANCE (3 credits)

Introduces the student to the concept of personal insurance studying life, health, disability and long term care insurance. The student gains the prospective of managing personal risk associated with personal insurances.

Prerequisite: INS 1100

INS 2100 PRINCIPLES OF COMMERCIAL INSURANCE (3 credits)

Introduction to the concept of commercial insurance. The student will gain an understanding of insurance to manage commercial risk. Students will evaluate appropriate levels of coverage, and insurance contracts for greater understanding of insurance language. Course will cover property, liability, and auto.

Prerequisite: INS 1100

INS 2500 CLAIMS AND UNDERWRITING (3 credits)

Students study how underwriters decide on the cost of the risk and price it accordingly. Actuarial science is studied in relationship to cost structure. Students learn how an offer is made to a prospective client by assessing and appraising the risk involved in the offer. Students will work on case studies to create underwriting scenarios using data and circumstances in real life situations in the pricing of insurance. The study of claims is designed to introduce students to the claims (property and liability) process, claims adjusting and extent of the companies' liability to the claimant. Special attention will be given to the two sides of claims, representation of the company and representation of the client (public adjustors).

Prerequisites: MIS 1500, INS 1200 and INS 2100

INS 3000 AGENCY OPERATIONS (3 credits)

An overview of managing agency operations. Students will examine the operations in their entirety; claims, underwriting, reinsurance, finance, actuarial importance, insurance regulation and strategic planning for the insurance industry. Emphasis will be placed on regulatory compliance. Global markets will be studied as a means to understand competition and designing strategic plans to overcome the competition. Student teams will design and set up agencies.

Prerequisites: INS 1200 and INS 2100

INS 3100 STATE INSURANCE CODE (1 credit)

Designed to make students aware of how this code is designed and how it affects property insurance. Insurance code language is defined. Common insurance policy provisions are examined and explained. This class is mandatory for students taking the property insurance exam.

Prerequisite: INS 3000

INS 3500 INTRODUCTION TO ACTUARIAL SCIENCE (3 credits)

An overview of actuarial science and its application to risk management. Students will be introduced to mathematical and statistical methods used to assess risk, and the role of actuarial science in the insurance industry.

Prerequisite: MTH 2310

INS 3990 INSURANCE INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

INS 4850 INSURANCE PROPOSALS AND NEGOTIATIONS (3 credits)

A capstone course that integrates holistic insurance risk management components to develop and negotiate proposals. Student teams will be presented with data and a situation that demands insurance protection. Students will design and build proposals to be presented to management for managing risk. Students will utilize software, financial formulas and negotiation skills to prepare their presentations. Strong emphasis in understanding the role of regulatory compliance and exposure to underwriting process.

Prerequisites: SPC 2050 and INS 3000

INTENSIVE ENGLISH PROGRAM (IEP)

IEP 0901 PRE-ELEMENTARY SPEAKING/LISTENING (3 credits)

Designed for non-native speakers of English with an emphasis on developing speaking/listening skills at a pre-elementary level.

IEP 0902 PRE-ELEMENTARY READING/VOCABULARY (3 credits)

Designed for non-native speakers of English with an emphasis on developing reading skills at a pre-elementary level.

IEP 0903 PRE-ELEMENTARY WRITING (3 credits)

Designed for non-native speakers of English with an emphasis on developing writing skills at a pre-elementary level.

IEP 0904 PRE-ELEMENTARY GRAMMAR (3 credits)

Designed for non-native speakers of English with an emphasis on developing grammar skills at a pre-elementary level.

IEP 0911 ELEMENTARY SPEAKING/LISTENING (3 credits)

Designed for non-native speakers of English with an emphasis on developing speaking/listening skills at an elementary level.

IEP 0912 ELEMENTARY READING/VOCABULARY (3 credits)

Designed for non-native speakers of English with an emphasis on developing reading skills at an elementary level.

IEP 0913 ELEMENTARY WRITING (3 credits)

Designed for non-native speakers of English with an emphasis on developing writing skills at an elementary level.

IEP 0914 ELEMENTARY GRAMMAR (3 credits)

Designed for non-native speakers of English with an emphasis on developing grammar skills at an elementary level.

IEP 0921 INTERMEDIATE SPEAKING/LISTENING (3 credits)

Designed for non-native speakers of English with an emphasis on developing speaking/listening skills at an intermediate level.

IEP 0922 INTERMEDIATE READING/VOCABULARY (3 credits)

Designed for non-native speakers of English with an emphasis on developing reading skills at an intermediate level.

IEP 0923 INTERMEDIATE WRITING (3 credits)

Designed for non-native speakers of English with an emphasis on developing writing skills at an intermediate level.

IEP 0924 INTERMEDIATE GRAMMAR (3 credits)

Designed for non-native speakers of English with an emphasis on developing grammar skills at an intermediate level.

IEP 0931 PRE-ADVANCED SPEAKING/LISTENING (3 credits)

Designed for non-native speakers of English with an emphasis on developing speaking/listening skills at a pre-advanced level.

IEP 0932 PRE-ADVANCED READING/VOCABULARY (3 credits)

Designed for non-native speakers of English with an emphasis on developing reading skills at a pre-advanced level.

IEP 0933 PRE-ADVANCED WRITING (3 credits)

Designed for non-native speakers of English with an emphasis on developing writing skills at a pre-advanced level.

IEP 0934 PRE-ADVANCED GRAMMAR (3 credits)

Designed for non-native speakers of English with an emphasis on developing grammar skills at a pre-advanced level.

IEP 0941 ADVANCED SPEAKING/LISTENING (3 credits)

Designed for non-native speakers of English with an emphasis on developing speaking/listening skills at an advanced level.

IEP 0942 ADVANCED READING/VOCABULARY (3 credits)

Designed for non-native speakers of English with an emphasis on developing reading skills at an advanced level.

IEP 0943 ADVANCED WRITING (3 credits)

Designed for non-native speakers of English with an emphasis on developing writing skills at an advanced level.

IEP 0944 ADVANCED GRAMMAR (3 credits)

Designed for non-native speakers of English with an emphasis on developing grammar skills at an advanced level.

IEP 0951 GRADUATE SPEAKING/LISTENING (3 credits)

Designed for non-native speakers of English with an emphasis on developing speaking/listening skills for graduate students.

IEP 0952 GRADUATE READING/VOCABULARY (3 credits)

Designed for non-native speakers of English with an emphasis on developing reading skills for graduate students.

IEP 0953 GRADUATE WRITING (3 credits)

Designed for non-native speakers of English with an emphasis on developing writing skills for graduate students.

IEP 0954 GRADUATE GRAMMAR (3 credits)

Designed for non-native speakers of English with an emphasis on developing grammar skills for graduate students.

INTERNATIONAL BUSINESS (INB)

INB 1100 INTRODUCTION TO INTERNATIONAL BUSINESS (3 credits)

This is a survey course that acquaints students with the salient components of the discipline and the curriculum. It covers the various functional areas of International Business such as trade, finance, law, management, and marketing. It also examines the importance of culture and its impact on human behavior, and brings home to students the importance of understanding cultural differences for the successful pursuit of a career in international business. The course introduces students to career opportunities in the international business field.

INB 3610 WORLD LANGUAGES & CULTURES I (3 credits)

This course introduces global language and cultural understanding frameworks. The course is designed for someone with no previous language study. Emphasis is placed on the acquisition and application of basic language skills in Spanish and French. Portuguese will also be introduced as a special feature language at mid semester. Students will learn language study through direct experiential exercises and building personalized digital flashcards. Languages will be introduced with a cultural history overview to deepen understanding and appreciation. Cultural comparisons and global competencies will be introduced via two frameworks that explore issues at the aggregate and individual levels.

INB 3620 WORLD LANGUAGES & CULTURES II (3 credits)

This class – the second in a four-semester course of study for students who have not previously studied a global language – will provide an introduction to global language and cultural understanding frameworks. Emphasis will be placed on the acquisition and application of basic language skills in Japanese and Chinese, with a mid-semester introduction to Korean as a special feature language. An overview of cultural history will deepen understanding and appreciation of these global languages. Students will participate in experiential exercises and will build personalized digital flashcards throughout the course. A focus will be given to Leadership in cross-cultural contexts and specifically in servant leadership.

INB 3630 WORLD LANGUAGES & CULTURES III (3 credits)

This class – the third in a four-semester course of study for students who have not previously studied a global language – will provide an introduction to global language and cultural understanding frameworks. Emphasis will be placed on the acquisition and application of basic language skills in German and Russian, with a mid-semester introduction to Italian as a special feature language. An overview of cultural history will deepen understanding and appreciation of these global languages. Students will participate in experiential exercises and will build personalized digital flashcards throughout the course. A focus will be given to Leadership in cross-cultural contexts and specifically in servant leadership.

INB 3640 WORLD LANGUAGES & CULTURES IV (3 credits)

This class – the last in a four-semester course of study for students who have not previously studied a global language – will provide an introduction to global language and cultural understanding frameworks. Emphasis will be placed on the acquisition and application of basic language skills in Hindi and Arabic, with a mid-semester introduction to Swahili as a special feature language. An overview of cultural history will deepen understanding and appreciation of these global languages. Students will participate in experiential exercises and will build personalized digital flashcards throughout the course. A focus will be given to Leadership in cross-cultural contexts and specifically in servant leadership.

INB 3850 SPECIAL TOPICS (1-3 credits)

Various topics in international business. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

NOTE: The following are other required major courses in the interdisciplinary International Business curriculum:

ECN 3000 INTERNATIONAL TRADE (3 credits)

Examines the basis of trading among nations with emphasis on resources, foreign exchange, balance of payments, investments, tariffs, import quotas, export controls, nationalism, free trade, protectionism, and the institutions aiding in world trade.

Prerequisites: ECN 2210 and 2220

ECN 3410 COMPARATIVE ECONOMIC SYSTEMS (3 credits)

An analysis of the various systems of economic organization; comparison of socialist methods of economic management with the operations of the market economy; overview of the current economies of several nations.

Prerequisites: ECN 2210 and 2220

FIN 4010 INTERNATIONAL FINANCE (3 credits)

A comprehensive overview of the international monetary system in terms of its institutional structure, participants and their motivations, markets, and products, as well as currency exposure and techniques in risk management.

Prerequisites: FIN 3010 or FIN 3210 and ECN 3000

LAW 4050 INTERNATIONAL LAW (3 credits)

Overview of the international legal environment, including an emphasis on common and code law systems and their impact on the conduct of international business. Explores international jurisdiction, world legal agreements and bodies, treaty agreements, and treaty law.

Prerequisites: LAW 3000 and ECN 3000

MGT 4030 INTERNATIONAL MANAGEMENT (3 credits)

Familiarizes students with the evolution of the multi-national enterprise over the past century, and addresses the challenges today's managers of such enterprises. Discusses the various aspects of the complex task of managing and leading a multi-national enterprise such as strategy formulation, structuring organizations, liaising with external stakeholders, ensuring ethical conduct, and providing inspirational leadership. Knowledge and skills are imparted through the use of experiential learning tools such as simulations and case discussions.

Prerequisites: MGT 2300 and MKT 2080

MKT 3100 INTERNATIONAL MARKETING (3 credits)

Addresses global issues challenging today's international marketer. Discusses the various strategic, tactical, and operational components of the international marketing function. Explores in detail the practical aspects of international marketing such as exports and imports, international marketing research, and the development of a comprehensive marketing plan.

Prerequisites: MKT 2080

LAW (LAW)

LAW 2800 MOCK TRIAL I (1 credit)

Emphasis is placed on building the skills necessary to compete in American Mock Trial Association Invitational Tournaments. Each student will be a part of a team responsible for the development of a case to be tried in a court of law including opening statement, introduction of testimony, physical, and demonstrative evidence, direct and cross examination of witnesses, closing arguments, etc. Students will participate in competitions both on and off campus.

LAW 2810 MOCK TRIAL II (1 credit)

Emphasis is on continuing development of skills necessary to compete in regional American Mock Trial Association Invitational Tournaments. Students who have taken LAW 2800 will have already competed at invitational tournaments sponsored by the American Mock Trial Association. During this course, as a member of the Regional Team, students will perform the same skills introduced in the LAW 2800 course at a higher level. Students will participate in competitions both on and off campus.

Prerequisite: LAW 2800

LAW 2820 MOCK TRIAL III (1 credit)

Emphasis is on continuing development of skills necessary to compete in the national American Mock Trial Association Invitational Tournament. Students who have taken LAW 2800 will have competed at Invitational Tournaments and those who have taken LAW 2810 will have competed at the Regional Tournament. During this course, as a member of the Regional, National and Championship Team(s), students will consistently perform the skills introduced in LAW 2800 and LAW 2810 at a higher level reflecting their prior experience. Students will participate in competitions both on and off campus.

Prerequisites: LAW 2810

LAW 2830 MOCK TRIAL IV (1 credit)

Emphasis is on continuing development of skills necessary to compete in the national American Mock Trial Association Invitational Tournament. Students who have taken LAW 2800 will have competed at Invitational Tournaments and those who have taken LAW 2810 and LAW 2820 will have competed at the Regional Tournament. During this course, as a member of the Regional, National and Championship Team(s), students will consistently perform the skills introduced in the other Mock Trial courses at a higher level reflecting their prior experience. Students will participate in competitions both on and off campus.

Prerequisites: LAW 2820

LAW 3000 BUSINESS LAW I (3 credits)

Basic principles of law applicable to the business world emphasizing ethics, the U.S. judicial system, contracts, sales, property, agency, and business organizations. The goal of the course is to provide the basic knowledge and understanding of legal theories and practical applications of rules/laws as they pertain to the decision-making aspects of administration and professional conduct in business.

LAW 3025 BUSINESS LAW FOR ACCOUNTING MAJORS (3 credits)

The course will focus on two main areas. First, the course will undertake a critical exploration and examination of the regulation of the accounting profession. This will include research, application, and evaluation of the regulation of for-profit financial accounting, auditing of private and public entities, not-for-profit financial accounting, and taxation. Second, students will focus on specific areas of business law most applicable to the practicing accountant, including business organizations, securities law, and professional liability. Additionally, basic principles of law applicable to the business world, emphasizing contracts and sales, as well as period after sales, bailments, negotiable instruments, agency, partnerships, corporations, insurance, and real estate will be examined.

LAW 3030 ADVANCED MOCK TRIAL I (3 credits)

Provides upper-level students the opportunity to mentor and coach lower-level undergraduates who are preparing to participate in mock trial invitational. With guidance from the Director of the Mock Trial Program, students enrolled in LAW 3030 share the various strategies, skills, best practices, techniques, and procedures they have learned in their own mock trial experiences. Emphasis is placed on students modeling how to use knowledge of public policy and governance to influence regulatory and legal change as engaged citizens.

Prerequisites: LAW 2080, 2081, 2082 and instructor approval

LAW 3031 ADVANCED MOCK TRIAL II (3 credits)

Provides upper-level students the opportunity to mentor and coach lower-level undergraduates who are preparing to participate in mock trial tournaments sponsored by the American Mock Trial Association. With guidance from the Director of the Mock Trial Program, students enrolled in LAW 3031 share the various strategies, skills, best practices, techniques, and procedures they have learned in their own mock trial experiences. Emphasis is placed on students modeling how to use knowledge of public policy and governance to influence regulatory and legal change as engaged citizens.

Prerequisites: LAW 3030 and instructor approval

LAW 3050 BUSINESS LAW II (3 credits)

An in-depth study of law with special emphasis on those points of law that would be of particular importance to students planning careers in accounting, especially those considering qualifying as Certified Public Accountants. Provides students with the basic knowledge and understanding of legal theories and practical applications of rules/laws as they pertain to the decision-making aspects of administration and professional conduct of business, especially in the accounting industry.

Prerequisite: LAW 3000 or LAW 3025

LAW 3200 ENVIRONMENTAL POLICY (3 credits)

This course will provide an overview of environmental law, regulation and international policies, focused on those areas that directly impact on commercial and industrial enterprise. The course will also help students understand the relationship between environmental protection and societal, political, economic and ethical concerns that shape regulatory policy.

Prerequisite: LAW 3000

LAW 3500 COMMERCIAL AND REAL ESTATE LAW (3 credits)

This course provides an overview of real estate transactions and acquisitions for commercial real estate, including site selection, appraisals, purchase contracts, lease negotiations and contracts, mortgage financing, loan documentation, escrows and titles. Transactions related to franchise agreements will be a specific feature of the course.

Prerequisite: LAW 3000

LAW 3850 SPECIAL TOPICS (1-3 credits)

Various topics in law. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

LAW 4050 INTERNATIONAL LAW (3 credits)

Overview of the international legal environment, including an emphasis on common and code law systems and their impact on the conduct of international business. Explores international jurisdiction, world legal agreements and bodies, treaty agreements, and treaty law.

Prerequisites: LAW 3000 and ECN 3000

LEAN OPERATIONS & SUPPLY CHAIN MANAGEMENT (LEN)**LEN 4500 LEAN OPERATIONS AND SUPPLY CHAIN MANAGEMENT CAPSTONE (3 credits)**

This course will provide the student with cumulative case study experience for the Lean Operations and Supply Chain Management major. Students will use the knowledge gained in the previous nine classes in the Operations and Supply Chain Management program to develop operational strategies for business applications. Simulations and industry projects will be utilized in this capstone course.

Prerequisites: 90 credits

MANAGEMENT (MGT)**MGT 2300 PRINCIPLES OF MANAGEMENT (3 credits)**

Foundation course that provides an overview of the principles, concepts, and theories underlying the management discipline. Students learn the specialized vocabulary necessary for the practice of management. Origins, history, and antecedents of the management discipline and its relationship to the other disciplines that are the components of a business education.

MGT 2500 HUMAN RESOURCE MANAGEMENT (3 credits)

Provides students with a broad understanding of the behavioral, structural, operational, and legal aspects of managing an organization's human resources and the interrelationship between managerial functions and human resource policies. Examines the human resource functions of job analysis and design, recruitment, training and development, compensation and benefits, appraisal, and retention. Traces the evolution of the discipline and highlights certain landmark events that have impacted human resource management. Discusses the function of the various governmental agencies responsible for ensuring legal compliance.

MGT 3120 LOSS PREVENTION & RETAIL STRATEGY (3 credits)

Explore the effective methods and strategies required for successful retail management in both brick-and-mortar and electronic commerce (e-commerce). Topics of discussion, examination, analysis, and application include: how to utilize resources and techniques in retail management, types of retail segments, products, pricing, human resources, information systems, store operations, merchandising, supply chain, profit and loss (including inventory shrink), customer relationship management, communications, loss prevention basics and implementing and controlling retail strategy. This course includes a Loss Prevention Qualified (LPQ) Certification (lab fee required).

Prerequisite: MGT 2300

MGT 3200 MANAGEMENT COMMUNICATIONS (3 credits)

Students develop the techniques of sending and receiving skills necessary for effective communication in the global business environment. Topics covered include: writing effective business letters, memos, e-mails, and reports; group dynamics and effective meetings; nonverbal communication; listening; perception and semantics; and oral reporting.

Prerequisite: ENG 1200

MGT 3300 PROJECT AND INFORMATION MANAGEMENT (3 credits)

This course will teach students how to use and manage information technologies to revitalize business processes, improve business decision making, and gain a competitive advantage. This course will place significant emphasis on the essential role of APPS (Internet technologies) to create efficiencies as well as the development and implementation of these technologies. The first half of the semester will cover the "technology" and the second half will cover management of technology projects. Team based experiential learning methods will be used.

Prerequisites: MGT 2300 and MIS 1500

MGT 3350 HIGH-TECH & HIGH-TOUCH EXPERIENCES (3 credits)

This course explores the impact of modern technology on the building and sustainment of relationships between a luxury brand and its customers. The course focuses on sustainable tools, which influence both high-tech and high-touch strategies. In addition, students will acquire the critical skills necessary to develop strategies to influence luxury customers' loyalty.

Prerequisite: MGT 2300

MGT 3400 SUSTAINABLE ENTERPRISE STRATEGIES (3 credits)

This course will allow students to gain an understanding of the decision-making process in sustainable organizations and industries, including the theories supporting sustainable management and the concepts of triple-bottom-line management. Students will apply the core management functions and practices learned in previous business core courses to sustainable organizations. A systems approach will be used to help students develop the ability to analyze whole systems.

Prerequisites: MGT 2300, ECN 2210 and ECN 2220

MGT 3500 OPERATIONS MANAGEMENT (3 credits)

Deals with the strategic/operational activities that relate to the creation of goods and services through the transformation of inputs to outputs. Students will be able to formulate strategies that increase productivity and quality so as to maximize a firm's profitability in a global marketplace and for the benefit of society.

Prerequisites: MGT 2300 and MTH 2310

MGT 3600 ETHICAL LEADERSHIP AND MORAL DEVELOPMENT (3 credits)

This course introduces ethical theories (i.e., deontology, teleology, and relativism) that impact moral decision-making and the measurement of the decision-making process. Students will apply ethical principles to ethical business decisions. Students will also identify and evaluate internal and external influences that exist in organizational cultures.

Prerequisite: MGT 2300

MGT 3700 PRACTICE OF MANAGEMENT AND LEADERSHIP (3 credits)

Builds on the foundations of management theory and concepts contained in MGT 2300. It teaches students the practical elements of management and leadership through analysis, discussion, and reporting of significant trends and key issues from current literature. Examines advanced techniques in decision making and their applications in organizations. Using experiential learning tools, students learn management principles and identify important concepts related to leadership, emotional intelligence, diversity, organizational change, and sustainability.

Prerequisites: ACC 2415, MGT 2300 and MKT 2080

MGT 3850 SPECIAL TOPICS (1-3 credits)

Various topics in management. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

MGT 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

MGT 4030 INTERNATIONAL MANAGEMENT (3 credits)

Familiarizes students with the evolution of multinational enterprises over the past century, and addresses the challenges today's managers of such enterprises. Discusses the various aspects of the complex task of managing and leading a multinational enterprise such as strategy formulation, structuring organizations, liaising with external stakeholders, ensuring ethical conduct, and providing inspirational leadership. Knowledge and skills are imparted through the use of experiential learning tools such as simulations and case discussions.

Prerequisites: MGT 2300 and MKT 2080

MGT 4250 ORGANIZATIONAL BEHAVIOR AND LEADERSHIP (3 credits)

Examines how the behavior of individuals and the relationships among individuals and groups within an organization impact its effectiveness. Draws upon the theories and models that constitute the core of the discipline, and also examines current topics and areas of interest. Develops the skills and tools necessary to effectively manage change within an organization and evolve into successful leaders in a complex, global environment.

Prerequisite: MGT 2300

MGT 4300 MANAGEMENT OF INFORMATION TECHNOLOGIES (3 credits)

Students learn how to use and manage information technologies to revitalize business processes, improve business decision making, and gain a competitive advantage. Major emphasis is placed on the essential role of the Internet and networked technologies in order to create efficiencies that will help contribute to business success in the global economy.

Prerequisites: MGT 2300 and MIS 1500

MGT 4360 STRATEGIC RISK MANAGEMENT (3 credits)

Examines the risk management process in detail and its application in an organization. The course covers principled holistic risk management (pure and speculative risk) and why organizations have risk managers. Includes the administrative and strategic aspects of global strategic risk management examining how a risk manager operates within a complex organization. The application of risk management tools will be discussed; such as risk mapping, loss forecasting, application of total quality management principles, integrated risk financing, financial reinsurance, captives/risk retention groups, and benchmarking. The course will also examine the specific issues of managing risk globally and other pertinent issues faced by risk managers.

Prerequisite: MGT 2300

MGT 4700 ANALYZING STRATEGIC FAILURES (3 credits)

Students in this course will use the four cornerstones of a business to analyze why businesses fail. This course is divided into two parts. The first part of the course is dedicated to identifying, examining, and discussing the cornerstones of a business: leadership/management, financial stability, marketing/brand management, business strategic plan. In the second part of the semester, causes of the cornerstone failure will be analyzed using case analyses from failed businesses.

Prerequisite: 90 credit hours completed

MGT 4800 STRATEGIC PLANNING (3 credits)

Integrates the various theories, concepts, and models covered in previous management courses and other courses dealing with other functional areas, and presents a comprehensive view of the competitive environment of today's global business enterprise. Through the use of experiential learning tools such as simulations and case discussions, students learn the skills necessary to formulate and implement strategy and exercise effective leadership in diverse organizational settings and business environments.

Prerequisites: 90 credit hours completed, MGT 2300, and FIN 3010 or FIN 3210

MGT 4810 BUSINESS SEMINAR (3 credits)

This course is utilized in study abroad programs and allows students to study a wide scope of international business practices including financial, retail, industrial, manufacturing, and service industries.

Prerequisite: MGT 2300

MANAGEMENT INFORMATION SYSTEMS (MIS)

MIS 1110 INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS (3 credits)

Explores current Information Systems concepts and technologies. Students learn how information systems give a business or organization a competitive edge by providing technologies that help managers plan, control, and make decisions. Includes topics such as hardware and software components of an information system, e-business concepts and implementation, and a survey of common information systems used today.

MIS 1250 FOUNDATIONS OF DATA ANALYTICS I (3 credits)

This course is designed for beginner students in the practice of data visualizations. Students will learn to relate to Tableau terminology relevant to describing key insights garnered from drilling down into data. A hands-on approach to teaching the important concepts and techniques of simple and complex visualizations in Tableau will be adopted. Course topics that will be discussed include cross tabs, geographic maps, treemaps, pie charts and bar charts, dual-axis, and combined charts with different mark types, highlight tables, and scatter plots. Students will use this experience to build interactive dashboards. A student who completes this course will have the skill level consistent with the fundamentals of Tableau Desktop I.

MIS 1300 INFORMATION TECHNOLOGY INFRASTRUCTURE (3 credits)

Students will develop a thorough understanding of the current operating systems, networks, and communications infrastructure. Includes an understanding of the functions of operating systems, fundamental automated data and voice communications concepts and terminology, and modes of data transmission, transmission media, and different types of networks.

MIS 1350 FOUNDATIONS OF DATA ANALYTICS II (3 credits)

This course builds on the rudimentary concepts learned in MIS 1250. Students will be provided with the skillsets of a seasoned Tableau power user. They will be exposed to the professional desk tools typical of solid working experience with Tableau. Course topics include a review of creating and connecting to data sources, developing data subsets, executing Tableau calculations, performing advanced table calculations, creating and using parameters, data extraction, comparing measures, Tableau geocoding, viewing distributions, basic statistics and forecasting, story-telling using dashboards. A student who completes this course will have the intermediate Tableau skill level consistent with the fundamentals of Tableau Desktop II.

Prerequisite: MIS 1250

MIS 1500 BUSINESS PRODUCTIVITY SOFTWARE (3 credits)

Students gain the computer skills needed to succeed in their academic careers and in today's workplace. Major topics include file management and office productivity tools: Word-Processing, Visual Presentation, and Basic to Advanced Spreadsheet usage. Students learn the mechanics of file management and the use of Microsoft Office productivity tools; how to select the most appropriate productivity tool for a task; and how to efficiently use these tools to store data, analyze data, and communicate information. In this course, students gain hands-on, practical experience using currently popular word-processing, presentation, and spreadsheet programs.

MIS 2100 VISUAL ANALYTICS FOR BUSINESS INTELLIGENCE (3 credits)

This course explores best practices for designing visualizations that viewers can easily understand and use. Upon completion of this course, students will be able to formulate strategic steps to optimize visual analytics processes, effectively deploy pre-attentive attributes in visualizations, propose design visualizations that minimize the risk of misleading consumers in hunt for data insights, effectively use charts to answer specific questions. They will also be able to describe the process of identifying visual best practices for dashboard and story design. A student who completes this course will be prepared to complete the certification exam to qualify as a Tableau Desktop Qualified Associate. It will also provide a solid foundation for students to aspire to complete the certification exam for Tableau Desktop Certified Professional as well.

MIS 2140 PROGRAMMING I (3 credits)

Introduces students to the elements of business programming using a selected programming language. Study of the program development cycle and practice designing and writing business application programs. In designing programs, students will learn to identify program requirements, data requirements, user interface requirements, and the programming processes needed to develop a solution. Based on their designs, students will code, test, and evaluate their programs.

MIS 2150 PROGRAMMING II (3 credits)

Advances the student's knowledge of programming concepts and design principles acquired in MIS 2140. Students will develop more advanced algorithms and use more complex data structures. Concepts of GUI, web enabled, and event-driven programming will be utilized.

Prerequisite: MIS 2140

MIS 3100 GRAPHICS AND WEB DESIGN (3 credits)

Focuses on web concepts and high quality web design as well as digital image/graphic design and manipulation for the web and print media. Important issues such as sequential communication, editorial design, and visual communication for the web will be studied and applied within this course. Students will integrate text, digital images/graphics, and other design applications into website design. Website and digital image design will be applied using the most powerful and up to date industry software (Adobe Creative Suite).

Prerequisites: MIS 1500

MIS 3200 DATABASE DESIGN AND IMPLEMENTATION (3 credits)

The design, implementation, and maintenance of databases play a key role in the success of modern information systems. Students examine the logical design and physical organization of data in an enterprise database. Various approaches to data management are covered including relational database management systems. Topics include the advantages of using database management systems, the proper design and implementation of a database, accessing and manipulating data using Structured Query Language (SQL), and the role of a database administrator.

Prerequisite: MIS 1500

MIS 3250 ERP BUSINESS APPLICATIONS (3 credits)

Introduces students to the concepts used with Enterprise Resource Planning (ERP). Students examine the relationships and interdependence of programs used to create information systems for organizations. Customer relationship, supply chain, production, and financial system models will be featured. Implementation issues are examined for ERP including technical structure.

MIS 3300 PROJECT MANAGEMENT (3 credits)

Students will examine the significant role that project management plays in the successful completion of an information technology project. The skills, tools, and best practices used to effectively manage a project from its inception to successful closure will be discussed. Students will learn how to control the scope, time, cost, and quality of projects, and gain hands-on experience using project management software.

Prerequisite: MIS 1500

MIS 3350 ADVANCED DATABASE MANAGEMENT & VISUALIZATIONS FOR ANALYTICS (3 credits)

Structured Query Language (SQL) continues to rank as one of the most-used computer languages in the world. To better position careers in the business world, students taking this course will build on the SQL skills acquired in MIS 3200 to provide database solutions. Through intensive hands-on learning sessions, best practices for defining structures that hold data so that relationships in the relevant data features can be analyzed to bear on business decisions will be learned. Key MySQL ideas will be emphasized to empower students to create, modify, explore, and summarize data beyond the limits imposed by Microsoft Excel and Access.

Prerequisite: MIS 3200

MIS 3400 SYSTEMS ANALYSIS AND DESIGN (3 credits)

Examines the various tools and methodologies for the development and implementation of a business information system. Students will also examine the logical and physical organizations of data in an enterprise database. The systems approach is covered in detail in conjunction with current concepts of systems analysis and design. The life cycle concept, the importance of implementing controls during the planning, analysis, design, implementation, and evaluation phases of a management information system to solve business management problems are highlighted.

MIS 3800 INFORMATION SECURITY (3 credits)

This course surveys information security essentials needed for a foundational understanding of the Information Security discipline from the business level perspective. Common attacks and vulnerabilities against an organization will be identified and deliberated. Furthermore, the course provides a survey of how to mitigate the risk of attack, the managerial and legal requirements on organizations including reporting requirements, the professional ethics surrounding cyber security, and how these affect security policy formation and implementation.

Prerequisite: MIS 1500

MIS 3850 SPECIAL TOPICS (1-3 credits)

Various topics in management information systems. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

MIS 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

MIS 4000 ADVANCED INFORMATION SYSTEMS PROJECT (3 credits)

Capstone course for the MIS concentration and is designed to consolidate the business and information systems knowledge acquired during the completion of the program. The skills, tools, and best practices used to effectively manage a project from its inception to successful closure will be discussed. Student teams will manage an information systems project that improves business operations. Students will apply project management best practices as they work through the project life cycle. This course promotes the development of consultative communications skills and interpersonal skills with team members and other project stakeholders.

Prerequisite: MIS 3400

MIS 4100 MACHINE LEARNING TECHNIQUES FOR APPLIED PREDICTIVE MODELING (3 credits)

To minimize uncertainties in business decisions and planning, this course studies ways that machine learning algorithms are being deployed towards optimal extraction of truths embedded in data. Case studies will be used to introduce, explain, illustrate, and contextualize the utility of machine learning algorithms. Algorithms covered will center on information, similarity, probability, and error-based machine learning techniques to harness and leverage the value of predictive modeling. Students will develop a deep appreciation of the three foundational pillars of data analytics, namely descriptive, predictive and prescriptive analytics as it applies to the real world of data analytics-be it customer, finance, marketing, healthcare, supply chain, human resource, government, and sports analytics, to name but a few.

Prerequisite: MTH 3450

MIS 4200 ESSENTIALS OF BIG DATA AND CLOUD COMPUTING (3 credits)

MIS 4200 Essentials of Bog Data and Cloud Computing (3 credits)A delve into big data opportunities, what they represent, and the value modern business systems embrace by investing in infrastructure that supports big data integration, management and analysis. Students taking this course will be introduced to the Vs of big data: Volume, Velocity, Variety, Variability, and Veracity. A survey of modern technologies, either programming or application-based, deployed in big data analysis and cloud computing will be emphasized. To innovate faster with cloud computing, types of cloud computing and varied applications in product development, predictive maintenance, customer experience, fraud detection, machine learning, operational efficiency and the internet of things (IOT) will be illustrated.

Prerequisite: MTH 3150

MIS 4300 Data Analytics Capstone Project (3 credits)

The capstone experience for the Data Analytics program is designed as a practitioner's domain for synthesizing concepts learned in the program to extract actionable insights from real-life. Real-life data will be sourced from reputable data repositories. To analyze the sourced data sets, students will combine analytical methods learned during the program with stimulating ideas gleaned from completed public domains like Kaggle, GitHub and BitBucket on best practices for effectively managing an analytics project from its inception to a successful closure. Guided by the CRISP-DM model, students will synthesize database management, data visualization, machine learning, project management, consultative communication and interpersonal skills to see a data analytics project through its life cycle. Completed capstone projects will be documented in GitHub or Bitbucket as reference projects to demonstrate student's preparedness for the corporate world.

Prerequisites: MTH 3450 and MIS 4100

MARKETING (MKT)

MKT 2080 PRINCIPLES OF MARKETING (3 credits)

Explores the development of marketing principles and the role of marketing in an enterprise economy. Reviewing current articles and case studies develops an understanding of marketing principles.

MKT 2150 SELLING & SALES MANAGEMENT (3 credits)

This course will develop students' competencies in professional selling theory and approaches, presentation skills, and sales management techniques. This course focuses on developing and maintaining relationships with customers and management of the process of finding, converting and keeping customers while achieving the organization's goals. Communication techniques, career planning, selling strategies and tactics, as well as sales duties and responsibilities are included. Course topics will include the selling process, the buying process, creating value in buyer-seller relationships, prospecting, sales call planning, communicating the message, negotiating for win-win solutions, closing the sale, as well as how to motivate, compensate and train sales people.

Prerequisite: MKT 2080

MKT 3000 E-COMMERCE (3 credits)

Discusses the rapid evolution of the marketplace because of the emergence of e-commerce and the tools facilitating this evolution, such as the Internet. Covers the impact of these tools and the changes they invoke on organizations, careers, and in general, on the conduct of business in the global marketplace. Use of these tools with special emphasis on utilization in value chain integration and enterprise resource planning. The development of an e-commerce strategic plan is a capstone element of this course.

Prerequisite: MKT 2080

MKT 3020 INTERNET MARKETING (3 credits)

This course considers how the Internet has introduced new experiences to the marketing environment. Students examine the basic principles of marketing, as well as measure the effect of the Internet on these basic principles. Areas such as company's blogs, search engine advertising and company email marketing lists will be explored. The concepts of how to build a growing internet presence and B2B relationships and how these relationships help a company's online marketing efforts will also be discussed.

Prerequisite: MKT 3000

MKT 3050 CONSUMER BEHAVIOR (3 credits)

Consumer behavior theory, including the introduction of behavioral models to investigate the consumer psychology. Application of consumer behavior principles to customer satisfaction, market planning, and merchandise mix decisions. Ethical, diversity, and international issues are also explored.

Prerequisite: MKT 2080

MKT 3100 INTERNATIONAL MARKETING (3 credits)

Addresses global issues challenging today's international marketer. Discusses the various strategic, tactical, and operational components of the international marketing function. Explores in detail the practical aspects of international marketing such as exports and imports, international marketing research, and the development of a comprehensive marketing plan.

Prerequisites: MKT 2080 and MGT 2300

MKT 3133 RETAIL MANAGEMENT (3 credits)

Explore the effective methods and strategies required for successful retail management in both brick and mortar and electronic retail outlets. Topics of discussion, examination, analysis, and application include how to utilize resources and techniques in retail management, locations, products, pricing, human resources, information systems, store operations, customer communications, and implementing and controlling a retail strategy.

Prerequisites: ACC 2415, MGT 2300, MKT 2080, and 90 credit hours completed

MKT 3150 SOCIAL MEDIA MARKETING (3 credits)

The goal of this course is to prepare current and future executives, managers and strategists to create value in the networked economy-in other words, to gain understanding and insight on how new technology and media forms have created unique challenges and opportunities for business. This course presents the strategic themes and issues associated with the field of ecommerce.

Prerequisites: MKT 2080 and MKT 3000

MKT 3200 DIGITAL MARKETING CONCEPTS (3 credits)

This course examines how digital marketing has brought new capabilities to the marketing function. Students examine the basic principles of digital marketing and assess the impact of these basic principles, addressing benefits as well as the limitations of digital marketing. Topics include search engine advertising, search engine optimization, video marketing, social media, social CRM and mobile marketing. Students will also learn how to develop B2C relationships that enhance a company's digital presence and leverage online marketing efforts.

Prerequisite: MKT 3000

MKT 3233 GRAPHIC DESIGN IN VISUAL COMMUNICATION (3 credits)

Prepares students to use visual design for modern media within an integrated marketing communications campaigns. Analysis of current graphic design methods and the development of a visual communication plan emphasize how elements of visual strategy and creative thinking work together in the marketing environment. The new opportunities and challenges marketers face in visual communication are discussed (Requires Adobe Creative Suite).

Prerequisites: MKT 2080 and MIS 1500

MKT 3350 LEAN DISTRIBUTION (3 credits)

Lean distribution is based on the Toyota Production System and is a philosophy of a set of methods for dramatically reducing time from customer order to building and shipping a product that costs less, uses less space, and is of superior quality. Covers the history, philosophy, and core methodologies of lean distribution.

Prerequisite: MKT 2080

MKT 3450 LOGISTICS (3 credits)

Provides a management guide to the flow of products from suppliers to manufacturers, manufacturers to distributors, distributors to retailers, and manufacturers to retailers. Logistics will be discussed and described in all phases of the transportation system including rail, truck, air, and water borne shipments. Help engage students in the overall workings of logistics including an overview of employment opportunities in logistics management.

Prerequisite: MKT 2080

MKT 3850 SPECIAL TOPICS (1-3 credits)

Various topics in marketing. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

MKT 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

MKT 4200 DIGITAL MARKETING STRATEGY (3 credits)

This course examines how digital marketing has brought new capabilities to the marketing function. Students examine the basic concepts of digital marketing strategy and assess the impact of these basic principles, addressing benefits as well as the limitations of digital marketing. Digital marketing strategy topics such as online advertising, CRM, search engine optimization, social media, content marketing and personalization will be discussed. Students will also learn how to analyze the required techniques and functions of digital marketing from a company's perspective.

Prerequisite: MKT 3200

MKT 4230 MARKETING RESEARCH (3 credits)

Examines the role of research in the solution of marketing problems, with emphasis on available data analysis, non-parametric statistical procedures, sampling, variable analysis, and field research methodology. Development of research and survey instruments and use of a software computer package to analyze data. Student teams will identify a research problem, gather and analyze data, and integrate results in a research report presented in class.

Prerequisites: MTH 3340 and MKT 2080

MKT 4240 MARKETING MANAGEMENT (3 credits)

A case-based, capstone course that builds upon previous classes in marketing principles and marketing research. Course includes development of a market plan and managerial analysis of marketing policy, strategy, organization, administrative structures to facilitate the marketing function, procedures in demand analysis, product planning policy, pricing, and physical distribution. Emphasizes the integration of these marketing activities and their planning and direction.

Prerequisite: MKT 4230

MKT 4300 BUSINESS INTELLIGENCE, ANALYTICS, AND DATA SCIENCE (3 credits)

This course will explore the current and future expansion in digital analytics. Students will study data analytics platforms and content area that explore customer intelligence. Students will also investigate how business intelligence, analytics and data science play an increasingly important role in the decision-making process. Students will learn the tools and techniques necessary to understand the operational and strategic features of business intelligence, analytics and data science as well as how these are used to influence and create new marketing directions within a company to impact facets of the marketing mix, CRM and sales.

Prerequisite: MKT 4200

MKT 4400 DIGITAL MARKETING ANALYTICS (3 credits)

The course will prepare students to be effective marketers in an environment that involves digital initiatives and data. Students will learn to evaluate different analytics approaches and will work with both structured and unstructured data digital data sets to understand and attain hands on experience in collecting and analyzing these large data sets. Students will also develop an understanding of the types of data available and how to assess the quality of the data, develop a goal-based analytics plan and make sound inferences and recommendations. Digital marketing topics such as website analytics, social media marketing, SEO/SEM, social listening and digital advertising will be covered.

Prerequisite: MKT 4300

MARKETING COMMUNICATIONS (MKC)

MKC 2100 INTRODUCTION TO MARKETING COMMUNICATIONS (3 credits)

Explores creation and management of integrated marketing campaigns, from identification of appropriate tools and strategies to project management of budget factors such as time and cost. Integrated marketing tools to study include public relations, content marketing, sales promotion, social media, and advertising. Emphasis will be placed on understanding how to target various markets and how to develop strategic and interactive integrated marketing plans with clear objectives.

Prerequisite: MKT 2080

MKC 2110 MEDIA ECONOMICS AND TECHNOLOGY (3 credits)

Focuses on the business practices of the media industry, specifically economic factors that direct and limit decisions. Emphasis is placed on the digitization of media channels and platforms. Students gain a critical understanding of fundamental concepts, theories, and approaches of media economics to aggregate audiences for advertisers. The role of technology, globalization, regulation, and other factors in shaping media economics is also explored.

MKC 2300 DIGITAL MEDIA PLANNING (3 credits)

Examines the structure, technology, and personnel of the media industry. Students develop digital media planning and convergent media design skills for multimedia-related careers. Exploration of leveraging data for ad targeting and implementing critical ad targeting strategies provide an understanding of how to effectively reach target audiences.

Prerequisites: MKC 2100 and MKC 2110

MKC 2400 CREATIVE CONCEPTS & STRATEGY (3 credits)

Introduces the creative strategy development process of an integrated marketing communications framework, which includes advertising, public relations, direct marketing, sales promotion, and social/mobile marketing. Students explore marketing planning, branding/positioning, copywriting, and design of messages for major media formats. Various verbal, written, and visual strategies and business best practices to use in creative message development are discussed (Requires Adobe Creative Suite).

Prerequisite: MKC 2100

MKC 3200 DIGITAL, SOCIAL & MOBILE MARKETING (3 credits)

Explores how to leverage the power of digital, social, and mobile strategies and tools to create compelling marketing campaigns. Students gain an understanding of various mobile technologies, with an emphasis on how to evaluate and implement these options to meet marketing objectives. The integration and impact of digital, social, and mobile marketing on traditional marketing channels also are addressed.

Prerequisite: MKC 2300

MKC 4100 INTEGRATED MARKETING COMMUNICATIONS CAMPAIGNS (3 credits)

Examines situational analysis, audience research, strategic decision-making, and creative development of integrated marketing communications plans for diverse clients/organizations. Students create materials for different channels, using various media, including print, video, and digital.

Prerequisite: MKC 2300

MKC 4500 CURRENT ISSUES IN GLOBAL MARKETING & CONSUMER BEHAVIOR (3 credits)

Emphasizes an overview of the cultural environment as it applies to marketing through discussion of global topics such as management, political, and legal issues. Examination of and discussion about the process of planning, implementing, and analyzing marketing and other strategic communications are explored, with focus on understanding the theory, practice, and ethics of global communication.

Prerequisite: MKC 3200

MATHEMATICS (MTH)

MTH 0980 DEVELOPMENTAL MATHEMATICS (3 credits)

This developmental course includes topics from Basic and Intermediate Algebra with an emphasis on mathematical modeling and problem solving. Topics include properties of Real numbers, algebraic expressions, linear equations and functions, systems of linear equations, polynomials, rational equations and functions, and radical equations and functions.

Prerequisite: ACT Math score of 19 or less or SAT Math score of 510 or less

MTH 1000 FINITE MATHEMATICS WITH INTEGRATED REVIEW (4 credits)

A course for students who have not placed directly in college algebra or finite math, however, have demonstrated knowledge of basic math skills. Algebra topics such as functions, factoring polynomials, radicals, and solving exponential and logarithmic equations will be covered in the course. This course will also discuss statistical and quantitative reasoning techniques used by business professionals. Topics will include business finance, systems of equations, matrices, linear programming, probability, and set theory concepts.

Prerequisite: Minimum ACT Math score of 20 or minimum SAT Math score of 520 or MTH 0980 or successful completion of the placement examination

MTH 1050 COLLEGE ALGEBRA WITH INTEGRATED REVIEW (4 credits)

This course covers all algebraic topics necessary for a mathematically literate person. An understanding of the Real Number System is extended to complex numbers required to solve quadratic equations. Students will learn how to simplify and solve both rational and radical expressions and equations, how to solve quadratic equations using various methods, how to solve logarithmic and exponential equations, how to solve systems of equations in two or more variables using matrix operations, how to solve a systems of linear inequalities, and how to apply the notation and principles of sequences and series. A modeling approach is used with an emphasis on functions and applied problem solving.

Prerequisite: Minimum ACT Math score of 20 or minimum SAT Math score of 520 or MTH 0980 or successful completion of the placement examination

MTH 1100 FINITE MATHEMATICS (3 credits)

Uses elementary functions to explain mathematical models. Quadratics, systems of equations, and mathematical models of business finance are used to facilitate understanding mathematical techniques used in business and other applications. Additional topics are selected to prepare students for the statistical and quantitative reasoning used by professionals. Probability concepts and summation notation are explored to provide a strong basis for statistics. Also covered are the logic and set theory concepts used in quantitative reasoning.

Prerequisite: Minimum ACT Math score of 24 or minimum SAT Math score of 580 or MTH 0970 or successful completion of the placement examination

MTH 1150 COLLEGE ALGEBRA (3 credits)

Completes the sequence of algebraic topics necessary for a mathematically literate person. An understanding of the Real Number System is extended to complex numbers required to solve quadratic equations. Students will learn how to solve quadratic equations using the quadratic formula, how to solve logarithmic and exponential equations, how to solve systems of equations in two or more variables using matrix operations, how to solve a system of linear inequalities, and how to apply the notation and principles of sequences and series. A modeling approach is used with an emphasis on functions and applied problem solving.

Prerequisite: Minimum ACT Math score of 24 or minimum SAT Math score of 580 or MTH 0970 or successful completion of the placement examination

MTH 2000 PRE-CALCULUS (3 credits)

This course prepares student for calculus or other courses requiring depth of algebraic trigonometric background, including: inequalities; theory of equations; matrices; functions and relations; logarithms; exponential and trigonometric functions.

Prerequisite: MTH 1150

MTH 2300 COLLEGE CALCULUS I (4 credits)

This course covers the following topics: limits and derivatives; differentiation rules; applications of differentiation; curve sketching; optimization problems; antiderivatives; definite integral and indefinite integrals.

Prerequisites: MTH 1150 and MTH 2200

MTH 2310 STATISTICS I (3 credits)

A thorough treatment of descriptive statistics; an introduction to the concepts of probability, probability distributions, and sampling distributions; and an introduction to inference through estimation by confidence intervals. Students will determine which statistical technique is appropriate depending on the data type and level of measurement, analyze the data, and then interpret the results.

Appropriate technology and/or software will be required.

Prerequisites: MIS 1500 and MTH 1100 or MTH 1150

MTH 2350 COLLEGE CALCULUS II (4 credits)

Topics in this course include areas between curves, volume, volumes by cylindrical shells, techniques of integration, improper integrals, arc length, area of a surface of revolution, applications to physics and engineering, modeling with differential equations, Euler's Method, separable equations, parametric equations, polar coordinates, conic sections and an introduction to sequences and series.

Prerequisite: MTH 2300

MTH 2520 DISCRETE MATHEMATICS (3 credits)

This course covers topics in discrete mathematics such as elementary logic, set theory, and relations; induction, enumeration techniques, recurrence relations, trees and graphs, Boolean algebra and algorithm analysis.

Prerequisite: MTH 2000

MTH 2600 DIFFERENTIAL EQUATIONS (3 credits)

This course covers the following topics: first order differential equations, the existence and uniqueness theorem, second order linear equations, higher order linear equations, series solution of differential equation, the Laplace transform, systems of first order linear equations, and nonlinear differential equations and stability.

Prerequisite: MTH 2300

MTH 2870 LINEAR ALGEBRA & MATRIX THEORY (3 credits)

This course covers the elementary theory of vector spaces. Topics include linear independence, bases, dimension, linear maps and matrices, determinants, orthogonality, eigenvalues and eigenvectors.

MTH 3100 CALCULUS I (3 credits)

The basics of differential and integral calculus and its application in solving problems. Linear and nonlinear functions are reviewed; the concepts of limits and continuity, derivatives of functions and their applications, finding maxima and minima, and definite and indefinite integrals are covered.

Prerequisite: MTH 1100 or MTH 1150 or ACT Math score of 29 or higher or SAT Math score of 670 or higher

MTH 3150 Data Science for Informed Decision Making (3 credits)

In this class, students will explore how to combine business domain knowledge with the fundamental principles of data science in formulating a data-driven strategy to meet set objectives. The underlying conceptual processes inherent in the industry-standard CRISP-DM model, namely the systematic progression from business understanding to data understanding, preparation, modeling, and deployment are examined. Real-life scenarios that differentiate between supervised and unsupervised methods for data mining and applied predictive modeling will be considered. Key characteristics associated with deployed analytic models such as generalization and overfitting are introduced. Topics related to responsible data science and ethical practice will also be covered to include transparency, explainability, and fairness.

Prerequisites: MIS 1500 and MTH 2310

MTH 3200 CALCULUS II (3 credits)

Understanding and utilization of multivariable calculus and matrix algebra techniques commonly used in business, economics, and the social sciences.

Prerequisite: MTH 3100

MTH 3340 STATISTICS II (3 credits)

A continuation and expansion of concepts covered in MTH 2310. It includes hypothesis testing of proportions, means and variances of one and two populations, including matched pairs, correlation, simple linear regression, chi-square tests, multiple regression, forecasting, statistical process control, and analysis of variance. Appropriate technology and/or software will be required.

Prerequisite: MTH 2310

MTH 3400 INTRODUCTION TO DATA SCIENCE (3 credits)

This survey course will introduce students to the concepts and principles of Data Mining industry standards like CRISP-DM and SEMMA. This includes the conceptualization of data, information and knowledge, introduction of data collection, storage and preparation, database management, data visualization, and statistical data driven decisions for solving business problems.

Prerequisites: MIS 1500 and MTH 2310

MTH 3450 DATA MINING FOR BUSINESS ANALYTICS (3 credits)

To enhance students' preparation for the responsibility of making strategic, tactical, and operational decisions, this course examines the various techniques and methodologies for mining non-random patterns in data to create business value. Highlight content areas that are covered include an overview of the data mining process, what initial data exploration entails, dimension reduction techniques, prediction and classification methods, mining relationships among records, social network analytics, and text analytics. Through the lens of business case studies, students will gain perception into making choices about algorithms for a given problem statement, while balancing this process out with an analysis of the pros/cons of each mining algorithm that can be used.

Prerequisite: MTH 3150

MTH 3850 SPECIAL TOPICS (1-3 credits)

Various topics in mathematics. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

MTH 4100 DATA MINING AND MODELING FOR BUSINESS DECISIONS (3 credits)

In this course students will apply quantitative methods such as linear, logistic, and multiple regression; time series forecasting, find optimal solution for goals, use decision trees, and apply simulation to business problems.

Prerequisites: MIS 1500 and MTH 2310

MTH 4200 PREDICTIVE ANALYTICS (3 credits)

Students will apply the concepts, principles and analysis skills of Data Mining to build predictive models. This course will require the planning, implementation, and evaluation of a solution to a business case problem.

Prerequisites: MIS 1500 and MTH 2310

MTH 4500 FORECASTING AND SIMULATION TECHNIQUES FOR BUSINESS ENTERPRISE (3 credits)

This course provides a comprehensive introduction to forecasting methods used to predict data at future times from past, collected data. Among other possible use cases, students will be provided with a strong background in how to use forecasting skills to aid retail stores predict sales, energy companies forecast reserves, demand and prices, educational institutions forecast enrollment and governments forecast tax receipts and spending. Emphasis will be laid on how to uncover patterns in past, numerical data that are expected to carry into the future data by deploying quantitative forecasting techniques like exponential smoothing, regression forecasting, hierarchical forecasting, and practical forecasting issues. Other vital areas that will be covered will involve learning how to combine forecasts, handle complicated seasonality patterns, dealing with hourly, daily, and weekly data, forecasting count time series, and other examples. Through this experience, students will sharpen their readiness for applying analytic tools that businesses optimize for future strategic tactical, and operational planning and minimization of uncertainties.

Prerequisite: MTH 3150

NATURAL SCIENCE (NSC)**NSC 1100 INTRODUCTION TO ECOLOGICAL PRINCIPLES (3 credits)**

An introductory course presenting the main concepts of ecosystem function and ecological interrelationships. Students will develop an understanding of the complex relationships between physical, chemical and biological components of ecosystems. This understanding will provide the basis for later application of human interaction and sustainability concepts to the natural world.

NSC 1200 BIOLOGY 1 WITH LAB (3 credits with a 1 credit corequisite lab)

An introductory course in scientific thinking, classification, and explanations of natural processes of life on earth, including those of cells, organisms, plants, animals, ecosystems and the biosphere. Provides students with a broad perspective of the field of biology and establishes a background for further study in advanced biology courses (laboratory participation required).

Prerequisites: ENG 1150 and MTH 1150

NSC 1250 BIOLOGY II WITH LAB (3 credits with a 1 credit corequisite lab)

An Introduction to bioenergetics, enzymes, biological membranes, transport across membranes, chemotrophic energy metabolism (glycolysis and fermentation), chemotrophic energy metabolism (aerobic respiration), phototrophic energy metabolism, gene expression and signal transduction mechanism (laboratory participation required).

Prerequisite: NSC 1200

NSC 1300 GENERAL CHEMISTRY I WITH LAB (3 credits with a 1 credit corequisite lab)

This course will cover the fundamentals of chemistry. Topics discussed include atomic structure, chemical periodicity, molecules and ions, chemical reactions, stoichiometry, thermo chemistry, properties of gases and molecular geometry (laboratory participation required).

Prerequisites: ENG 1150 and MTH 1150

NSC 1350 GENERAL CHEMISTRY II WITH LAB (3 credits with a 1 credit corequisite lab)

This course will cover the basic tools of chemistry: atoms, molecules, and ions; chemical reactions; stoichiometry; thermochemistry; gases and their behavior; the structure of the atom; atomic electron configurations; chemical periodicity; atomic structure and electron configurations; and theories and models of chemical bonding (laboratory participation required).

Prerequisite: NSC 1300

NSC 1500 PHYSICS I WITH LAB (3 credits with a 1 credit corequisite lab)

This course focuses on mechanics covering the following topics: motion in one and two dimensions, Newton's laws, statics, work, energy and power and momentum (laboratory participation required).

Prerequisites: ENG 1150 and MTH 1150

NSC 1550 PHYSICS II WITH LAB (3 credits with a 1 credit corequisite lab)

This course includes the discussion of elastic properties of materials; gases; fluids; thermodynamics; electric forces, fields and potentials; direct currents; and optics (laboratory participation required).

Prerequisite: NSC 1500

NSC 1600 COLLEGE PHYSICS I WITH LAB (3 credits with a 1 credit corequisite lab)

This calculus-based course focuses on mechanics and covers the following topics: one and two dimensional kinematics; Newton's laws of motion and gravitation; work, energy, and power; equilibrium and momentum; properties of fluids; harmonic motion, waves and sound; and Thermodynamics (laboratory participation required).

Prerequisites: ENG 1150 and MTH 2300

NSC 1650 COLLEGE PHYSICS II WITH LAB (3 credits with a 1 credit corequisite lab)

This calculus-based course continues the series with a focus on applied physics and examines: electrostatics (conductors, insulators, and potentials); electronic circuits; electromagnetism (magnetic fields and electromagnetic radiation); light and optics (reflection, refraction, mirrors, and lenses); and atomic and nuclear physics and associated elementary particles (atomic structure, radioactive decay, fission, fusion). Differential and integral calculus and simple vector analysis are used throughout this course (laboratory participation required).

Prerequisite: NSC 1600

NSC 2100 ENVIRONMENTAL SCIENCE (3 credits)

Designed to give an overview of basic environmental principles. Concepts central to the biological and physical sciences will be covered to provide a background for understanding the environment. The basic environmental issues of human population growth, biodiversity, natural resources and energy use, and their role in the wellbeing of the environment will be highlighted. Ethical, social, economic, and political interrelationships will also be discussed. This material will provide a good foundation for sound decisions regarding environmental issues.

NSC 2300 ORGANIC CHEMISTRY I WITH LAB (3 credits with a 1 credit corequisite lab)

This course explores the structure and reactions of carbon-based compounds with a focus on: alkanes, alkenes, and alkynes; cyclic carbon structures; stereochemistry; and aromatic compounds (laboratory participation required).

Prerequisite: NSC 1350

NSC 2350 ORGANIC CHEMISTRY II WITH LAB (3 credits with a 1 credit corequisite lab)

A continuation of topics such as alcohols and ethers; phenols and quinones; aldehydes and ketones; carboxylic acids and their derivatives; amines; carbohydrates; lipids; and amino acids, proteins, and nucleoproteins (laboratory participation required).

Prerequisite: NSC 2300

NSC 3100 CLIMATE CHANGE (3 credits)

Examines the current scientific knowledge of climate change and its implications for society as a whole. Specific topics include: energy balance, components of climate, measuring climate, and modeling climate. The consequences of climate change from biological, social, and economic perspectives will be examined, as well as political, corporate, and individual responses to this issue.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 3200 UNDERSTANDING BIOTECHNOLOGY (3 credits)

Biotechnology is the latest technological revolution to transform many facets of our society. Its impacts on the environment, agriculture, nutrition, industry, and health will advance social and individual health and technology beyond anything imaginable. This course reviews the science behind biotechnology including cell biology, genetics, genetic behavior, and genetic manipulation. It presents the technologies and laboratory processes that enable biotechnology discovery and development. Finally, it explores specific applications of biotechnology including food, human health, industrial, and environmental applications.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 3300 SUSTAINABILITY SCIENCE (3 credits)

This course will introduce students to scientific concepts and methods for promoting sustainability and measuring effectiveness of eco-friendly practices (e.g., kilowatt-hours of energy use, acre-feet of reclaimed water, or greenhouse gas emissions). This course will also apply science-based assessment to a variety of real world issues related to sustainability.

NSC 3330 TROPICAL NATURAL HISTORY (3 credits)

Examines the various tropical ecosystems of the world with a primary focus on the neotropical rainforests. Examines the climate, geology, geography, ecology, biodiversity, economic potential, and environmental concerns of these ecosystems. Their values, including ecological, economic, and cultural, will be examined in order to establish a framework to understand the urgent need for their conservation for future generations and the health of the planet in general.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 3400 ENVIRONMENTAL STUDY IN MEXICO (3 credits)

A broad presentation of environmental science, integrating technical and social concepts and issues as they relate to the Mexican environment. The ecological, economic, social, and ethical aspects of current issues are scrutinized from a scientific base.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 3450 ENVIRONMENTAL STUDY IN SOUTHEAST ASIA (3 credits)

A broad presentation of environmental science, integrating technical and social concepts and issues in the Southeast Asian environment. The ecological, economic, social, and ethical aspects of current issues are scrutinized from a scientific base.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 3850 SPECIAL TOPICS (1-3 credits)

Various topics in natural science. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

NSC 4020 OCEANOGRAPHY (3 credits)

A broad presentation of oceanographic concepts and processes, including exploration, physical, chemical, and biological aspects. Current societal issues pertaining to the world's oceans will also be covered.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 4030 FIELD ORNITHOLOGY (3 credits)

An overview of the scientific study of birds and the important contributions to the field made by amateur birders. The course focuses on the field identification of local and regional species plus an overview of worldwide groups. In addition, this course includes ecological, behavioral, and biological topics including anatomy, territoriality and nesting, migration, trophic interactions, and conservation. The recreational and economic impacts of bird watching and feeding are addressed.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 4040 ECOLOGY (3 credits)

Students study and become familiar with the geology, indigenous plants, animals, and various ecosystems representative of the region, and identify the relationships involved between the living and nonliving factors in their environment.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 4050 BIODIVERSITY (3 credits)

Examines the three components of biodiversity: species diversity, genetic diversity, and ecosystem diversity, including the implications and impacts that human activities are having on each of them. Specific concepts of evolution, speciation, adaptive radiation, biogeography, and ecology are also addressed. The value of biological diversity is examined from both an economic as well as an ecological perspective.

Prerequisites: NSC 2100 and 60 credit hours completed

NSC 4060 SCIENCE AND TECHNOLOGY (3 credits)

A science course aimed at the non-science major. An overview of various scientific disciplines and processes, the creation and commercialization of scientific knowledge, and the impact of scientific discovery on business and society. The course provides students with basic information necessary to work in a technology-based environment.

Prerequisites: NSC 2100 and 60 credit hours completed

OPERATIONS AND SUPPLY CHAIN MANAGEMENT (OPS)

OPS 1100 INTRODUCTION TO OPERATIONS MANAGEMENT (3 credits)

This course deals with the strategic and operational activities that relate to the creation of goods and services through the transformation of inputs to outputs. Upon completion of this course, students will be able to formulate strategies that increase productivity and quality so as to maximize a firm's profitability in a global marketplace and to benefit society. This course introduces other topics in the Operations and Supply Chain Management curriculum. The objective will be to provide a cohesive "big picture" so that students will be able to understand how all of the elements of Operations and Supply Chain Management tie together.

OPS 1200 BUSINESS PROCESS MANAGEMENT (3 credits)

This course will examine the global competitive environment that requires organizations to view their operations in terms of business processes. Students will also learn to develop information systems to support these processes. Current, leading software will be utilized to study systems integration and development.

Prerequisite: OPS 1100 or MIS 1110

OPS 2350 STATISTICS FOR QUALITY ENGINEERING (3 credits)

This course applies the concepts of Statistics to the quality management functions within an organization. When students have completed this course, they will be prepared to succeed on the American Society for Quality Certified Quality Engineer exam. Topics covered will include: Introduction to Quality Management, Quality Systems Requirements, Measurement Systems Analysis; Process Capability Analysis; Process Control; and Reliability and Risk Management.

Prerequisite: MTH 2310 and MTH 3340

OPS 3500 PURCHASING (3 credits)

This course will provide students with the understanding of purchasing and inventory management. Working from an ERP perspective, the course will focus on examining the day to day processes of organization, analyzing material and process flows, enhancing the value added procedures and eliminating waste, redundancy, and bureaucracy to streamline supplier selection, supplier negotiations, logistics, and procurement in a global free enterprise system. Upon completion of the Purchasing and Supply Chain Management courses, students will be prepared to write the written examination for the Certification in Production and Inventory Management (CPIM).

Prerequisites: OPS 1100, MIS 3250, and MIS 1500

OPS 3600 SUPPLY CHAIN MANAGEMENT (3 credits)

This course will expose students to topics related to design and management of supply chains, from incoming raw materials to final product delivery. Course topics will include supply chain network design, facility planning, capacity planning, globalization and outsourcing, information technology, and global issues in supply chain management. Upon completion of the Purchasing and Supply Chain Management courses, students will be prepared to write the written examination for the Certification in Production and Inventory Management (CPIM).

Prerequisites: OPS 3500 and MIS 3250

OPS 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

OPS 4100 STATISTICS FOR CONTINUOUS IMPROVEMENT (3 credits)

This course will provide hands-on experience in the arena of Designed Experiments for process improvement and optimization. The DMAIC (Design, Measure, Analyze, Improve, Control) process will be covered in detail. Students will learn to identify sources of variation, analyze variation, reduce variation, and tie these concepts to Six Sigma methodology which can be applied in any business setting and to any business process. When the course is successfully completed, students will be prepared to be examined for Six Sigma Green Belt certification.

Prerequisite: OPS 2350

OPS 4200 LEAN SIX SIGMA (3 credits)

This course will provide an overview of the principles of Lean manufacturing, both internal at a company and throughout its supply chain. Topics covered will include value stream mapping and identifying waste. Students will gain experience with pull production/just-in-time continuous flow systems. They will develop an understanding of the relationship between reducing work in process inventory and managing quality. The relationship between lean manufacturing and six sigma implementation will also be explored.

Prerequisite: OPS 2350

OPS 4500 OPERATIONS AND SUPPLY CHAIN MANAGEMENT CAPSTONE (3 credits)

This course will provide the student with cumulative case study experience for the Operations and Supply Chain Management major. Students will use the knowledge gained in the previous nine classes in the Operations and Supply Chain Management program to develop operational strategies for business applications. Simulations and industry projects will be utilized in this capstone course.

Prerequisites: All OPS courses

PHYSICAL EDUCATION (PE)

PE 1010 INTERCOLLEGIATE FOOTBALL (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1020 INTERCOLLEGIATE BASKETBALL (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1030 INTERCOLLEGIATE BASEBALL (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1040 INTERCOLLEGIATE GOLF (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1050 INTERCOLLEGIATE TENNIS (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1060 INTERCOLLEGIATE LACROSSE (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1070 INTERCOLLEGIATE TRACK (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1080 INTERCOLLEGIATE SOFTBALL (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1090 INTERCOLLEGIATE VOLLEYBALL (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1100 INTERCOLLEGIATE CROSS COUNTRY (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1130 PHYSICAL CONDITIONING (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Prerequisite: Coach approval

PE 1260 SOCCER (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Prerequisite: Coach approval

PE 1290 CHEERLEADING (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Prerequisite: Coach approval

PE 1300 HOCKEY (1 credit)

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Prerequisite: Coach approval

PHILOSOPHY (PHL)**PHL 1100 PHILOSOPHY OF AMERICAN LIFE AND BUSINESS (3 credits)**

Introduction to the development, methods and consequences of a social system based on individual freedom and responsibility, limited government, free enterprise and entrepreneurship, with special reference to the United States. Concepts from economics, political philosophy, history, and ethics are used to examine cultural, political and economic institutions and the way they interact to promote or inhibit human flourishing and economic prosperity.

PHL 2430 CRITICAL THINKING (3 credits)

Students develop the skills to express their thoughts and form judgments clearly, logically and effectively, using appropriate and adequate evidence for a variety of purposes and audiences. Students also learn to reflect on and challenge their own values and assumptions and form positions which demonstrate sensitivity and tolerance of various viewpoints and interpretations.

Prerequisite: ENG 1150 and MTH 1150

PHL 3000 PHILOSOPHY OF RELIGION (3 credits)

Essence and meaning of religion as a pervasive phenomenon in human societies; faith and reason, nature of divinity, arguments for and against God's existence, religious knowledge and experience, morality, and the problem of evil.

Prerequisite: 60 credit hours completed

PHL 3100 ETHICS (3 credits)

Study of moral decision making and theories that define our responsibilities. This course will examine sources for moral value e.g. law, authority, culture, tradition, religion, the problems associated with ethical subjectivism, as well as prominent historical approaches to ethics in the West.

Prerequisite: 60 credit hours completed

PHL 3300 LOGIC (3 credits)

Entails a thorough study of traditional Aristotelian logic, propositional logic, induction, informal fallacies, and scientific method. Topics discussed include: use and misuse of statistics, tools of basic economic analysis, memory training, fundamental principles of formal deductive reasoning, and rules of argumentation.

Prerequisite: 60 credit hours completed

PHL 3850 SPECIAL TOPICS (1-3 credits)

Various topics in philosophy. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

PHL 4100 PHILOSOPHY OF AMERICAN ENTERPRISE (3 credits)

Examines the role of freedom, individual responsibility, property rights, entrepreneurship, and free markets in moral, intellectual, and economic development. Course materials draw on philosophical arguments, economic theory, and historical examples to demonstrate how these factors work together to create civil society.

Prerequisites: 90 credit hours completed, ECN 2210, ECN 2220

PHL 4105 CRITICAL PHILOSOPHICAL PROBLEMS (3 credits)

Critical philosophical problems of civilization with emphasis on their current status are explored. Problems include the relationship of the increase of knowledge and the use of science and technology in our societies, human rights, war, peace, poverty, prosperity, private property, government control, religion, and other selected philosophical problems with international significance, implications, and relationships.

Prerequisite: 60 credit hours completed

POLITICAL SCIENCE (PSC)

PSC 2010 INTRODUCTION TO AMERICAN GOVERNMENT (3 credits)

A survey of the institutions of American government including: legislative, executive, and judicial branches; interpretation of the Constitution and the Bill of Rights; federalism; political parties; the federal bureaucracy; elections; and interest groups.

PSC 3000 POLITICAL PHILOSOPHY (3 credits)

A philosophical examination of major social and political concepts such as freedom, authority, justice, law, obligation and rights. Emphasis on important philosophers and ideologies in the history of political philosophy.

Prerequisite: 60 credit hours completed

PSC 3850 SPECIAL TOPICS (1-3 credits)

Various topics in political science. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

PRIOR LEARNING (PL)

PL 1010 PRIOR LEARNING ASSESSMENT (1 credit)

A writing course that explores learning styles, the writing process, and portfolio development to verify college-level learning. A portfolio with the following elements will be produced: autobiography, resume, areas of study, documentation/verification items, and evaluation breakdown from the prior learning assessment evaluator(s). Graded pass (P)/fail (F) only.

Prerequisite: Approval of advisor

PSYCHOLOGY (PSY)

PSY 3000 PRINCIPLES OF PSYCHOLOGY (3 credits)

Provides students the opportunity to analyze their own personalities, interpersonal relationships, and values by reviewing major psychological theories. Experiential exercises are integrated throughout the course to apply theory to “real life” situations.

PSY 3010 APPLIED PSYCHOLOGY (3 credits)

An overview of major psychological concepts and techniques that is relevant to the application of organized knowledge about human behavior to improve productivity and personal satisfaction on the job. Classical theories of human behavior are summarized covering such topics as perception, learning, personality, conflict, motivation, team work, empowerment, and wellness. Business psychology is applicable in any work setting, such as a company, government agency, hospital, hotel/restaurant, or educational institution.

PSY 3100 DEVELOPMENTAL PSYCHOLOGY (3 credits)

This course is designed to provide an understanding of the field of the study of human development across the lifespan with a focus on the interaction between physical, cognitive and psychosocial dimensions. The course will discuss the impact of said dimensions on the developing human being during all stages of life.

PSY 3200 THEORIES OF PERSONALITY (3 credits)

This course provides an overview of the basics of the science of personality focusing on identifying and understanding the person through individual differences, culture, and biology in light of current research trends in the field.

PSY 3210 SOCIAL PSYCHOLOGY (3 credits)

This course is designed to provide knowledge on the major theories and research in social psychology. Topics of discussion include what is social psychology and how does it affect us in our everyday life, social thinking, social influence, social relations and how these theories apply in research and in real life.

PSY 3850 SPECIAL TOPICS (1-3 credits)

Various topics in psychology. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

SOCIOLOGY (SOC)

SOC 3000 PRINCIPLES OF SOCIOLOGY (3 credits)

Introduces students to the field of sociology and the sociological perspective. Provides students with three important tools: a basis for understanding how society operates; an understanding of the core sociological concepts, methods, and theories; and the ability to understand society from an objective point of view. Topics for this course include sociological theory, groups, family, bureaucracies, social class, power, deviance, interaction, inequality, organization, socialization, minority relations, community, and social change.

SOC 3010 WORLD CULTURE AND CUSTOMS (3 credits)

Designed to give students a global perspective by examining cultural regions of the world. Students will explore and analyze geography, economics, history, religion/philosophies, and value system, as well as cultural factors such as language, art, and music. The rationale for this course is to prepare students for the ever-growing interdependence of the world in which they live and work, and to help prepare them to be responsible and participating citizens of the 21st century global society.

SOC 3020 WOMEN IN AMERICAN CULTURE (3 credits)

Examines the changing image of women—women as seen by other women, women as seen by men, and individual women as they see themselves.

SOC 3450 CULTURE OF LEADERSHIP (3 credits)

An analysis of organizational factors that influence leadership and management skills. Key aspects include formal and informal groups, norms, sanctions, organizational change, morale, function of committees and teams, role of unilateral decisions, team work, empowerment, and ethical philosophy. Includes a self-appraisal of leadership and management strengths and areas for development.

SOC 3500 CULTURAL ANTHROPOLOGY (3 credits)

Study of how humans are affected by and can change culture. Topics include ethnography, language and communication, ecology and subsistence, kinship and family, identity, roles and groups, globalization and culture change, and applied anthropology. Theoretical and historical analysis will build upon or serve as a foundation for SOC 3010 which has a more contemporary focus.

SOC 3850 SPECIAL TOPICS (1-3 credits)

Various topics in sociology. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

SPEECH (SPC)**SPC 2050 SPEECH (3 credits)**

Introduces students to the basics of public speaking. How can stage fright be handled? What techniques are necessary to engage an audience? How can the needs of different audiences be considered? How can visuals be designed and used effectively? What can be done so that verbal and nonverbal delivery is fluent? Addressing these questions requires students to examine their personal presentations in order to set improvement goals. The study will help engage students in the overall workings of public speaking. The course requires strict attendance, formal presentations, and impromptu presentations.

SPC 2800 COMPETITIVE SPEECH I (1 credit)

Emphasis is placed on building the skills necessary to compete in speech and Competitive Speech tournaments. The course includes selection of a speech category and topic, research, organizing and writing.

SPC 2810 COMPETITIVE SPEECH II (1 credit)

Emphasis is placed on continuing to build and improve the skills necessary to compete in speech and Competitive Speech tournaments. The course includes selection of a speech category and topic, including research, organizing and writing. New topics must be selected for each subsequent enrollment in Competitive Speech courses.

Prerequisite: SPC 2800

SPC 2820 COMPETITIVE SPEECH III (1 credit)

Emphasis is placed on continuing to build and improve the skills necessary to compete in speech and Competitive Speech tournaments. The course includes selection of a speech category and topic, including research, organizing and writing.

Prerequisite: SPC 2810

SPC 2830 COMPETITIVE SPEECH IV (1 credit)

Emphasis is placed on continuing to build and improve the skills necessary to compete in speech and Competitive Speech tournaments. The course includes selection of a speech category and topic, including research, organizing and writing

Prerequisite: SPC 2820

SPC 3000 ADVANCED COMPETITIVE SPEECH (3 credits)

Course designed for students who have completed Competitive Speech I – IV, and who have a high level of achievement in Competitive Speech competitions. Students serve as mentor and coach to lower-level students, under the guidance of the Director of Competitive Speech.

Prerequisites: SPC 2050, SPC 2830, Instructor approval

SPC 3850 SPECIAL TOPICS (1-3 credits)

Various topics in speech. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

SPORT MANAGEMENT (SPM)**SPM 1010 INTRODUCTION TO SPORT MANAGEMENT (3 credits)**

Orients students to the field of sport management and provides an overview about how to manage sport enterprises for the major and non-major student.

SPM 1030 SPORT COMMUNICATIONS AND PUBLIC RELATIONS (3 credits)

Emphasizes academic and skill development with the purpose of adding value to the organization. There is a focus on understanding the difference between interpersonal, mass communications, and public relations. Theoretical foundations of interpersonal communication including dyadic and small group communication will be explored. Students delve into the theoretical foundations of mass communications and the mass media industry, including both the print and electronic media relative to the understanding of business decisions concerning market share and viewer ratings.

SPM 1040 COLLEGIATE ATHLETIC ADMINISTRATION (3 credits)

This course is designed to educate students on the management of sport within the setting that is higher education. Various trends and issues will be discussed; along with challenging students' typical line of thought. Specific topics include: NCAA governance and compliance, NACE governance, amateurism, and financial and societal analysis.

SPM 2010 SOCIOLOGY OF SPORT (3 credits)

Sport is so engrained within society that a sound knowledge in the study of sport in society is imperative to success in the field. The course will explore and support an appreciation of sport as a medium for integrating interest across gender, ethnic, religious, and disabilities. The student will be able to understand sociological phenomena and how they affect participation and behavior; identify and understand the internal and external factors that shape sport in a culture; understand how sport mirrors the society in which it exists; and be able to appreciate the contributions of recreational sport, as well as highly organized competitive programs in high school, college, and professional levels to a culture.

SPM 2040 PRACTICUM (1 credit)

This is a 50 hour practicum completed on a part-time basis. The practicum includes coursework and are generally with businesses near the campus. Students will gain experience by job shadowing and/or providing assistance for the organization. Directed and evaluated by the chair with appropriate supervision by an on-site professional.

Prerequisite: 30 credit hours completed

SPM 2150 HISTORY OF SPORT IN AMERICA (3 credits)

Provides sports management students with the study of historical forces, institutions, and personalities that have shaped sports and physical activity. Topics include sport in colonial America, the amateur ideal and professional sport of the 21st century, and the ethical, financial, management, and marketing developments in athletics today.

SPM 2550 EVENT AND PRODUCTION MANAGEMENT (3 credits)

This course is designed to give students experience in planning and executing sporting events, trade shows, or exhibitions with emphasis on pre-planning, budget preparation, advertising, and public relations. Designing, planning and developing an integrated marketing campaign will be explored to develop an understanding about contract negotiations and supplier agreements.

SPM 3010 SPORT MARKETING (3 credits)

This course explores marketing principles and resources for sport marketing. Includes how increasing attendance and revenue is achieved by developing an understanding of the how, who, what, and where to market information.

Prerequisite: MKT 2080

SPM 3040 PRACTICUM II (1 credit)

This is a required 50 hour practicum completed on a part-time basis. The practicum includes coursework and are with businesses within close proximity to the campus. Students will gain experience by job shadowing and/or providing assistance for the organization. Directed and evaluated by the chair with appropriate supervision by an on-site professional.

Prerequisite: 30 credit hours completed

SPM 3100 ATHLETIC COACHING MANAGEMENT (3 credits)

This course will examine the coaching profession and the business principles which regularly apply to the coaching professional. The primary goal of the course is to develop and enhance students' knowledge and understanding of concepts and techniques of coaching and their application to achieving important objectives in working with athletes and organizations. After completion of the course the student will have an understanding of ethical, financial, legal, leadership recruiting and management strategies utilized in coaching.

Prerequisite: MGT 2300

SPM 3110 SPORTS ANALYTICS (3 credits)

This course is an introduction to the application of analytical tools and techniques used within the sports industry. It will discuss theory, development and application of analytics in the sports industry. In this course, students will examine the use of data for in-game strategy, economic impact/sports tourism, player performance, team management, facility operations, pricing strategies, team valuation, fan engagement, social media analysis, sponsorship metrics and fantasy sports among other areas.

Prerequisite: SPM 1010 and MTH 2310

SPM 3520 SALES AND REVENUE GENERATION (3 credits)

The course explores income opportunities within the sports industry. This includes sponsorships, ticketing, tax incentives, public financing, auxiliary events, event recruiting, fundraising, non-profits, personal seat licensing, and luxury suites. Students will be introduced to selling techniques, proposal writing and presentation development.

SPM 3710 SPORT CONSUMER BEHAVIOR (3 credits)

Focuses on the study of sport consumers' actions in the marketplace and explains consumers' behavior in this context. Students explore a broad and contemporary view of consumer behavior and its relationship to marketing action in the sport sector.

Prerequisite: SPM 3010

SPM 3850 SPECIAL TOPICS (1-3 credits)

Various topics in sport management. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

SPM 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

SPM 4020 SPORT ECONOMICS (3 credits)

Provides students with an introduction to financial planning and budgeting, sport organization funding, and the fundraising process. Students analyze demand curves, supply curves, and market equilibrium curves in relation to pricing and utility or products or services. Students learn how to maximize residuals generated by product or service production.

Prerequisites: ECN 2210 and ECN 2220

SPM 4030 FACILITIES AND OPERATIONS MANAGEMENT (3 credits)

This course involves an in-depth investigation of event, risk, and facility management. This course will delve into budgeting and finance of facility concession and sport merchandising. Specific attention will be given to private and public sport facilities related to their similarities and differences. Included in this in-depth view of facility and event management, this course will also survey the working components of new facility design and planning, overall layout and traffic flow, the process of mega-shelters in catastrophic events, and the possibilities of expansion/renovations in existing venues

SPM 4040 SPORT LAW (3 credits)

Explores the various areas of law in relation to the sport industry, including both state and federal legislation. Students investigate liability and contract law related to sport and the sport industry. The course also explores collective bargaining agreements in relation to labor law.

Prerequisite: LAW 3000

SPM 4100 SPORT ETHICS AND LEADERSHIP (3 credits)

This course enhances student awareness of how ethical behavior and decision-making impacts the leadership roles of the sport manager. Leadership is explored from two different perspectives: 1) Focus on determinants and consequences of individual motivation and attitudes in organizations; 2) Theory related to those responsible for guiding people toward organizational goals.

Prerequisite: 60 credit hours completed

SPM 4300 SEMINAR IN SPORT MANAGEMENT (3 credits)

This is a capstone course for students who have completed all of the SPM core course requirements. Students apply their internship experience and develop a sport management project related to strategic management concepts.

Prerequisites: All SPM courses; 90 credits completed

ESPORTS MANAGEMENT (SPT)**SPT 2040 PRACTICUM (1 credit)**

This is a 50 hour practicum completed on a part-time basis. The practicum includes coursework and are generally with businesses near the campus. Students will gain experience by job shadowing and/or providing assistance for the organization. Directed and evaluated by the chair with appropriate supervision by an on-site professional.

Prerequisite: 30 credit hours completed

SPT 2100 ESPORTS EVENT MANAGEMENT (3 credits)

This course provides an in-depth examination of esports events and facilities. The course explores best practices as they relate to esports events as well as how esports venues differ from traditional sports venues. Students will gain experiential knowledge in esports event management through a class project.

SPT 3000 ESPORTS PERFORMANCE MANAGEMENT (3 credits)

This course involves an in-depth analysis of performance-oriented esports. Students will gain an understanding of products and substances used for enhancing performance, common esports injuries and their rehabilitation, and strength and conditioning programs designed for esports.

SPT 3040 PRACTICUM II (1 credit)

This is a required 50 hour practicum completed on a part-time basis. The practicum includes coursework and are with businesses within close proximity to the campus. Students will gain experience by job shadowing and/or providing assistance for the organization. Directed and evaluated by the chair with appropriate supervision by an on-site professional.

Prerequisite: 30 credit hours completed

SPT 3100 ESPORTS COACHING MANAGEMENT (3 credits)

This course focuses on the roles of the ESports coach and manager. Students will learn team and individual ESports skill coaching and analysis. The course will explore the psychology of sport and the concept of Athletic Identity and its relation to the mental and physical side of athletic performance.

Prerequisites: SPM 1010 and MGT 2300

SPT 3990 INTERNSHIP (3 credits)

The internship (a minimum of 150 hours) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Department chair approval

SPT 4100 SEMINAR IN ESPORTS MANAGEMENT (3 credits)

This is a capstone course for students who have completed all of the esports core course requirements. Students will examine in-depth topics relating to the finance, marketing, branding, and management of the esports industry.

Prerequisites: Completion of all SPT courses

SUSTAINABILITY MANAGEMENT (SUS)

SUS 3030 RESOURCE MANAGEMENT (3 credits)

This course will examine the use of key natural resources and processes required for any enterprise; energy, water and raw materials. It will review the availability of these resources, measure their sustainability based on current global utilization and explore existing and emerging technologies and practices employed to manage and conserve these resources. This course will also explore the challenges of waste management, the development of sustainable supply chain processes and the development and integration of new technologies for reducing waste production and pollution.

Prerequisite: NSC 2100

SUS 3850 SPECIAL TOPICS (1-3 credits)

Various topics in Sustainability. These may be one-time or occasional course offerings.

Prerequisite: Dependent on specific course content

SUS 4100 SUSTAINABLE URBAN DESIGN (3 credits)

This course will focus on the broader concepts of sustainable design and development. Focus will be on how cities and residents can integrate natural surroundings and local resources into sustainable living designs. Students will learn about the most current trends in the integration of transportation, living environments, building design, landscaping, growth management, and land-use planning and zoning laws into sustainable urban designs. Student will research existing and planned communities incorporating these concepts.

Prerequisites: 60 credits

ACADEMIC POLICIES AND INFORMATION

Student Privacy

Northwood University is committed to safeguarding the privacy of personal information of its students in accordance with its policies, procedures and legal requirements, including the European Union's Global Data Protection Regulation and the Family Educational Rights and Privacy Act. The Student Privacy Policy describes how Northwood University collects, uses, processes, and shares students' personal information.

You can view the full Student Privacy Policy by visiting the Northwood University Compliance website at <https://www.northwood.edu/compliance>.

Northwood University Notification of Rights Under FERPA and The Directory Information Public Notice

The Family Educational Rights and Privacy Act (commonly referred to as "FERPA" or the "Buckley Amendment"), helps protect the privacy of student records. The Act provides students with the right to inspect and review education records, the right to seek to amend those records and, the right to limit disclosure of information from the records. The Act applies to all institutions that are the recipients of federal funding.

In accordance with FERPA, Northwood University has policies and procedures in place to protect the privacy of education records. Students will be notified of their FERPA rights annually by publication in the Undergraduate and Graduate Catalogs and by an annual email message to students at the beginning of the academic year.

Annual Notification to Students of Rights Under FERPA

FERPA affords students certain rights with respect to their education records. They include:

1. Right to Inspect and Review Records

The right to inspect and review the student's education records within 45 days after the day the University receives a request for access. A student should submit to the registrar, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

2. Right to Request Amendment of Records

The right to request the amendment of the student's education records that the student believes are inaccurate, misleading, or otherwise violate the student's privacy rights under FERPA. Students should write the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it should be changed. If the University decides not to amend the record as requested, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. Right to Consent to Disclosure

The right to provide written consent before the university discloses personally identifiable information from the student's education records, except to the extent that FERPA authorizes disclosure without consent (see "Disclosure of Education Records" below).

4. Right to File FERPA Complaints

The right to file a complaint with the U.S. Department of Education concerning alleged failures by Northwood University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW.
Washington, DC, 20202

For more information on the Family Educational Rights and Privacy Act, visit the Office of the Registrar website, under **FERPA**.

Disclosure of Education Records

Northwood University will disclose information from a student's education record only with the written consent of the student, except:

1. To school officials who have a legitimate educational interest in the records.
A school official is:
 - A person employed by the university in an administrative, supervisory, academic, research, or support staff position (including Campus Safety and Wellness Center staff);
 - A person elected to the Board of Trustees;
 - A student serving on an official committee, such as disciplinary or grievance committee, or assisting another school official in performing his or her task;
 - A volunteer or person employed by or under contract to the university to perform a special task, such as legal counsel or an auditor;
 - Agencies conducting business on behalf of Northwood University (i.e. National Student Clearinghouse, officials of the U.S. Department of Education and state and local educational authorities, accrediting organizations and banks).**Educational Need to Know:**

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for Northwood University.
2. To officials of another school, upon request, in which a student seeks or intends to enroll.
3. To the Comptroller General, the Secretary of Education, state educational authorities or authorized representatives of the Attorney General for law enforcement purposes.
4. In connection with a student's request for or receipt of financial aid, as necessary to determine the eligibility, amount, or conditions of the financial aid, or to enforce the terms and conditions of the aid.
5. To organizations conducting certain studies for or on behalf of the university.
6. To accrediting organizations to carry out accrediting functions.
7. To comply with a judicial order or a lawfully issued subpoena.
8. To appropriate parties in a health or safety emergency.
9. To a parent or legal guardian of a student under the age of 21 of information regarding any violation of any federal, state, or local law or of any rule of policy of the University governing the use or possession of alcohol or a controlled substance if the University has determined that the student has committed a disciplinary violation with respect to such use or possession.
10. When the request is for directory information (see below).

If Northwood University discloses any information from a student's education record under one of the exceptions above, the University shall make a reasonable attempt to notify each student of the disclosures, unless the disclosure is initiated by a student.

Directory Information

Institutions may disclose information on a student without violating FERPA through what is known as "directory information." FERPA permits the release of directory information without a student's consent. Northwood University designates the following categories of student information as public or "Directory Information." Such information may be disclosed by the institution at its discretion.

- Corporate affiliation
- Degrees awarded, including dates (actual and expected)
- Dates of attendance
- Degree program (major field of study, concentrations and minors)
- Degrees and honors awarded (including Dean's List)
- Enrollment Status (including full or part-time)
- Honor Societies and Athletics
- Photo
- Previous institutions attended
- Class standing (freshman, sophomore, junior, senior, graduate student)
- Name, address, and phone number
- Email address

A student has the right to refuse to permit the designation of any or all of the categories of directory information. Any student wishing to exercise this right must inform the Northwood University-Office of the Registrar, in writing, on or before the start of the semester of the categories of personally identifiable information that are not to be designated as directory information with respect to that student.

Absence Policy

Attendance is expected as a sign of your interest and seriousness as a student. Excessive absences and tardiness can have an adverse effect on overall course achievement. Students should refer to their course syllabi for faculty absence policies.

Academic Appeals

There are academic appeal processes available to provide for appropriate processing of academic grievances. The “statute of limitations” for academic appeals is 30 days following the grievance.

Academic appeals must first be presented to the Academic Dean’s Office. Students who are not satisfied with the Dean’s decision may submit a last appeal to the Academic Vice President/Provost, who is the final arbiter of all academic matters. This appeal must be in writing and should explain all particulars, including reference to the previous level of appeal. This appeal should be sent by electronic mail to the Academic Vice President/Provost at the headquarters of the University in Midland, Michigan. The Academic Vice President/Provost will invite written input from others involved in the previous appeal based on copies of the appeal that will be provided to them. Copies of their responses will be sent to the person appealing, who will then have up to 10 days to respond in writing to their responses. Following this exchange, a written decision will be rendered.

Academic Calendar

Undergraduate (Traditional and Adult Degree Program) Academic Calendar 2021-2022

Fall Semester 2021

Classes Begin	Monday, August 23, 2021
Add (Traditional)	August 23-27, 2021
Drop (Traditional)	August 23-September 3, 2021
Labor Day Holiday (No Classes).....	Monday, September 6, 2021
Auto Show (No Classes).....	Friday, September 30-Monday, October 1, 2021
Last Day to Withdraw from Class (16 weeks).....	Friday, November 5, 2021
Last Day to Withdraw from Class (Traditional).....	Friday, November 27, 2021
Thanksgiving Break (No Classes)	Thursday & Friday, November 25 & 26, 2021
Final Exam Week (Traditional).....	Monday-Sunday, December 6-12, 2021
Winter Commencement.....	Saturday, December 11, 2021
Classes End.....	Sunday, December 12, 2021

Spring Semester 2022 *15 Weeks with 1 Week for Finals (Traditional) / 16 Weeks (ADP)*

Classes Begin	Monday, January 10, 2022
Add (Traditional).....	January 10-14, 2022
Drop (Traditional)	January 10-21, 2022
Spring Break.....	Monday-Friday, March 7-11, 2022
Last Day to Withdraw from Class (Traditional).....	Friday, April 1, 2022
Classes End (Traditional)	Friday, April 29, 2022
Final Exam Week (15-Week Traditional)	Monday-Sunday, May 2-8, 2022
Spring Commencement	Saturday, May 7, 2022
Classes End (ADP)	Sunday, May 8, 2022

Summer Semester 2022 *12 Weeks*

Classes Begin	Monday, May 16, 2022
Memorial Day Observance (No Classes)	Monday, May 30, 2022
Independence Day (No Classes).....	Monday, July 4, 2022
Classes End.....	Sunday, August 7, 2022

Notes:

- Subject to change.
- Please check with your advisor on the availability of compressed courses.
- Summer sessions are offered in a variety of delivery formats over the 12-week period. See summer course schedule for offerings.

Academic Dismissal

Students accepted on academic probation are subject to review at the end of the first semester of attendance. Failure to achieve a cumulative GPA of 2.0 or above will lead to consideration for academic dismissal at the end of the first semester of study at Northwood University.

All students, whether new or continuing, must meet the following criteria for Satisfactory Academic Progress (SAP) or be subject to academic dismissal. At the end of each academic year, the Academic Dismissal Committee will review the record of each student who has not met criteria for SAP.

Pace of Progress Toward Degree Completion (Quantitative) - Students must earn at least 67% of credit hours attempted.

Minimum GPA Requirements (Qualitative) - The following table details the minimum cumulative Grade Point Average (GPA) requirements.

Semester Hours Earned	Minimum Cumulative GPA
1-15	1.70
16-29	1.80
30-59	1.90
60 or more	2.00

The final academic dismissal decision rests with the campus Academic Dean and the Academic Vice President/Provost. Dismissals will be communicated in writing to the student. Upon dismissal, a student is no longer eligible to attend Northwood University. Academic dismissal appeals must be submitted in writing to the Academic Vice President/Provost of Northwood University who makes the final determination in the case of an appeal.

Academic Honors

Northwood University recognizes outstanding academic achievement of students at the end of each semester through the following honors a student may earn:

The President's List: Full-time students who in any semester have earned a cumulative GPA of "A" (3.85 or above) and who have no Is or Fs or ungraded courses will be on the President's List for that semester.

The Dean's List: Full-time students who in any semester have achieved a cumulative GPA of 3.25 to 3.84 and who have no Is or Fs or ungraded courses will be on the Dean's List for that semester.

Academic Integrity

Plagiarism and cheating

Plagiarism is the act of taking the words, ideas, strategies, formulas, compositions, research, or creative ideas of another and presenting them as if they were your own. In any presentation, creative, artistic, or research, it is the ethical responsibility of each student to identify the conceptual sources of the work submitted. Failure to do so is dishonest and is the basis for a charge of cheating or plagiarism, which is subject to disciplinary action. Plagiarism can be either intentional or unintentional, but in either case is a serious offense. Academic integrity is an important value at Northwood University. We consider all forms of cheating a serious academic infraction. Plagiarism and cheating may lead to expulsion from the University.

Academic Progress

Continued matriculation at Northwood University requires satisfactory academic progress demonstrated by the student in achieving basic scholastic goals. Academic achievement in any semester that results in a cumulative GPA below 2.0 places a student on academic probation. All academic programs have advising systems to assist the student in raising the earned cumulative GPA so that at scheduled graduation time the student will have had an opportunity to earn the necessary minimum 2.0 GPA and successfully complete [grade of 0.7 (D-) or better] all required courses in the curriculum.

During periods of academic probation, students may not carry more than 13 credits in order to achieve more concentration on less course work.

There is a sliding academic dismissal level of performance, based on the cumulative GPA and the number of hours earned, to which every student is subject, and which can only be exempted on a semester-by-semester basis by the academic dean. The dismissal process follows.

Academic Responsibility of the Student

Students must become familiar with the University's academic and other policies, curriculum requirements, and associated deadlines. While these are normally outlined in the University catalog, there may be amendments, updates, and corrections which the University will communicate through separate means, such as other publications and on the University website. Such changes to policies, procedures, and rules become effective for all students at the time of their implementation. The academic staff will advise students on all matters related to their programs of study and will aid students in the interpretation of policies whenever necessary. However, it is ultimately each student's responsibility for meeting all pertinent and most current requirements for the degree and the policies related thereto.

Students also have responsibility to actively use their Northwood University email and the University website as it is a major communication resource and is often our primary communication with our students.

Students who travel on behalf of Northwood University to industry shows and competitive events must have a 2.3 or higher cumulative GPA at the time the trip information is due to the Academic Office.

Attendance Policy

Attendance is taken through the census period and recorded in Blackboard; the University's secure Learning Management System.

Attendance is expected as a sign of your interest and seriousness as a student. Excessive absences and tardiness can have an adverse effect on overall course achievement. The administration provides faculty with information concerning excused absences such as field trip participation and other university-related activities that take students away from class so that faculty can make judgments about the nature of student absences. Students must assume full responsibility for work missed when they are absent. Absences do not automatically lower a student's earned grade by any universal formula. Students should refer to their course syllabi for specific faculty absence policies.

Course Offering Changes

Courses to be offered each semester are indicated in class schedule listings available on the Northwood website. Northwood may drop any course from the schedule of academic offerings if the enrollment is not sufficient to warrant its instruction.

Course Load

The normal course load for Northwood undergraduate students is 15 to 16 credit hours per semester. Students who wish to enroll for more than 18 credits per semester, must apply to the Academic Dean for permission to take an overload.

Credit Hour Policy

Northwood University complies with the federal credit hour definition for all of its credit-bearing academic courses in all delivery formats and modalities. This policy provides consistent standards across program areas and meets the requirements specified by the Higher Learning Commission and federal regulations. Northwood adheres to these standards to ensure that students have an equivalent opportunity to achieve the Student Learning Outcomes in the respective courses. Courses offered in timeframes shorter than a semester or delivered in modalities other than traditional face to face format must have an equivalent number of hours dedicated to instruction and student work as that spent in a semester-based class.

Disability Services Eligibility

In accordance with the Americans with Disabilities Act of 1990 and Section 504 of the Disabilities Act of 1973, Northwood University provides accommodations for students with documented disabilities. Students are urged to make their needs known as soon as they are admitted to the University. Refer to <http://www.northwood.edu/> for more detailed information regarding services and service contacts at specific locations.

Northwood University will make every reasonable effort to accommodate the needs of disabled students at every instructional center. However, not all of the previously existing buildings have been retrofitted to American with Disability Act (ADA) standards.

Also under Section 504 of the Rehabilitation Act (1973), Northwood University provides academic accommodations for students with learning deficiencies.

Finalizing the Academic Record

Once the degree is conferred at the date of graduation, the academic record is considered complete and final. No further changes will be made unless there is a documented clerical error. It is the responsibility of the student to notify the Registrar's Office of a clerical error within 30 days of the graduation date.

If readmitted to the college, a student may return and take additional Northwood University coursework toward additional majors or minors. Course repeats are not permitted after a degree is awarded. No additional transfer coursework (including AP, CLEP, DANTES and IB) will be accepted after the degree is conferred.

Grading Policy

To be considered in good academic standing, students must maintain a minimum 2.0 cumulative GPA. The cumulative GPA is calculated from the grades received for courses completed. The designations of W, P, I, or Z are not included in the GPA calculation. However, these grade designations are counted when calculating the cumulative completion percentage for financial aid recipients. This policy is in effect for all certificate, diploma, and degree-seeking students. Following is the grading system of the University.

Letter	Honor Points	Interpretation
A	4.0	Excellent
A-	3.7	
B+	3.3	
B	3.0	Above Average
B-	2.7	
C+	2.3	
C	2.0	Average
C-	1.7	
D+	1.3	
D	1.0	Unsatisfactory
D-	0.7	
F	0.0	Failure
P	0.0	Pass
I	0.0	Incomplete
W	0.0	Withdrawn
X	0.0	Audit
Z	0.0	Deferred
NC	0.0	No Credit

Interpretation

A = Excellent: This grade reflects achievement of the highest order. Assignments and tests are structured to permit clear differentiation at this upper, narrow range. Rarely would more than ten percent (10%) of a group be capable of achieving this level, as assignments and tests are structured to challenge the most capable students.

B = Above Average: This grade reflects achievement clearly above average standards. This level of achievement is one that stretches the person of average ability to accomplish it. Persons achieving in this range exhibit good comprehension of the subject matter with minor flaws.

C = Average: This grade reflects average, ordinary achievement. Achievement and performance at this level are satisfactory and meet minimum standards. More flaws are evident, some of a serious nature. The greatest proportion of grades falls in this range, unless there is an extraordinary group distribution.

D = Unsatisfactory: This grade reflects poor, unsatisfactory achievement below minimum standards. Major flaws are present, but there is some competence to reflect segments of course content. A grade of D- is the minimum passing grade.

F = Failure: This grade reflects poor, unsatisfactory achievement below minimum standards. Achievement is very flawed with little competence to reflect segments of course content. No credit hours are earned. A course in which a grade of F is earned must be retaken and successfully completed if that course is required for the curriculum in which the student is enrolled (see Repeating Courses).

P = Pass: This grade reflects completion of a course with a pass/fail option or a test out with an earned grade of at least a C. No honor points are awarded.

I = Incomplete: This grade reflects an extraordinary, uncontrollable interruption in completion of course requirements. It is not to be used in the case of a missed test, term paper, etc., unless the incomplete work is caused by the student's hospitalization or an extreme emergency that takes the student away from classes for a week or more. All incompletes are subject to review by the Registrar. Incompletes not made up become Fs at the end of 90 days.

W = Withdrawn: This grade reflects student withdrawal from a class by the end of the designated last day to withdraw from a class (eleventh week of the semester for standard 15 week semester courses). Student withdrawals occurring after those times are recorded as F. Withdrawals from the University (and all courses) before final exams result in grades of W.

X = Audit: This grade should be used to reflect the presence of a student in a course on an audit basis. The student has completed course work but has elected that no college credit be attached. Not all courses are available on an audit basis. Where audits are available, charges are one-half of normal tuition.

Z = Deferred grade: This grade is used to reflect an internship that is still in progress. The Z grade will be replaced when a grade is submitted; if no grade is submitted, the Z grade becomes an F.

NC = No Credit. This grade is used to reflect that the student has completed course work but has elected that no college credit be attached. A course in which a grade of NC is earned must be retaken and successfully completed if that course is required for the curriculum in which the student is enrolled (see Repeating Courses).

Grade Appeals

Northwood faculty have the authority and obligation to assign appropriate grades and to conduct classes within the context of University academic policies. Hence, the first level of grade appeal is to the professor whose decision is questioned.

Students who are not satisfied with the decision of the professor to whom they appealed may subsequently appeal to the faculty department chair and then to the Academic Dean's Office. The Academic Vice President/Provost makes the final decision in all grade appeal cases.

The "statute of limitations" for grade appeals is 30 days following the grievance.

Graduation

Graduation Requirements

- Completion of a minimum of 123 semester hours.
- Completion of 31 semester hours of academic credit at Northwood University.
- Successful completion of the program requirements.
- An overall cumulative grade point average of 2.0 or better.
- Application for graduation.
- Recommendation of the faculty with approval by the Board of Trustees.

Graduation with Distinction

In addition to semester honors, Northwood recognizes students who have maintained high academic achievement throughout their education through the following graduation honors. A student is required to earn 31 semester hours of credit through Northwood University to be eligible for one of these graduation honors. Degree honors are awarded as follows:

Cum Laude: A cumulative GPA of at least 3.5.

Magna cum laude: A cumulative GPA of at least 3.7.

Summa cum laude: A cumulative GPA of at least 3.9.

Graduation Honors – Valedictorian/Salutatorian

The valedictorian shall be that student in the traditional undergraduate program graduating class who has earned a minimum of 61 credits at Northwood University and has maintained the highest cumulative GPA in the graduating class. In the event of a tie for highest cumulative GPA, the student with the greatest number of earned Northwood credits will be valedictorian and the other student will be salutatorian.

The salutatorian shall be that student in the traditional undergraduate program graduating class who has earned a minimum of 61 credits at Northwood University and has maintained the second-highest cumulative GPA in the graduating class. In the event of a tie for second highest cumulative GPA, the student with the greatest number of earned Northwood credits will be salutatorian.

Leave of Absence & Withdrawal Process

Northwood University does not have a formal leave of absence policy. Instead, a student can request an institutional withdrawal, in writing, when personal circumstances interfere with their ability to make satisfactory progress toward degree completion. The student must withdraw from all current courses. The student must go through the standard admission procedure to be readmitted. There is no time limitation on when a student can reapply for admission nor is there an application fee for this process.

Online Registration

All students register for classes (face-to-face, online, hybrid) using Student Planning on the my.northwood.edu portal. Registration information is posted on my.northwood.edu.

Through registration information postings (or supplementary emails), the student receives a registration time slot, a schedule of upcoming classes, and instructions for online registration. It is the student's responsibility to follow these instructions and register or make schedule adjustments at the times specified. Students can access their my.northwood.edu portal from any computer with Internet access. Students do not have to be on campus to register.

Records Retention Policy

Northwood University has adopted the recommended Records Retention Policy as identified by the American Association of Collegiate Registrars and Admission Officers (AACRAO). The following documents that are permanently maintained by the university are listed below:

Documents
FERPA Forms
Official High School and College Transcripts
Prior Learning Assessment Evaluations
Test Scores (e.g., ACT, SAT, AP, TOEFL)
Transcript Evaluations

Repeating Courses

Courses for which a student has earned a grade of F must be repeated if the course is required in the student's curriculum plan. A failed course may be repeated at another institution and transfer credit will be awarded; however, the Northwood cumulative grade point average will not be affected. Students are encouraged to repeat a failed course at Northwood. Students who wish to improve their achievement level may elect to retake a course at Northwood if they earned a C- or below in that course; courses in which grades of C or better are earned may not be retaken. The letter grade earned in the most recent attempt will replace the prior grade in the calculation of cumulative credit totals and grade point average, even if that grade is lower than the previous grade. All grades will be included on a student's transcript.

Schedule Adjustment

Using their my.northwood.edu account, students may adjust their schedules by dropping or adding courses during the specified schedule adjustment period.

Student Awards

On the residential campus, an awards system of academic, curriculum, leadership, and other factors is used to recognize outstanding achievements by graduates. Trophies, cash, and other forms of recognition are used to express honor and appreciation. The faculty, students, and student groups develop the rules and conduct the elections for the various awards. A special Honors Convocation is held to formally present these awards.

Student Complaints

Northwood places high importance on obtaining feedback from students and responding to areas of concern in a timely manner. Complaints are addressed informally and formally. Each operating unit/program area has a process for collecting, analyzing, and addressing formal student complaints. Formal complaints must be in writing. Northwood logs complaints and ensures timely tracking of response(s) and outcomes for each. The University regularly reviews complaints to determine potential systemic issues/themes and identify opportunities for improvement. Northwood communicates the process through a variety of means

including student orientation and Student Handbooks. Students with a formal complaint or wishing to learn more about the complaint process should contact the Academic Vice President/Provost at the Residential Campus or the Dean at the respective operating unit – DeVos Graduate School of Management, Adult Degree Program, or International Programs.

Recent amendments to the Higher Education Act of 1965 include changes in regulations for State Authorization that may impact online, distance, and correspondence education providers. In compliance with the language passed in the Higher Education Opportunities Act of 2008, the U.S. Department of Education (USDOE) determined that institutions offering distance education must provide enrolled and prospective students with contact information for filing complaints with its accrediting agency and with the appropriate state agency for handling complaints in the student's state.

Students are encouraged to use Northwood University's internal complaint procedures prior to filing a complaint with a state agency or agencies. The regulations require states to provide the opportunity for students to lodge the following types of complaints:

- Allegations of state consumer protection violations, including, but not limited to fraud and false advertising.
- Allegations that state laws or rules addressing the licensure of postsecondary institutions have been violated.
- Allegations regarding the quality of education or other accreditation requirements.

Alaska	Alaska Commission on Postsecondary Education http://acpe.alaska.gov/ABOUT_US/Consumer_Protection
Arizona	Arizona State Board for Private Postsecondary Education https://ppse.az.gov/complaint
California	Bureau for Private Postsecondary Education www.bppe.ca.gov/enforcement/complaint.shtml
Colorado	Colorado Department of Higher Education http://highered.colorado.gov/Academics/Complaints/default.html
Connecticut	Office of Higher Education http://www.ctohe.org/studentcomplaints.shtml
Delaware	The Delaware Department of Education The Delaware Department of Education will investigate complaints. Such complaints must be in writing and verified by the signature of the person making the complaint. Oral, anonymous or unsigned complaints will not be investigated. Until the web site is functional, please write or call for more information. The Delaware Department of Education; Teacher and Administrator Quality; John W. Collette Resource Center; 35 Commerce Way; Dover, DE 19904. The Delaware Department of Education phone number is 302-857-3388.
District of Columbia	Office of the State of Superintendent of Education http://osse.dc.gov/service/education-licensure-commission-elc-public-complaints
Florida	Florida Department of Education http://www.fldoe.org/policy/cie/file-a-complaint.stml
Georgia	State of Georgia Nonpublic Postsecondary Education Commission http://gnpec.org/consumer-resources/
Hawaii	Hawaii Postsecondary Education http://cca.hawaii.gov/hpeap/student-complaint-process/
Idaho	Idaho State Board of Education http://www.boardofed.idaho.gov/priv_col_univ/student_complaint.asp
Illinois	Illinois Board of Higher Education http://complaints.ibhe.org/
Indiana	Indiana Commission for Higher Education http://www.in.gov/che/2744.htm
Kansas	The Kansas Board of Regents http://www.kansasregents.org/academic_affairs/private_out_of_state/complaint_process
Kentucky	Kentucky Council on Postsecondary Education http://cpe.ky.gov/forstudents/consumercomplaints
Louisiana	Board of Regents State of Louisiana http://www.regents.la.gov/page/StudentComplaints
Maine	Maine Department of Education, Office of Higher Education Complaints shall be addressed in writing to the Maine Department of Education, Office of Higher Education, 23 State House Station Augusta, Maine, 04333, with specific facts and allegations and signed by the complainant. The school shall be notified of any complaints which are to be investigated.
Massachusetts	Massachusetts Department of Higher Education http://www.mass.edu/forstudents/complaints/complaintprocess.asp
Michigan	Licensing and Regulatory Affairs (LARA) http://www.michigan.gov/lara/0,4601,7-154-61343_35414_60647_2739---,00.html

Mississippi	Mississippi Commission on College Accreditation http://www.mississippi.edu/mcca/downloads/studentcomplaintform.pdf
Missouri	Missouri Department of Education http://dhe.mo.gov/contactus.php
Montana	Montana University System http://mus.edu/MUS-statement-of-complaint-process.asp
Nebraska	Nebraska Coordinating Commission for Postsecondary Education http://www.ccpe.state.ne.us/publicdoc/ccpe/complaint.asp
Nevada	Commission on Postsecondary Education http://www.cpe.state.nv.us/CPE%20Complaint%20Info.htm
New Hampshire	New Hampshire Department of Education http://www.education.nh.gov/highered/compliance-allegation.htm
New Jersey	State of New Jersey Office of the Secretary of Higher Education http://www.state.nj.us/highereducation/
New Mexico	New Mexico Higher Education Department http://www.hed.state.nm.us/institutions/complaints.aspx
New York	New York State Education Department http://www.highered.nysed.gov/ocue/spr/COMPLAINTFORMINFO.html
North Carolina	University of North Carolina General Administration http://www.northcarolina.edu/sites/default/files/documents/student_complaint_form.pdf
North Dakota	North Dakota University System https://www.ndus.edu/system/state-authorization/
Ohio	Ohio Higher Ed Department of Higher Education https://www.ohiohighered.org/students/complaints
Oklahoma	Oklahoma State Regents for Higher Education http://www.okhighered.org/current-college-students/complaints.shtml
Oregon	Higher Education Coordinating Commission http://www.oregon.gov/HigherEd/Pages/complaints.aspx
Pennsylvania	Pennsylvania Department of Education http://www.education.pa.gov/Postsecondary-Adult/College%20and%20Career%20Education/Pages/Students-Complaints.aspx#.ViZEqunluUk
Rhode Island	Rhode Island Board of Governors for Higher Education http://www.ribghe.org/students.htm
South Carolina	South Carolina Commission on Higher Education http://www.che.sc.gov/Students,FamiliesMilitary/LearningAboutCollege/ConsumerInformation.aspx
South Dakota	South Dakota Office of the Attorney General http://atg.sd.gov/Consumers/HandlingComplaints/ConsumerComplaintForm.aspx
Tennessee	Tennessee Board of Regents https://www.tbr.edu/academics/program-integrity-student-complaint-form
Texas	Texas Higher Education Coordinating Board http://www.thecb.state.tx.us/index.cfm?objectid=C9BD55D4-C5A3-4BC6-9A0DF17F467F4AE9
Utah	Utah Department of Commerce http://consumerprotection.utah.gov/complaints/index.html
Vermont	Vermont Department of Education, State Board of Education http://education.vermont.gov/new/pdffdoc/pgm_postsecondary/EDUComplaint_Resolution_Statement_f_or_Postsecondary_Education_Matters.pdf
Virginia	State Council of Higher Education for Virginia http://www.schev.edu/students/studentcomplaint.asp
Washington	Washington Student Achievement Council http://www.wsac.wa.gov/protecting-education-consumers
West Virginia	West Virginia Higher Education Policy Commission http://www.wvhpec.edu/inside-the-commission/special-initiatives/state-authorization-reciprocity-agreement-sara/
Wisconsin	State of Wisconsin Educational Approval Board http://eab.state.wi.us/resources/complaint.asp Educational Approval Board 431 Charmany Drive, Suite 102 Madison, WI 53719 Phone: 608-266-1996; Fax: 608-264-8477 Email: eabmail@eab.wisconsin.gov
Wyoming	Wyoming Department of Education http://edu.wyoming.gov/beyond-the-classroom/school-programs/private-school-licensing/

Regional Accreditation Agency
Higher Learning Commission

<https://www.hlcommission.org/Student-Resources/complaints.html>

Specialty Accreditation Agency
Accreditation Council for Business
Schools and Programs

https://acbsp.org/page/accred_complaints

Student Records

The Registrar's Office is responsible for maintaining academic records on each student. Permanent retention of records include documents such as the original application; letter of acceptance to Northwood; results of orientation placement tests; standardized test results; grades; transfer credit evaluations; letters of award, honor, or probation; and cumulative transcripts. A complete listing of the university records retention policy can be obtained from the Registrar's Office.

Official student transcripts will be sent to third parties only upon receipt of a signed request from the student. Some restrictions may apply.

The student can obtain unofficial transcripts by forwarding a completed transcript request form to the Registrar's Office pursuant to the Family Educational Rights and Privacy Act of 1974, Federal Law 93-380. Grades and unofficial transcripts are available on Student Planning.

Tardiness

Tardiness can have an adverse effect on overall course achievement. Northwood University does not have a formal tardiness policy; it is left up to the individual instructor. Students should refer to their course syllabi.

Test-Out Policy

Students may attempt to test out of certain courses, for a fee, with a maximum of 30 credits permitted. Credit for the course will be granted if a grade of C or better is achieved, but no honor points will be awarded. Test-outs may be attempted only once and may not be used to repeat a course.

Transferability of Credit

As an institution regionally accredited by the Higher Learning Commission, Northwood University's academic credit is recognized by other regionally-accredited institutions. However, the receiving institution makes the determination as to whether credits count toward a student's desired degree or program of study.

STUDENT AFFAIRS

The Student Affairs Department provides programs, resources, services, and personnel primarily concerned with providing a value-added experience to the educational opportunities outside of the classroom. Often, academic and non-academic opportunities overlap and Student Affairs, with associated departments, is staffed with professionals who are advocates for students and their needs. They are ready to assist students in resolving conflict and removing barriers to find ways to improve academic performance and the educational experience.

Activities and Organizations

Northwood University believes that a successful student is one that is well rounded with a passion for being involved, accepting new challenges, and making a difference. These students are better prepared for the challenges they may face in the business world post-graduation. Northwood University provides countless opportunities for its students to get involved and make the most of their educational experience.

Activities range from professional and social clubs to music and drama groups, intercollegiate, intramural, and club sports, recreational activities, social activities, and more. Participation in co-curricular activities allows students to use their leisure time productively while making new friends, developing their leadership skills, and their ability to be effective in group situations. Northwood recommends that students involved in all co-curricular activities maintain an above average grade point average.

Students with interests in specific areas outside their curriculum are encouraged to form other organizations to pursue those interests. The staff and faculty of the University will provide assistance in establishing such groups.

A complete listing of the Michigan Campus activities and organizations and can be located at www.northwood.edu/student-life/rso.

Bookstore

The Bookstore carries textbooks for each semester, as well as supplies such as pens, pencils, notebooks, Northwood clothing, and Northwood souvenirs. Personal checks are accepted only for the amount of the sale. VISA, MasterCard, American Express, and Discover cards, as well as cash, are also accepted. A receipt is required for all refunds. Textbook returns for Adult Degree Program books are two days from the purchase date.

Career Advancement Center

Career Advancement is an integral part of fulfilling Northwood's mission in developing the future leaders of a global free-enterprise society. To facilitate life-long career success, Northwood has a Career Advancement Center which coordinates and assists with job search readiness and potential employment opportunities. The campus Career Advancement Center serves all traditional, adult degree, graduate Northwood students and alumni for life.

It Starts at New Student Orientation

The career development process begins at Northwood with new student orientation and follows students throughout their academic careers at the university and beyond. While attending Northwood, students have the opportunity to explore many companies and career paths. These opportunities are presented during the academic process as well as through company information sessions presented outside the classroom.

The First Step to Career Assistance

During a student's first year of study, they are encouraged to begin work on their career path. Seminars, informational meetings, the Myers-Briggs Type Indicator (MBTI) personality assessment and personal consultations are available to explain career paths and the job search process. Resume and cover letter writing assistance, the interview process with mock interviews, LinkedIn and special topics are covered in workshops presented throughout the year by the Career Advancement Center.

Some Northwood curricula require an internship before completion of requirements for the Bachelor of Business Administration degree and the BBA/MBA program. The Career Advancement Center has a dedicated Internship Coordinator who works closely with curriculum chairs, employers, and students to aid in completion of this requirement, including the addition of new employer partnerships every academic year.

Additional assistance is provided for students that do not require an internship, but wish to gain the experience in their respective field of study. Northwood has a dedicated online networking database, BlueLink, designed to connect upperclassman with alumni for mentoring, internships, and jobs located at www.nubluelink.com.

Company Representatives Visit Northwood

Through the years, Northwood University has developed close, long-term relationships with many employers that represent our various curricula. Company representatives visit the campus to interview those who are about to graduate and seeking employment. Additionally, off-campus interviews are scheduled depending on the requirements of the employer. The reputation of Northwood graduates is outstanding and employers come to Northwood seeking the best talent. Northwood students are well sought after because they have been prepared to assume roles in several fields and have the right portfolio of skills, attitudes, and values.

The on- and off-campus recruiting schedules are supplemented by employers who contact the Career Advancement Center about positions that are currently available. Through Northwood's online job platform, [Handshake](#), opportunities with companies are posted (internship, co-op, part-time, and full-time). Students and alumni are able to upload resumes and apply for positions based on meeting all qualifications. Employers have the ability to review the resumes and select candidates for interviews directly or via the Career Advancement Center.

Handshake Network is available to traditional, Adult Degree Program (ADP), graduate students, and Alumni from all Northwood programs. For the convenience of all Northwood students, the Career Advancement Center has information and resources posted on the Northwood University website located at www.northwood.edu/career-advancement.

Publications, Research, and Services

The Career Advancement Center supports and contributes to the Career Services Alcove Collection in the Strosacker Library (MI), as well as the Career Advancement Center office, where a comprehensive cross-section of career assistance information is maintained.

Additionally, students have the opportunity to participate in university sponsored career fairs, employer information sessions, workshops and networking opportunities. Bulletin boards throughout the campus post new jobs and internship opportunities.

Counseling, Academic Advising, and Orientation

Academic advising is provided for each Northwood student. Advisors help each student to establish educational programs and plans. Individual attention is given to a course of study selection commensurate with the student's potential, area of interest, and academic background. Strength in the breadth of educational study is encouraged together with the intended area of specialization. Continued advisement throughout the student's program at Northwood is available to aid the student in self-appraisal and the development of traits and abilities of self-discipline that would identify those values necessary for successful academic performance. Specialized advising is available for international students.

Northwood can assist students with any personal issues that affect their academic progress. The Student Affairs staff members are available for private discussions with students, parents, and others on a variety of topics, including social life, housing situations, financial matters, and health.

A Student Counseling Assistance Program with professional personal counseling available to all Northwood students. The counseling staff has on-campus office hours available to provide confidential counseling for personal, psychological, social, and behavioral concerns, as well as issues with the use of alcohol or other drugs.

All first-year students are required to register and participate in a three-semester foundation (FDN) course series. These on-campus courses explore topics such as self and service, leadership, and career success.

Orientation sessions are scheduled throughout the spring, summer and immediately prior to the fall semester. FDN 1110 continues during fall semester for all freshman students. Students receive additional information on the University environment and holistic factors that aid in their success to include problem solving, communication, and critical thinking components.

Freshmen continue with a second foundations course titled Leaders of Free Enterprise, FDN 1220, in the spring semester. This course provides an emphasis on institutional culture and philosophy as it pertains to "The Northwood Idea." Additional topics include free markets, skills needed for success, Northwood University Outcomes, and the Code of Ethics.

The counseling/advising program interfaces the academic and personal lives of students. This comprehensive program takes a development approach by helping each student to explore his or her academic, career, and life goals, as well as the potential barriers blocking the fulfillment of those goals. This complex process involves the selection of appropriate courses and curricula consistent with diagnosed skills, and of remediation work when necessary, plus the assertiveness skills and self-management skills necessary to resolve personal problems and interpersonal conflicts.

Cultural Arts Events

Cultural Arts Events provide opportunities for Northwood students to understand and appreciate the importance of the arts and humanities in their personal lives and their value as a business tool. Programs are guided by Northwood's principle, "The Arts and Business Make Good Partners," and focus on exposing students to various art forms while relating their experiences to creativity and entrepreneurship. Guests from business, industry, the arts, and government provide campus activities throughout the year. Among the wide variety of experiences offered to students to support the philosophy are art exhibitions, guest lecturers, performing artists, musical events, and competitions. Social activities include dinners, dances, receptions, and other forms of entertainment, which generally are sponsored both by the University and student activity groups.

Food Services

Modern dining room facilities are provided for students. Meals are served regularly at least three times a day. Students with special dietary needs may see the Food Service Director for assistance.

All Miner Hall, Dubois Hall, and Naegele Village resident students have housing and meals as a part of their plan. North Village residents as well as non-resident students (commuters) may also purchase a meal plan for each semester. Please contact the Food Service Department for specific arrangements.

Housing

All first and second year students are required to live in on campus housing unless they live with a relative within a 50 mile radius of campus or are married. Waivers to the housing requirement are considered on an individual basis. Specifics on the criteria and process are available from the Housing Office.

Northwood maintains campus housing units. Separate units are available for men and women on the residential campus. Resident Housing Directors and/or Resident Advisors provide supervision and guidance in all units. Visitation hours are established by the University and are published by the Housing Office. For health reasons, no pets may be kept in on-campus housing.

Because the demand for on-campus housing is greater than the supply, juniors, and seniors who wish to reside on campus must participate in a housing sign-up process to determine housing assignments. The sign-up process is conducted during Spring Semester for the following school year.

Along with the housing staff, student organizations play an integral part in the planning and implementation of resident events and activities. Northwood takes the responsibility for placing all required resident students in housing. Assigned occupants of each room are financially responsible for keeping the room and its contents in good order and free from damage either by themselves or their guests. Residents are liable for damage to University property. If a student does not return the room in good order, their room deposit fee will be debited for the cost of the repairs.

Intercollegiate and Intramural Athletics

In recognition of the need for healthful, competitive physical activity, organized sports participation is encouraged on the residential campus. A variety of varsity sports and intramural programs are available.

Northwood University is a Division II member of the National Collegiate Athletic Association (NCAA). The Timberwolves compete in the Great Lakes Intercollegiate Athletic Conference (GLIAC). In addition to Northwood University, conference members include Ashland University, Davenport University, Ferris State University, Grand Valley State University, Lake Superior State University, Michigan Technological University, Northern Michigan University, Purdue University Northwest, Saginaw Valley State University, Wayne State University and University of Wisconsin-Parkside.

Varsity sports include football, men's and women's tennis, women's volleyball, men's and women's soccer, men's and women's basketball, baseball, men's and women's golf, women's softball, men's and women's track and field, and men's and women's cross country. For more specific information about the Timberwolves' varsity teams, see www.gonorthwood.com.

Intramural programs and sports can include: flag football, soccer, basketball, whiffle ball, softball, and floor hockey. In addition to these sports there are numerous one-day tournaments including powder-puff football, table tennis, 3-on-3 basketball, and slow-pitch softball. Regional intramural tournaments against other universities in sports such as flag football and basketball are also available. Club sports for men's lacrosse and hockey also exist. These clubs compete on an informal basis with clubs from other colleges and universities.

Timberwolf Learning Center

The Northwood University Timberwolf Learning Center provides a variety of services to help students succeed and excel academically. All students are encouraged to participate in the TLC programs and services, regardless of current class status or level of achievement. All programs are available to Northwood students free of charge.

Students may choose from three types of tutoring in the Timberwolf Learning Center (TLC). Drop-in tutoring is available without an appointment for numerous courses, such as Accounting Principles I & II, Developmental Math, Finite Math and College Algebra. Students may also sign up for a one-on-one tutor for any non-drop-in subject or join a tutor-led study group which meets weekly. Details on all types of tutoring are available in the TLC in the Strosacker building and on my.northwood.edu, under the TLC tab.

Library

The mission of the Northwood library is “to enhance the learning environment by supporting instructional services, promoting information literacy, and developing leaders who are independent, life-long learners.” Online library services across the Northwood system provide access to thousands of full-text magazines, newspapers, journals, and specialized business information sources. Whether on campus or off campus, students can access resources 24 hours a day, seven days a week, through the library web pages via the Blackboard Course Management system. Assistance in using the collections and services is readily available at library reference desks and through “Ask a Librarian”, a 24/7 online form located in Blackboard, for requesting reference assistance through email. The Librarians have created several comprehensive subject and/or class specific library resources called Libguides. They contain links to books, databases, ebooks and more relevant information.

The Strosacker Library is centrally located in the upper level of the Strosacker building. It has a book collection of approximately 17,000 volumes, as well as 87 periodical titles. The library acquires materials for a well-rounded education with emphasis on business management and economics. Special curriculum collections include accounting; advertising; automotive & automotive aftermarket; entertainment, sport & promotion management; entrepreneurship & franchising; fashion marketing & management; finance; and hospitality. Strosacker Library is a member of the OCLC library cooperative, which provides global access to library materials through interlibrary loan. The library is a member of the Valley Library Consortium, which provides access to the holdings of regional academic and public libraries using the online catalog of materials (VALCAT).

Reporting

The following reports are mandated by the Student Right-to-Know and Campus Security Act of 1990 and the Equity in Athletics Disclosure Act of 1994 and are available upon request to all current students, prospective students, and the public:

- **Campus Security Report** – This report discloses data on crimes committed on campus, as well as campus safety policies and procedures. The report may be viewed at <http://www.northwood.edu/compliance>.
- **Equity in Athletics Report & Athletics Revenue and Expense Report** – These reports provide information on the intercollegiate athletic programs at the University. Specifically, they disclose data on student athlete participation, coaches’ participation, recruiting expenses, athletic aid, average coaches’ salaries, operating expenses, and overall athletic revenues and expenses. These reports are available annually after October 15 and can be requested from the University Title IV Compliance office.

Student Life Center

The Hach Student Life Center is a 62,217 square foot recreation facility built in 2002. The Center is a recreational, intramural, and fitness complex built to complement the Bennett Sports Center. The center features three multi-purpose basketball, volleyball, and badminton courts that are utilized for a wide range of sports, a four-lane running track, a fitness center equipped with circuit weight training systems, elliptical trainers, stair steppers, bikes, dumbbells, benches and mats, a multi-use/wellness room, and locker rooms equipped with shower and sauna facilities. The lobby area serves as a check-in point and houses the Wolf Den Cafe and leisure areas equipped with network connections for laptop computers.

24-Month Evening MBA program students can currently purchase a membership for \$90 per semester. Membership for 12-Month Daytime MBA program students is included in the cost of the program.

Student Medical Services

The Health Center, staffed by a registered nurse and a physician in the office on a limited basis, is open at designated times for advice concerning illnesses and injuries, with limited first aid treatment and physician referral available. Midland has three walk-in Urgent Care facilities and MidMichigan Medical Center is nearby and available 24 hours/day for emergencies.

In compliance with federal regulations, Northwood requires that all students have healthcare insurance. The university makes available two policies, one that provides students with comprehensive healthcare coverage and a second that provides accidental injury only coverage.

Students who have their own comprehensive health insurance coverage will be allowed to opt out of the NU comprehensive healthcare insurance plan if their coverage meets criteria as a qualifying plan. Every student will have accidental injury only coverage as part of their student package to supplement their own/family health insurance coverage or NU healthcare insurance plan. For more information, please visit <http://www.studentinsurance.com>.

International Students and Insurance Requirement

All international students are required to purchase the Northwood University Comprehensive Insurance Plan. Information regarding the policy may be found at <http://www.studentinsurance.com/>. Once on the website, please follow prompts provided. A link to the insurance brochure is available on the insurance site. All full-time international students will have coverage through the accidental injury coverage plan as well.

The Northwood University Health Center is compliant with the Health Insurance Portability and Accountability Act (HIPPA) and your personal health information will only be released with your written consent.

Soliciting, Selling, and Publicizing

No student, student organization, or outside organization shall engage in advertising or selling any goods, services, or tickets; solicit for any purpose whatsoever on Northwood University's property or in University operated buildings; without first obtaining written approval from the Dean of Student Affairs Office. Contact the Dean of Student Affairs who will obtain approval from the Director of Compliance & Tax Matters. Food that is sold on campus must be purchased from or have approval through Food Services. For additional details, please reference the Student Handbook.

Security

The residential campus engages a professionally licensed security service provider to perform specific guard and patrol responsibilities. Campus security officers are supervised by the Director of Security and are responsible for securing buildings and grounds, traffic regulations, and parking control. Officers are available 24 hours a day, 7 days a week to respond to requests for assistance from students, faculty, and staff. Campus Security personnel have the authority to enforce all campus policies and state laws. These officers do not carry weapons nor do they have arrest powers. Northwood University maintains a very strong relationship with city and county law enforcement agencies. These agencies are contacted to assist with some on-campus complaints. The city and county agencies also notify Northwood University officials of off-campus incidents that involve Northwood students.

Students are expected to assume responsibility for their property and personal safety by making sound decisions and reporting any concerns to security immediately. Crimes should be reported to ensure inclusion in the annual crime statistics and to aid in providing timely warning notices to the campus community when appropriate. Proactive methods employed by campus security against personal property theft include parking lot and building patrols, campus escorts (as requested), routine lighting and emergency equipment checks, and identification engraving on personal items. Firearms and other weapons are prohibited on Northwood University property.

It is the policy of Northwood University to comply with all applicable features of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, or commonly known as the Clery Act. Timely Notifications/Crime Alerts will be utilized in an effort to notify campus and/or community members of certain crimes in and around the University community. Specific protocols and campus crime reporting are outlined on the University compliance webpage at <http://www.northwood.edu/compliance>.

It is also the policy of Northwood University to comply with all applicable features of the Higher Education Opportunity Act for reported missing students. Northwood University has established a missing student protocol for the notification procedures for students who live in on-campus housing and who have been reported missing for more than 24 hours. Specific protocols are outlined on the University compliance webpage at <http://www.northwood.edu/compliance>.

Student Conduct

A student may be fined, placed on a behavior contract, placed on probation, or dismissed if his or her social conduct does not meet the standards of good conduct set up by the administrative officials and published in the Student Handbook.

Disregard for others and their property, policies, rules, and regulations of the University may lead to sanctions, the extent and seriousness of which will be in relation to the offense. A fine or other penalty may be imposed.

A student may be suspended or dismissed for either academic or social cause. Each student's case will be handled individually. A student may be considered for readmission after dismissal by petitioning the Dean of Student Affairs or the Academic Vice President/Provost. It is the policy of the University to maintain a learning and work environment that is free from harassment because of an individual's race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status. The University prohibits any and all forms of harassment because of race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status.

It shall be a violation of University policy for any student, teacher, administrator, or other school personnel to harass a student through conduct of a sexual nature, or regarding race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status. The policy can be located at <http://www.northwood.edu/compliance> or a paper copy may be obtained from the Human Rights Officer in the Human Resources Department, Northwood University Administrative Center, Midland, Michigan. The telephone number for this office is (989) 837-4345.

Manners and Good Grooming

Good manners are never old fashioned. Pleasantness and consideration have their own reward and cost little. Respect is one of the University's core values. Respect for the rights of others first, and oneself second, is the essence of good manners.

Good grooming is the result of planning and the adherence to basic health rules. Higher education is the place to experience new ideas, changing attitudes, new friends, and to develop a good grooming identity. One's dress expresses one's personality. Attire should be appropriate and tasteful at all times, whether in the workplace, the classroom, the dining area, or the living areas. Northwood is a business university; its faculty and staff members are expected to be well-groomed in accordance with business standards; its students are expected to dress in a manner that does not cause classroom distraction.

Policies

Alcohol/Drugs

The Drug-Free Workplace Act of 1988, Subtitle D, Section 5152, and the Drug Free Schools and Communities Act Amendments of 1989, PL No. 101-226, require that Northwood University maintain an environment free from the unlawful manufacture, distribution, dispensation, possession, or use of controlled substances or alcohol.

The University recognizes its obligation to support the law and is aware of the damaging impact illegal drugs can have on our culture and especially its young people.

The President or the Dean of Student Affairs may elect to dismiss a student for any criminal behavior or convictions that indicate behavior that is threatening to other students.

The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited while on University property, attending Northwood events, or performing work-related duties.

Pursuant to applicable procedures, policies, or appropriate collective bargaining agreements governing employee or student discipline, involvement in the unauthorized use, sale, manufacturing, dispensing, or possession of controlled substances or alcohol on Northwood University premises or during Northwood University activities, or working under the influence of such substances, will be subject to disciplinary action up to and including dismissal or expulsion.

Any employee or student who is convicted of violating any criminal drug/alcohol statute when such violation occurs at Northwood or as a part of any school activities must notify the University no later than five (5) days after such conviction. Failure to provide such notice may subject the employee or student to dismissal or expulsion. The employee shall notify his or her immediate supervisor, who will report the incident to the Human Resources Department. The student will notify the Dean of Students Affairs.

Northwood University supports programs aimed at the prevention of substance abuse by Northwood employees and students. The University provides preventive educational programs for students and refers employees and students experiencing substance-dependency related problems for counseling and assistance.

Drug and Alcohol Prevention Counseling

Northwood encourages faculty, staff, and students with alcohol or other drug-dependency problems to contact community counseling centers for assistance. Students may contact the Student Assistance Counseling Center, Health Center Personnel, or a staff member in the Student Affairs office.

Penalties for Violation

Misuse of alcohol and drugs interferes not only with students' academic performance, but with their emotional, physical, mental, and social development as well. Based on this realization, the federal government has enacted several laws in an effort to address these issues. Northwood University supports these policies. Therefore, the possession, use, or distribution of substances that violate state or federal laws is subject to disciplinary action by Northwood University.

Specific sanctions are outlined in the Student Handbook.

ADULT DEGREE PROGRAM

Northwood University provides multiple options for adult learners to complete a bachelor's degree through the Adult Degree Program. Programs are offered for working adults that are seeking professional growth and opportunities by attaining a bachelor's degree. Students may complete their degree requirements online or at one of our program centers located in multiple states. Courses are offered in a variety of formats to meet the needs of working adults including evening, and online. Each student works with a Program Center Manager/Advisor who provides guidance from admission to graduation.

Contact Information:

Adult Degree Program

Northwood University
4000 Whiting Drive
Midland, MI 48640
Toll Free (800) 622-9000 or <https://admissions.northwood.edu/adp>

Admissions Process

- Request official transcript(s) from previously attended accredited institutions and have them emailed electronically to transcripts@northwood.edu or mailed to the ADP Registrar at 4000 Whiting Drive, Midland, MI 48640.
- Students who have received an associate's degree from a regionally-accredited college or university will receive a credit evaluation that identifies equivalencies and electives acceptable for transfer. Credits are transferable; grades are not.
- Courses completed after the associate's degree was awarded may be transferable as long as a grade of "C" (2.0) or better has been earned and if applicable to the curriculum.

Students transferring without an associate's degree will have their transcripts evaluated for equivalent Northwood University credit. Students in this category will be permitted to transfer equivalent courses and electives with grades of "C" (2.0) or better.

Academic and Grade Appeals

Three levels of academic appeals are possible to provide for appropriate processing of academic grievances. The "statute of limitations" for academic appeals is the 30 days following the grievance. Northwood faculty has the authority and obligation to assign appropriate grades and to conduct classes within the context of the Academic Policies section of this catalog. Hence, the first level of academic appeal is to the professor whose decision is questioned.

Students who are not satisfied with the decision of the professor to whom they appealed may appeal to the campus Academic Dean.

Students who are not satisfied with the Dean's decision may submit a last appeal to the Academic Vice President/ Provost, who is the final arbiter of all academic matters. This appeal must be in writing and should explain all particulars, including reference to the previous two levels of appeal. This appeal should be sent by e-mail to the Academic Vice President/Provost at the corporate headquarters of the University in Midland, Michigan. The Academic Vice President/Provost will invite written input from others involved in the previous appeals based on copies of the appeal that will be provided to them. Copies of their responses will be sent to the person appealing, who will then have ten days to respond in writing to their responses. Following this exchange, a written decision will be rendered.

Academic Honors

- For academic honors, a student must complete the minimum of 31 credit hours with Northwood University and meet honors criteria as prescribed below:
 - o Cum Laude – 3.50 cumulative GPA to 3.69 cumulative GPA
 - o Magna Cum Laude – 3.70 cumulative GPA to 3.89 cumulative GPA
 - o Summa Cum Laude – 3.90 cumulative GPA to 4.00 cumulative GPA

Course Delivery Options

- Evening courses (on- or off-campus)
- Real-time Online and Full-flex courses
- Online courses
- On-site daytime courses
- Hybrid/blended combination of online and face-to-face
- Limited credit by examination, such as the CLEP general and subject exams

Northwood University is devoted to continuous improvement and reserves the right to revise all curriculum guides or academic programs. These enhancements could cause changes but not additions to the student's program of study. To fulfill graduation requirements, students are to complete the curriculum guide that is in effect at the time they are accepted for admission to Northwood University.

Course Offering Changes

Courses to be offered each semester are indicated in class schedule listings available on the Northwood website. Northwood may drop any course from the schedule of academic offerings if the enrollment is not sufficient to warrant its instruction.

Degree Offerings

Northwood University's Adult Degree Program offers a Bachelor of Business Administration (BBA) degrees in the following areas: Accounting, Automotive Aftermarket Management, Automotive Marketing & Management, Cybersecurity Management, Entrepreneurship, Finance, Franchising Management, Health Care Management, Insurance Risk Management, International Management, Management, Management Information Systems, Marketing, and Marketing Communications, and Sports Management. For degree requirements and courses, please see section beginning on page 20. ADP also offers a Bachelor of Science (BS) degree in Applied Management (degree requirements are listed on page 128). To be awarded the bachelor's degree, an individual must complete a minimum of 31 semester hours with Northwood University and have a cumulative GPA of 2.0 or above. Majors vary by location—visit <https://www.northwood.edu/academics/adp> for a list of programs available by location. Associate of Arts degrees are also offered at the military sites; Selfridge and Fort Worth, as well as some corporate locations. To be awarded the associate's degree, an individual must complete the required courses with a minimum of 15 semester hours at Northwood University and have a cumulative GPA of 2.0 or above.

Associate of Arts Degree (AA) in Aftermarket Management

The Associate of Arts degree in Aftermarket Management focuses on various aspects of the automotive replacement industry and prepares graduates with a diverse background in aftermarket management and industry who have developed strong ethics, outcomes, and who are ready for leadership positions.

The following guide outlines the required coursework (60 credits) including general education, business core and elective requirements.

FOUNDATION COURSES (18 semester hours)

ENG 1150 Composition I	3
ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
MTH 1150 College Algebra OR MTH 1100 Finite Math	3
SPC 2050 Speech	3
FDN 2500 Strategies for Success-ADP*	1
FDN 1200 Introduction to the Northwood Idea*	1
FDN 3200 Career Advancement	1

BUSINESS CORE (15 semester hours)

ACC 2410 Fundamentals of Financial Accounting	3
ACC 2415 Fundamentals of Managerial Accounting	3
MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
LAW 3000 Business Law I	3

GENERAL EDUCATION CORE (9 semester hours)

ECN 2210 Principles of Microeconomics	3
ECN 2220 Principles of Macroeconomics	3
General Education Elective	3

AA MAJOR CORE (15 semester hours)

AM 1200 History & Culture of the Automotive Industry	3
AMM 1120 Aftermarket Manufacturing Management	3
AMM 2050 Automotive Retail/Wholesale Management	3
AMM 2100 Heavy Duty Parts & Service Marketing	3
AMM 3600 Logistics & Supply Chain Management	3

OPEN ELECTIVE (3 semester hours)

*Course that must be taken at NU.

Note: The Northwood University residency requirement requires a minimum of 15 earned credits at Northwood University; nine (9) of the 15 semester hours must be taken at Northwood University for residency MUST be in the student's major discipline.

Associate of Arts Degree (AA) in Automotive Marketing & Management

The Associate of Arts degree in Automotive Marketing & Management focuses on various aspects of the automotive marketing industry and prepares graduates with a diverse background in automotive management and industry who have developed strong ethics, outcomes, and who are ready for leadership positions.

The following guide outlines the required coursework (60 credits) including general education, business core and elective requirements.

FOUNDATION COURSES (18 semester hours)	
ENG 1150 Composition I	3
ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
MTH 1150 College Algebra OR MTH 1100 Finite Math	3
SPC 2050 Speech	3
FDN 2500 Strategies for Success-ADP*	1
FDN 1200 Introduction to the Northwood Idea*	1
FDN 3200 Career Advancement	1
BUSINESS CORE (15 semester hours)	
ACC 2410 Fundamentals of Financial Accounting	3
ACC 2415 Fundamentals of Managerial Accounting	3
MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
LAW 3000 Business Law I	3
GENERAL EDUCATION CORE (9 semester hours)	
ECN 2210 Principles of Microeconomics	3
ECN 2220 Principles of Macroeconomics	3
General Education Elective	3
AA MAJOR CORE (12 semester hours)	
AM 1200 History & Culture of the Automotive Industry	3
AM 2640 Dealership Variable Operations	3
AM 2650 Dealership Fixed Operations	3
AM Elective	3
AM ELECTIVES (6 semester hours)	6

*Course that must be taken at NU.

Note: The Northwood University residency requirement requires a minimum of 15 earned credits at Northwood University; nine (9) of the 15 semester hours must be taken at Northwood University for residency MUST be in the student's major discipline.

Associate of Arts Degree (AA) in Management

The Associate of Arts degree in Management focuses on the broad functional disciplines of management and prepares graduates with a diverse background in general management and industry who have developed strong ethics, outcomes, and who are ready for leadership positions.

The following guide outlines the required coursework (60 credits) including general education, business core and elective requirements.

FOUNDATION COURSES (18 semester hours)	
ENG 1150 Composition I	3
ENG 1200 Composition II	3
MIS 1500 Business Productivity Software	3
MTH 1150 College Algebra OR MTH 1100 Finite Math	3
SPC 2050 Speech	3
FDN 2500 Strategies for Success-ADP*	1
FDN 1200 Introduction to the Northwood Idea*	1
FDN 3200 Career Advancement	1
BUSINESS CORE (15 semester hours)	
ACC 2410 Fundamentals of Financial Accounting	3
ACC 2415 Fundamentals of Managerial Accounting	3
MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
LAW 3000 Business Law I	3
GENERAL EDUCATION CORE (15 semester hours)	
ECN 2210 Principles of Microeconomics	3
ECN 2220 Principles of Macroeconomics	3
General Education Elective	3
ELECTIVES (18 semester credits)	
Open Electives at the 2000 level or above	18

*Course that must be taken at NU.

Note: The Northwood University residency requirement requires a minimum of 15 earned credits at Northwood University; nine (9) of the 15 semester hours must be taken at Northwood University for residency MUST be in the student's major discipline.

Bachelor of Business Administration (BBA) in Accounting (Texas CPA Track)

The Accounting program prepares students for the field of accounting and prepares graduates to sit for the CPA examination in Texas, and to begin a career in public or corporate accounting. One hundred fifty (150) credits are required to sit for the Texas CPA exam. Students are strongly encouraged to research the requirements within the state they will be testing. The state boards make the final determination of courses that count towards CPA exam eligibility. To locate a state board of accountancy, please visit <http://nasba.org/stateboards/>. This program applies to students who began their studies before the 2019-2020 academic year.

The following guide outlines the required coursework (124 credits) including general education, business core, electives and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FOUNDATION COURSES (16 semester hours)	MAJOR CORE (36 semester hours)
ENG 1150 Composition I 3	3000/4000 Accounting Elective 3
ENG 1200 Composition II 3	3000/4000 Accounting Elective 3
FDN 2500 Strategies for Success-ADP+ 1	ACC 3110 Intermediate Accounting I 3
MTH 1150 College Algebra <i>or</i>	ACC 3115 Intermediate Accounting II 3
MTH 1100 Finite Math 3	ACC 3120 Managerial/Cost Accounting 3
SPC 2050 Speech 3	ACC 3400 Federal Taxation 3
MIS 1500 Business Productivity Software 3	ACC 3500 Accounting Information Systems 3
	ACC 4010 Auditing 3
GENERAL EDUCATION CORE (46 semester hours)	ACC 4070 Federal Tax Research 3
ECN 2210 Principles of Microeconomics 3	ACC 4080 Accounting Ethics 3
ECN 2220 Principles of Macroeconomics 3	ACC 4220 Advanced Accounting 3
ENG 4010 Communication & Interpersonal Relations 3	MGT 3200 Management Communications 3
FDN 3100 Career Development 1	
HIS History Elective 3	BUSINESS CORE (27 semester hours)
MTH 2310 Statistics I 3	ACC 2410 Fundamentals of Financial Accounting 3
NSC Natural Science 3	ACC 2415 Fundamentals of Managerial Accounting 3
[Environmental Science recommended]	3000-4000 Business Elective*** 3
PHL 3100 Ethics 3	FIN 3210 Financial Management for Majors 3
PHL 4100 Philosophy of American Enterprise* 3	LAW 3000 Business Law I 3
	MGT 2300 Principles of Management 3
GENERAL EDUCATION ELECTIVES (21 semester hours)	MGT 4250 Organizational Behavior 3
Take 7 3-4 credit courses from 3 or more general education disciplines, for example: ECN, ENG, HIS, HUM, NSC, PHL, PSY, SOC, PSC, MTH	MGT 4800 Strategic Planning 3
	MKT 2080 Principles of Marketing 3

+ADP students are required to take FDN 2500.

*Course that must be taken at NU.

***When selecting the 3000/4000 Business Elective, no more than 6 credit semester hours can be taken in any one business subject area.

Note: The Northwood University residency requirement requires a minimum of 31 earned credits at Northwood University; nine (9) of the 31 semester hours taken at Northwood University for residency MUST be in the student's major discipline.

Bachelor of Science (BS) in Applied Management (Transfer program only)

The Bachelor of Science degree in Applied Management is designed for transfer students who have earned an A.A.S. degree in a specialized area or a minimum of 30 transferable credits in a single specialized or technical area and seek broad knowledge of how to manage in the field/specialization.

The following guide outlines the required coursework (123 credits) including general education, business core, electives and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

FOUNDATION COURSES (15 semester hours)		MAJOR CORE (15 semester hours)	
ENG 1150 Composition I	3	MGT 2500 Human Resource Management	3
ENG 1200 Composition II	3	MGT 3500 Operations Management	3
MTH 1150 College Algebra <i>or</i>		Choose three courses from:	
MTH 1100 Finite Math	3	ETR 3100 or MGT 3700; MGT 4030;	
SPC 2050 Speech	3	MGT 4300; MGT 4360; IMM 3020; MIS 3300;	
MIS 1500 Business Productivity Software	3	AMM 3500 or MKT 3350 or MKT 3450	9
GENERAL EDUCATION CORE (27 semester hours)		BUSINESS CORE (24 semester hours)	
ECN 2210 Principles of Microeconomics	3	ACC 2410 Fundamentals of Financial Accounting	3
ECN 2220 Principles of Macroeconomics	3	ACC 2415 Fundamentals of Managerial Accounting	3
PHL 3100 Ethics	3	MGT 2300 Principles of Management	3
MTH 2310 Statistics I	3	MKT 2080 Principles of Marketing	3
ENG 4010 Communication & Interpersonal Relations or HUM Elective	3	FIN 3010 Financial Management	3
PHL 4100 Philosophy of American Enterprise*	3	LAW 3000 Business Law I	3
NSC Natural Science	3	MGT 4250 Organizational Behavior	3
[Environmental Science recommended]		MGT 4800 Strategic Planning	3
HIS History	3		
[Western Civilization recommended]			
GENERAL EDUCATION ELECTIVE	3	ELECTIVES (43 semester credits)	
		Up to 42 technical credits	42
		FDN 2500 Strategies for Success-ADP+	1

+ADP students are required to take FDN 2500.

*Course that must be taken at NU.

Note: The Northwood University residency requirement requires a minimum of 31 earned credits at Northwood University; nine (9) of the 31 semester hours taken at Northwood University for residency MUST be in the student's major discipline.

Locations

Michigan:

Alpena Program Center
665 Johnson Street
Alpena, MI 49707

Flint Program Center
3487 S. Linden Road
Flint, MI 48507

Gaylord Program Center
80 Livingston Boulevard
Gaylord, MI 49735

Lansing Program Center
210 W. Shiawassee
Lansing, MI 48933

Macomb Program Center 44575
Garfield Road, UC 1-220
Clinton Township, MI 48038

Midland Program Center
4000 Whiting Drive
Midland, MI 48640

Selfridge Program Center (Military)
44200 N Jefferson Avenue, Rm 107
Selfridge ANGB, MI 48045

Indiana:

Toyota Motor Manufacturing - Indiana
4000 Tulip Tree Drive
Princeton, IN 47670

Kentucky:

Louisville Program Center
11492 Bluegrass Parkway, Suite 112
Louisville, KY 40299

Ford Fern Valley
2000 Fern Valley Road
Louisville, KY 40232

General Electric
4000 Buechel Bank Road
AP3 Manufacturing Training Center
Louisville, KY 40225-0001

Westport Ford Mfg.
3001 Chamberlain Lane
Louisville, KY 40241

Toyota (Georgetown)
1001 Cherry Blossom Way
Georgetown, KY 40324

Texas:

Fort Worth Program Center (Military)
1564 Headquarters Avenue
NAS/JRB Fort Worth, TX 76127

Online:

Distance Education Program Center
4000 Whiting Drive
Midland, MI 48640

Military Program Centers

The Military Program Centers are located at Selfridge ANGB, Michigan and Naval Air Station/JRB, Ft. Worth, Texas, and offer coursework in the evening and on weekends. These are traditional, resident programs with the same admission and graduation requirements as the campus resident programs. The programs are controlled and supervised by the Program Center Managers at the Selfridge and Ft. Worth military sites and the undergraduate Academic Dean.

Prior Learning Assessment

Adult Degree Program students may earn college credit for their prior learning. To apply for prior learning credit, the student should have significant work experience and a minimum of 3-5 years of related and documented management experience. Of the first 60 semester credits awarded a student in an undergraduate program, no more than 15 semester credits may be awarded for prior learning experience. A maximum of 30 semester hours of total credit may be awarded. Prior learning is evaluated much like that of coursework. The evaluator awards credit where appropriate. To be eligible for portfolio submission, students must pass PL 1010 during their first semester at Northwood.

Semester Hour Requirements

- A minimum of 123 semester credit hours are needed to obtain a Bachelor's degree from Northwood University.
- A minimum of 31 credits must be completed with Northwood University to be eligible for residency and academic honors.
- Students may incorporate additional minors or majors, which will require additional coursework.

Transfer Coursework

- All transfer coursework (if applicable) must be college level; remedial or developmental coursework is not considered college level.
- All transfer coursework (if applicable) must meet GPA requirements set by Northwood University.
- Grade Point Averages (GPA) from other institutions do not transfer.

Tuition - ADP 2020-2021

	Per Credit Hour	3-Credit Course
Online Courses	\$465.00	\$1,395.00

Figures based on the 2020-2021 academic year

Adult Degree Program Fees

Graduation	\$80.00
Transcript.....	\$5 (special delivery charges may apply)
Administrative Fee for No Show	\$50 (each 8 week module)
Prior Learning Portfolio	\$1,750.00
Prior Learning Portfolio Class	470.00

Figures based on the 2021-2022 academic year

Monthly Payments

Students who desire to divide the year's balance into monthly payments can make arrangements through the Tuition Payment Plan. There is a \$30 non-refundable application fee per semester and payments can be made using an electronic check, American Express, Discover Card, MasterCard, or VISA (credit card payments will be assessed a 2.5% service fee).

Refund Policy

Students must notify their Adult Degree Program Center Manager of any changes to their enrollment. The date of notification will be the withdrawal date used in processing any refunds.

All courses dropped prior to the start of the course will be refunded in full. Definition of a week: 7 days starting on the first scheduled meeting of a class.

8-Week Course

(based on the actual start date of the course)

- 90% if withdrawal is during the first week of class
- 75% if withdrawal is during the second week of class
- 50% if withdrawal is during the third week of class

16-Week Course

(based on the actual start date of the course)

- 90% if withdrawal is during the first or second week of class
- 75% if withdrawal is during the third or fourth week of class
- 50% if withdrawal is during the fifth or sixth week of class

Compressed Course

(based on the actual start date of the course)

- 75% if withdrawal is prior to second class meeting
- 0% if after second class meeting

Refunds for Recipients of Federal Financial Aid

Return of Title IV Aid Policy for Federal Financial Aid Recipients

As prescribed by law and regulation, Federal Title IV funds will be returned to the applicable sources in the following order: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct PLUS Loans, Federal Pell Grant, Academic Competitiveness Grant, National SMART Grant, Federal Supplemental Educational Opportunity Grant (SEOG), and then other Title IV Aid Programs. Examples of this refund policy are available at the Financial Aid Office.

Executive and Continuing Education

The Executive and Continuing Education division of Northwood University delivers a wide variety of training and seminar programs to all levels in the world of business. Constituents and clients across the country can avail themselves of the service offered through this department of Northwood University.

Included in the offerings are both stand-alone seminars and packaged programs that lead to certificates in a wide variety of business disciplines.

Each area offers a number of current management training seminars to participants either on the residential campus, or custom-designed at any site. Short courses and online training are available as well.

For information concerning Executive and Continuing Education, contact:

Executive and Continuing Education Department
Northwood University
4000 Whiting Drive
Midland, MI 48640

Northwood University's University of the Aftermarket

The University of the Aftermarket is an educational alliance of the Auto Care Association, Automotive Warehouse Distributors Association (AWDA), and the Automotive Aftermarket Suppliers Association (AASA). Its mission is further strengthened by its affiliation with Northwood University, a private, accredited university that grants bachelor and master's degrees in a variety of specialized managerial and entrepreneurial business disciplines.

The University of the Aftermarket's mission is to meet the continuing management, business, and leadership education and development needs of professionals working within the motor vehicle aftermarket. The University achieves this mission through the creation, promotion, and management of industry-wide and custom educational programs in a variety of online, collaborative, and custom conference formats. Successful completion of these programs culminates in earning the widely recognized and respected Automotive Aftermarket Professional or Master Automotive Aftermarket Professional certificates. For more information and to view the course calendar, please visit <https://admissions.northwood.edu/corporate/uofa>.

For more information, contact:

Director
University of the Aftermarket
(800) 551-2882
uofa@northwood.edu

Tuition and Fee Charges - ADP 2020-2021

The total estimated tuition charges for a period of attendance varies based on how many credits a student completes. In addition to the tuition rate of \$465/credit hour, there is a graduation fee of \$80. There are no other fees.

- For 30 credits the tuition charges would be \$14,100
- For 60 credits the tuition charges would be \$28,200
- For 90 credits the tuition charges would be \$42,300

The total estimated tuition charges for an entire educational program is \$57,810.

Indiana Students Only

Indiana Uniform Refund Policy

If a postsecondary educational institution utilizes a refund policy of their recognized regional/national accrediting body or the current United States Department of Education (USDOE) Title IV refund policy, the postsecondary educational institution must provide written verification in the form of a final refund calculation, upon the request of the Commission/Board, that its refund policy is more favorable to the student than that of the Commission's/Board's. Postsecondary educational institutions accredited by a regionally/nationally recognized accrediting body must uniformly apply the Commission's/Board's tuition refund policy or the refund policy of their recognized accrediting body, as previously approved by the Commission/Board to all first-time students enrolled. Postsecondary educational institutions using a refund policy other than that of the Commission's/Board's must list the complete policy and its location in the institutional catalog and the enrollment agreement.

Online Refund Policy

The institution shall cancel a student's enrollment upon request of the student. The student's obligation at the time of cancellation will be calculated as follows:

- Within six (6) days following the signing of the contract, no obligation and all monies paid, if any, to be fully refunded.
- After six (6) days, but before beginning of training, a registration fee of 20% of the total tuition not to exceed \$100.00.
- After beginning of training, the registration fee, plus 10% of the total tuition until student completes 10% of the assignment.
- After completing 10% of the assignments, but prior to completing 25% of the assignments, the registration fee plus 25% of the total tuition.
- After completing 25% of the assignments but prior to completing 50% of the assignments, the registration fee plus 50% of the total tuition.
- After completing 50% of assignments, but prior to completing 75% of the assignments, the registration fee plus 75% of total tuition.
- After completing 75% of assignments, the student is responsible for total tuition.
- The contract shall state a length of time for a student to complete his course of study. If a student does not cancel by the end of such time, he is responsible for his total tuition.
- The institution will make a proper refund, within 31 days of the student's request for cancellation.
- If the student has paid tuition extending beyond 12 months all such charges shall be refunded.

Onsite Refund Policy

The postsecondary educational institution shall pay a refund to the student in the amount calculated under the refund policy specified in this section or as otherwise approved by the Commission/Board. The institution must make the proper refund no later than thirty-one (31) days of the student's request for cancellation or withdrawal.

The following refund policy applies to each resident postsecondary educational institution, except as noted in:

- A student is entitled to a full refund if one (1) or more of the following criteria are met:
 - The student cancels the institutional student contract or enrollment agreement within six (6) business days after signing.
 - The student does not meet the postsecondary educational institution's minimum admission requirements.
 - The student's enrollment was procured as a result of a misrepresentation in the written materials utilized by the postsecondary educational institution.
 - If the student has not visited the postsecondary educational institution prior to enrollment and upon touring the institution or attending the regularly scheduled orientation/classes, the student withdrew from the program within three (3) days.
- A student withdrawing from an instructional program, after starting the instructional program at a postsecondary educational institution and attending one (1) week or less, is entitled to a refund of ninety percent (90%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).

- C. A student withdrawing from an instructional program, after attending more than one (1) week but equal to or less than twenty-five percent (25%) of the duration of the instructional program, is entitled to a refund of seventy-five percent (75%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
- D. A student withdrawing from an instructional program, after attending more than twenty-five percent (25%) but equal to or less than fifty percent (50%) of the duration of the instructional program, is entitled to a refund of fifty percent (50%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
- E. A student withdrawing from an instructional program, after attending more than fifty percent (50%) but equal to or less than sixty percent (60%) of the duration of the instructional program, is entitled to a refund of forty percent (40%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
- F. A student withdrawing from an institutional program, after attending more than sixty percent (60%) of the duration of the instructional program, is not entitled to a refund.

THE DEVOS GRADUATE SCHOOL

DeVos Method

At the DeVos Graduate School of Management, we understand your success in business depends on the development of skills and understanding, the ability to solve problems quickly and effectively, and the ability to understand and lead teams. Adult learning theory reinforces that this is best accomplished through active learning and application-based content and approaches. Our courses, regardless of degree program or modality, guide you to success through a focus on data rather than opinion, an integrated curriculum, student-centered discussion and active rather than passive techniques of learning. Each of these is important in itself, but combined into our unique methodology, these factors can create a powerful and transformative experience.

Data Informed Decision-Making

Problems are often addressed with solutions that the problem solver simply believes is the right approach. This might be because they were told it would work, it worked in a different situation, or it simply seems like it should work. Our programs will help you develop tools that will allow you to move beyond opinion and effectively use data in a way that create solutions that are not only reasonable, but are based on evidence and analysis. This will make your ideas not only easier to explain, but more effective to communicate and influence others.

Integrated Curriculum

Complex business problems often cover multiple areas of the organization and require a wide set of skills and knowledge to effectively address. The courses in our programs integrate with each other so that you will graduate with both depth and breadth. While some degrees will specialize more than others, all of our offerings are based in the real world where topics are often not so clearly delineated.

Student-centered

The focus is on developing effective behaviors that can be transferred to the workplace. Attention is paid to the reasoning and thinking of the student and the ability of the student to effectively engage others. Faculty members are committed to getting to know each student so as to be able to pay attention to the behavioral and attitudinal expressions of each student regarding effective management.

Application-oriented

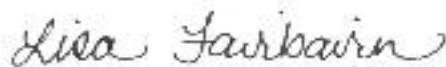
Adults learn best when able to take responsibility for their own learning. Our courses provide you with the structure, tools and information to learn while you bring the commitment and engagement to the classroom. We minimize lecture and focus on discussion, application and interaction in our classes. You will find that this active learning process is more enjoyable overall and creates a substantial understanding of how to use the concepts from the classroom in your work and in pursuit of your professional goals.

A Message from the Dean

Welcome to the DeVos Graduate School of Management at Northwood University. We hope these pages help you understand who we are and how we are different from other graduate business programs.

At DeVos, we believe that management is not about buzzwords, fads, formulas, beliefs, or simplistic answers. We believe management is about finding and fixing problems, not as an individual doing tasks, but rather, through others, as part of an organization. Our goal is to create highly effective business leaders through a process of personal and professional transformation based on our integrative curriculum and problem-based learning methodology. The DeVos Graduate School is committed to its students and to developing the future leaders of a global, free-enterprise society.

Please take the time to explore DeVos and how we might best fit your education needs.



Lisa Fairbairn, Ph.D.
Assistant Vice President and Dean

History of the DeVos Graduate School

By 1989, Northwood Institute had served the academic community for 30 years with flexible and innovative programs matched to marketplace. During much of our institution's third decade, our undergraduate faculty and other academic committees explored the idea that, despite an obvious proliferation of MBA programs worldwide, we were uniquely qualified to serve real marketplace needs for MBA programs designed to make a difference. In 1990 an effort was launched by a three-person task force, chaired by a newly appointed Dean of Graduate Studies, set about designing an Executive MBA program to serve identified needs within the state of Michigan. From the outset, it was assumed that the design would mirror Northwood's very successful undergraduate programs by innovatively meeting real marketplace needs—a design that would lend itself to continual adaptation.

The task force sought the advice of a team of its own graduates who had earned MBA degrees from many distinguished American universities, and by two consultants, Dr. Joseph H. Rogatnick (Ph.D., Wharton School), whose career included a professorship at Boston College, diplomatic and business service, and the CEO position of Boston College's graduate school in Brussels; and Dr. William D. Guth (D.B.A., Harvard, M.A.), who chaired the Management/Organizational Behavior Department at NYU, and subsequently served as NYU's Director of the Center for Entrepreneurial Studies.

In the spring of 1992, Northwood submitted its plan for the Executive MBA program to its regional accreditors who sent a team of individuals to visit campus that summer leading to full program approval by November of the same year. Immediately thereafter, the Graduate School of Business was established as a new entity of the institution, and the first, three full-time faculty members were in place by December 1. Northwood's President and CEO, Dr. David E. Fry, announced that the first MBA classes would be held without delay in January 1993, and that the institution would simultaneously change its name to Northwood University. Initial classes were held in Detroit, Flint, Lansing, and Midland for about 75 students. Five years after its inception, the innovation and intensity of the DeVos Graduate School's executive program earned recognition by *Business Week* magazine with its listing among top Executive Programs (Business Week On-Line, October 20, 1997).

In 1994, “*to perpetuate the education of business leaders with an understanding of democratic and compassionate capitalism*”, a substantial gift from the Richard and Helen DeVos Foundation helped establish and transform the former Automotive Hall of Fame building into The Richard DeVos of Graduate School Management from 1997 until 2015. Again in 2008, another substantial gift was received from the Richard and Helen DeVos Foundation which allowed the graduate school to expand into a beautiful, new and state of the art educational facility on the Michigan campus where it resides today.

From the initial program launch in 1993 through current graduate programming, The Richard DeVos Graduate School of Management has expanded its educational offerings in many impactful ways.

In spring 2000, it added the Managerial MBA program, offering a range of management education designed to fit the unique needs of today's new middle and executive level managers.

The fall of 2001 marked the beginning of our corporate and industry MBA programs with the development of an in-house Executive MBA program with the Hantz Group. This program was designed to meet the needs of the dynamic managerial and leadership roles of individuals in the financial services sector. In 2004, The Dow Chemical Company and the graduate school partnered to launch a Global Executive MBA program. Custom designed for Dow, the program was only available to those employees identified as future leaders of the company.

In 2005, the full-time MBA program went across the Atlantic to beautiful Montreux, Switzerland offering a 15-month program to students at the Hotel Institute Montreux.

In 2007, the DeVos Graduate School introduced the innovative Evening 24-month MBA program. This program delivered a dynamic, integrated management curriculum to enhance the leadership and management skill sets of today's globally minded business professionals.

Building on Northwood University's long legacy in the automotive industry, the Dealership Executive MBA Program was launched in 2008 and the Aftermarket Executive MBA Program in 2009. These industry programs provided customized curricula that afforded professionals aligned with the retail automotive and aftermarket industries the opportunity to further develop the skills needed to compete in the ever-changing automotive marketplace.

The DeVos Graduate School expanded its Evening MBA program to Cedar Hill, Texas in 2009, West Palm Beach, Florida in 2010 and Grand Rapids, Michigan in 2011. The DeVos Graduate School broadened their offering by launching a Weekend MBA program in 2013 at all approved locations. Additionally in 2013, the DeVos Graduate School launched the online Master of Science in Organizational Leadership (MSOL). This was a milestone for the DeVos Graduate School, as this broadened the graduate program beyond the MBA. The program was offered using the online/virtual classroom incorporating asynchronous and synchronous learning technology to create a robust learning environment.

The DeVos Graduate School launched the first General Motors Executive MBA program in 2014. This program offered a hybrid model of learning, including online and classroom participation. The GM Executive MBA Program was designed for dealership and corporate employees looking to enhance their education and careers with industry- and company-specific course learnings and connections. As interest grew for more online programming, the GM EMBA program was expanded to offer a fully online customized curriculum in its current delivery format.

The DeVos Online MBA program was introduced in 2015 to meet the demands of working professionals and to expand the graduate school to offer educational programming around the globe.

To further meet the needs of finance professionals or professionals looking to enter a finance career, the DeVos Graduate School launched a Master of Science in Finance (MSF) program in Troy, Michigan in 2017. In 2018, this program was re-launched as an online program to better meet the industry demands.

In Fall of 2020, the DeVos Graduate School of Management launched Northwood University's first doctoral level program. The Doctor of Business Administration (DBA) is a unique program combining business analytics and leadership. In addition, the Master of Science in Business Analytics (MSBA) was also launched for the Fall 2020 semester, and the Master of Science in Leadership and Public Policy (MSLPP), in partnership with Associated Builders and Contractors, launches in Fall 2021.

The DeVos Difference

Northwood University's DeVos Graduate School is a specialized business school focused on developing the future leaders of a global, free-enterprise society. We provide dynamic graduate degree programs designed to strategically expand your managerial and leadership skill sets, equipping you with the necessary tools to lead and drive change in your career and life. You will find yourself in the unique position of having choices in your career and entrepreneurial endeavors that you had not previously thought possible with a graduate business degree from Northwood University. Our programs are designed for the demands of today's competitive marketplace and, most importantly, are designed for you.

GRADUATE PROGRAMS OF STUDY

The Master of Business Administration (MBA) Program

Each DeVos MBA program allows students to continually practice, assess, and refine their management skills. Students learn to analyze issues from a cross-functional perspective. Rather than concentrations or majors, each program focuses on increasing analytical and critical thinking skills that center on the scrutinized business as a whole. These skills are developed through a combination of case analysis, business and management simulations, workshops, as well as interaction with executive students and alumni.

The DeVos curriculum is designed to provide students with global management skills throughout each course and activity. Because knowledge of global issues is fundamental to success in today's business community, there is little distinction between international and domestic business in the DeVos MBA Management issues transcend the organization itself, reaching beyond the front door to encompass the global marketplace. As such, it is no longer acceptable to offer only a course or two in international business.

Students are exposed to a wide array of opportunities to practice using the management tools and skills required to develop their professional potential. Upon completion of the program, students are able to:

- Find and fix organizational problems
- Capitalize on opportunities
- Drive necessary changes
- Create a vision to influence others

Accelerated MBA Program

The DeVos Graduate School's Accelerated MBA Program utilizes a student-centered, problem-based learning approach that immediately involves students in real-world managerial situations. This program was designed for students with varying degrees of work experience who have the ability to attend courses during the day, over a 12-month period.

Accelerated MBA Program Specifications

Program Start:	Fall
Length of Program:	12 months
Total Credits:	36
Degree:	Master of Business Administration
Class Size:	25-40 students
Curriculum:	Problem-based learning, student-centered discussion
Program Locations:	Midland, MI
Typical Candidate:	Little to no previous work experience; internship required
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available for those who qualify

Contact Information (Admissions):

Email: devos@northwood.edu

Web: <https://devos.northwood.edu>

Evening MBA Program

The Evening MBA was developed to meet the needs of individuals with professional work experience. Evening MBA students seek to gain the additional knowledge, understanding, and skills necessary to advance in their respective careers. Each course meets one night per week, Monday-Thursday from 6:00 p.m. to 9:00 p.m.

Evening MBA Program Specifications

Program Start:	Fall, Spring
Length of Program:	24 months*
Total Credits:	36
Degree:	Master of Business Administration
Class Size:	15-20 students
Curriculum:	Problem-based learning, student-centered discussion
Program Locations:	Midland, MI
Typical Candidate:	Working professionals, managers, entrepreneurs/business owners
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available for those who qualify

*Program may be completed at the student's own pace

Contact Information (Admissions):

Email: devos@northwood.edu

Web: www.northwood.edu/graduate

Executive MBA Program

The Executive MBA was designed to educate and transform leaders and future leaders from both corporate and industry perspectives. Our problem-based learning methodology results in a transformational learning experience that enables students to immediately apply their learning to their businesses. The Executive MBA program is delivered online or as a hybrid model (online with onsite residencies).

Executive MBA Program Specifications

Program Start:	Fall, Spring
Length of Program:	24 months
Total Credits:	36
Degree:	Master of Business Administration
Class Size:	15-25 students
Curriculum:	Problem-based learning, student-centered discussion
Program Locations:	Online or hybrid (online with residencies)
Typical Candidate:	Executives, managers and business owners with industry and corporate experience
Financial Aid:	Eligible students may qualify for loans

Contact Information (Admissions):

Email: devos@northwood.edu

Web: www.northwood.edu/graduate

Visit our website for location specific Admissions contact information: www.northwood.edu/graduate.

Online MBA Program

The Online MBA was designed to meet the needs of working professionals balancing the demands of work, home and study. The program is offered entirely online with no required campus visits.

Online MBA Program Specifications

Program Start:	Fall, Spring
Length of Program:	24 months*
Total Credits:	36
Degree:	Master of Business Administration
Class Size:	15-25 students
Curriculum:	Problem-based learning, student-centered discussion
Program Location:	Online
Typical Candidate:	Executives, managers, entrepreneurs/business owners.
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available for those who qualify

*Program may be completed at the student's own pace

Contact Information (Admissions):

Email: devos@northwood.edu

Web: www.northwood.edu/graduate

The university reserves the right to cancel an MBA cohort start, for any reason; an alternative start date, delivery method or program may be offered in its place.

Switzerland MBA Program

The DeVos Graduate School's Switzerland utilizes a student-centered, problem-based learning approach that immediately involves students in real-world managerial situations. This program was designed for students with varying degrees of work experience who have the ability to attend courses in Switzerland for the first 6 months, followed by 6 months on online learning.

Switzerland MBA Program Specifications

Program Start:	Spring
Length of Program:	12 months
Total Credits:	36
Degree:	Master of Business Administration
Class Size:	15-25
Curriculum:	Problem-based learning, student-centered discussion
Program Locations:	Montreux, Switzerland and Online
Typical Candidate:	Little to no previous work experience

Contact Information (Admissions):

Email: devos@northwood.edu

Web: www.northwood.edu/graduate

MASTER OF SCIENCE PROGRAMS (MS)

Master of Science in Finance (MSF)

The Master of Science in Finance (MSF) degree blends courses in finance, accounting and economics to offer a graduate education in all aspects of finance. The MSF is designed to introduce students to advanced methods for analyzing financial data and will provide them with the skill set to propose, structure and execute financial and/or operational strategies for their companies. Students will also learn how to benchmark results and modify original plans as appropriate. The program is designed to provide substantive courses to prepare students to succeed in diverse settings that include, but are not limited to, corporate finance, banking, financial services, and healthcare. Enrollees in the program who desire to seek the CFA (Chartered Financial Analyst) designation will be introduced to the concepts tested on that exam.

The program is offered using the online/virtual classroom incorporating asynchronous and synchronous learning technology to create a robust learning environment. These classes utilize leading edge technology as support. Northwood University classes are taught by faculty members who bring real-life executive experience and application-based scholarship into the classroom.

MSF Program Specifications

Program Start:	Fall, Spring, Summer
Length of Program:	24 Months*
Total Credits	30
Degree:	Master of Science in Finance
Class Size:	15-20 students
Curriculum:	Finance
Program Location:	Online
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available for those who qualify

*Program may be completed at the student's own pace

Contact Information (Admissions):

Email: devos@northwood.edu

Web: www.northwood.edu/graduate

Master of Science in Organizational Leadership (MSOL)

The Master of Science in Organizational Leadership (MSOL) at Northwood University is designed to help you unleash the human potential within your organization while positioning yourself for professional advancement.

The MSOL offers participants a chance to prepare for personal and professional advancement for themselves, their communities, and their organizations. The program design examines the behaviors that facilitate effective personal and organizational leadership and learning, as well as collaborative problem-solving strategies and practices. Prospective students must have earned a bachelor's degree and have at least three years of work experience prior to enrolling in the program.

The program is ideal for individuals who want to upgrade their knowledge and skill sets in a multi-disciplinary program and earn a graduate credential. Courses are offered by outstanding faculty who are both practicing leaders in their fields and exceptional educators who bring real-world experience and opportunities into the learning environment. The program is offered using the online/virtual classroom incorporating asynchronous and synchronous learning technology to create a robust learning environment.

MSOL Program Specifications

Program Start:	Fall, Spring, Summer
Length of Program:	24 Months*
Total Credits	30
Degree:	Master of Science in Organizational Leadership
Class Size:	15-25 students
Curriculum:	Leadership
Program Location:	Online
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available for those who qualify

*Program may be completed at the student's own pace

Contact Information (Admissions):

Email: devos@northwood.edu

Web: www.northwood.edu/graduate

Master of Science in Business Analytics (MSBA)

The DeVos Graduate School of Management Master of Science in Business Analytics (MSBA) serves the mission of creating future leaders of a global free-enterprise society through providing contemporary tools and approaches that are in demand by industry at a graduate level for our students. This program is designed to provide students with the analytical and leadership skills to use data to improve business decisions.

The MSBA will provide students with the analytical and leadership skills to use data to improve business decisions. As a practice leadership approach, students will learn data mining, modeling and analytics to solve complex problems and make strong, future-oriented decisions. Students will also learn how to leverage their analysis capabilities to become better leaders, communicators, and team builders.

MSBA Program Specifications

Program Start:	Fall, Spring, Summer
Length of Program:	24 Months*
Total Credits	30
Degree:	Master of Science in Business Analytics
Class Size:	15-25 students
Curriculum:	Analytics
Program Location:	Online
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available for those who qualify

*Program may be completed at the student's own pace

Contact Information (Admissions):

Email: devos@northwood.edu

Web: www.northwood.edu/graduate

The University reserves the right to cancel any graduate program start, for any reason; an alternative start date, delivery method or program may be offered in its place.

Master of Science in Leadership and Public Policy (MSLPP)

The DeVos Graduate School of Management Master of Science in Leadership and Public Policy (MSLPP) is a mission-focused program that integrates the study, advocacy and expansion of the market-process and cultivation of entrepreneurs with academic programs in the disciplines of business and free-market economics. The MSLPP program provides knowledge and skill development focused on leadership, the economics of public policy, and the ability to grow the relationship between government and business.

MSLPP Program Specifications

Program Start:	Fall, Spring, Summer
Length of Program:	24 Months*
Total Credits	30
Degree:	Master of Science in Leadership and Public Policy
Class Size:	15-25 students
Curriculum:	Leadership and Public Policy
Program Location:	Online
Financial Aid:	Eligible students may qualify for loans

*Program may be completed at the student's own pace

Contact Information (Admissions):

Email: devos@northwood.edu
Web: www.northwood.edu/graduate

The University reserves the right to cancel any graduate program start, for any reason; an alternative start date, delivery method or program may be offered in its place.

DOCTOR OF BUSINESS ADMINISTRATION PROGRAM (DBA)

The Doctor of Business Administration (DBA) program is a natural next step for those with a master's degree in a business-related field who are looking to enhance their knowledge and expertise to transform themselves into better problem-solvers and business leaders. This rigorous 54- to 60-credit hour program of study focuses on applying existing theories and knowledge to real-world business problems.

Those who hold DBAs are often in leadership positions such as chief financial officer, chief operating officer, chief executive officer and a variety of other executive management and business consulting roles. The DBA program is ideal for those looking for an opportunity to become a scholar-practitioner that not only applies the latest tools and knowledge in business but creates new knowledge and tools through doctoral research.

DBA Program Specifications

Program Start:	Fall, Spring
Length of Program:	36 Months*
Total Credits	54-60
Degree:	Doctor of Business administration
Class Size:	10-15 students
Curriculum:	Analytics and Leadership
Program Location:	Online (with residencies)
Financial Aid:	Eligible students may qualify for loans

GRADUATE COURSE DESCRIPTIONS

ECONOMICS (ECN)

ECN 641 MICROECONOMICS (3 credits)

This course explores economic theory and practice at the aggregate level of nations. It explores various economic theories and compares them against empirical evidence. Finally, the course focuses on how the insights gathered can be applied to inform successful business practice in the real world.

ECN 642 MACROECONOMICS (3 credits)

This course explores economic theory and practice at the level of individuals and businesses. It explores various economic theories and compares them against empirical evidence. Finally, the course focuses on how the insights gathered can be applied to inform successful business practice in the real world.

ECN 643 ECONOMIC POLICY (3 credits)

This course examines the development of, and resulting impact of, national economic policy produced by government. Students will be introduced to the quantitative measurements used by policy makers, the theory behind fiscal and monetary policy, and the empirical evidence of the results of these policy initiatives. The course will conclude by examining the impact of these policies on individual business entities.

ECN 644 BUSINESS & ECONOMIC POLICY (3 credits)

This course explores economic theory and practice at the level of individuals and businesses. It explores various economic theories and compares them against empirical evidence. Finally, the course focuses on how the insights gathered can be applied to inform successful business practice in the real world.

ECN 699 OPPORTUNITIES & ISSUES IN BUSINESS GOVERNMENT & ECONOMIC (3 credits)

This course is a graduate level examination of current and future issues significantly impacting public policy at the local, state and federal level. Topics for this course will be chosen with input from industry experts as well as the research literature available on the topic. There will be four specific themes for each class chosen by the faculty course lead with input from students and industry leaders. Faculty will create materials for each theme for the first four weeks with the primary purpose being the exploration of the theme. Students will select research topics related to these themes and focus on their research deliverables during the final four weeks of class. The course will culminate with the presentation of a final research report, presented in a synchronous online session to the rest of the class.

FINANCE (FIN)

FIN 632 FINANCIAL REPORTING (3 credits)

This course introduces students to the essential elements of accounting principles and their usage in financial reporting. Students will learn how to read, assess and interpret financial statements. They will also learn where and how to access publicly available financial information. The course will also demonstrate how to use core accounting information for various financial benchmarking and modeling outcomes.

FIN 634 CORPORATE FINANCIAL DECISION MAKING (3 credits)

This course introduces students to the foundational knowledge that is essential for any person who is involved in the field of corporate finance. Core concepts that are explored include, but are not limited to, understanding time value of money principles, designing cash flow projections, calculating and applying weighted average cost of capital, assessing capital investment expenditures, and balance sheet management.

Prerequisite: FIN 632

FIN 637 INVESTMENTS (3 credits)

This course surveys the contemporary field of investing. Students will be introduced to significant theories regarding the operations and behavior of capital markets. The course will also introduce students to the variety of investment vehicles available in the marketplace, including equities, fixed-income securities, derivatives, and non-traditional investments. Finally, the course will cover beginning elements of portfolio construction.

Prerequisites: FIN 634, MGT 664

FIN 642 MERGERS, ACQUISITIONS & VALUATIONS (3 credits)

This course introduces students to the methodologies used to value business enterprises. Students will learn various market-accepted valuation models used to estimate entity market value. The course will also investigate the dynamic nature of the mergers and acquisitions marketplace, with an emphasis on understanding common negotiating points and potential pitfalls that often occur in private sector mergers and acquisitions.

Prerequisites: FIN 632, FIN 634, MGT 664

FIN 643 RISK MANAGEMENT & DERIVATIVES (3 credits)

This course considers the field of risk management. It will review the current state of global and domestic insurance markets. Students will learn techniques, including the use of derivatives, which will enable private sector companies and investors to manage the levels of volatility outcomes in various financial scenarios.

Prerequisites: FIN 632, FIN 634, MGT 664

FFIN 646 BUSINESS FINANCIAL STRATEGIC PLANNING (3 credits)

This course is an in-depth look at how finance is an integral element in the strategies of business entities incorporating diverse entity functions such as finance operations and sales. Students will investigate the interrelationships between these functions in creating a well-designed strategic business plan. They will also be introduced to appropriate ways to benchmark and adjust strategies in the face of changing market environments. The course will also address how macro level economic, political and technological variables can impact an entity's performance.

Prerequisites: FIN 632, FIN 634, MGT 664

FIN 655 PORTFOLIO MANAGEMENT (3 credits)

This course teaches students techniques and methodologies that are appropriate in constructing investment portfolios. Students will identify outcome goals in light of risk and reward tolerances and then construct portfolios that align with the initial objectives. They will also learn how to appropriately benchmark and adjust the portfolio composition in light of changing events and trends.

FIN 690 FINANCE CAPSTONE PROJECT (3 credits)

The finance capstone is an independent, supervised body of work covering a topic selected by the individual learner. It provides the opportunity to identify and research a finance topic or issue that is applicable to the individual candidate and explore it in detail. The final outcome is a professionally written research report that includes some form of financial valuation, model or other finance application as the main supporting component. The capstone requires effective demonstration of mastery of financial modeling/valuation and the application of the methodology into the practical environment. As such, the capstone serves as evidence of the value of the learners' experience in the Master of Science in Finance program and will be a valuable addition to their legacy as leaders.

INTERNATIONAL BUSINESS (INB)**INB 640 GLOBAL PERSPECTIV (3 credits)**

The course introduces students to the fundamental theoretical and institutional constructs that impact business activity in today's globalized society; as well introducing the methods businesses use to solve problems within these constructs. Students will learn and apply fundamental concepts of economics, finance, law and marketing in the global context through practical application based on knowledge acquired via assigned readings, course discussion, problem sets and case studies.

LAW (LAW)**LAW 635 LEGAL ENVIRONMENT IN ORGANIZATIONS (3 credits)**

This course will examine a variety of organizational legal structures and considerations that impact decision making at all levels and phases of an organization's existence. The course will also investigate the relationship and differences between legal and ethical obligations while further defining and refining the analytical process for ethical considerations at the individual, team and organizational levels.

MANAGEMENT (MGT)**MGT 605 ORGANIZATIONAL LEADERSHIP (3 credits)**

This course examines leadership principles and theoretical concepts in the context of present day organizations. Organizational behavior at the individual, team and corporate level is examined with the purpose of developing the knowledge and skills necessary for a successful leadership role. Students will examine their own leadership styles and tendencies and develop a personal action plan for leadership development.

MGT 610 MEASUREMENT CONCEPTS & ANALYSIS (3 credits)

This course introduces data analytical techniques that can be used to develop the skills and instincts necessary to make good data-informed decisions and become a more effective organizational leader. Key concepts include techniques used to collect, organize and structure data for analysis including sampling, levels of measurement, measurement scales and the evaluation of survey worth. Emphasis is placed on exploring numerical data and their properties, measures of central tendency, covariance, correlation, basic probability, discrete and continuous probability distributions and confidence interval estimation.

MGT 614 MANAGING & LEADING PEOPLE (3 credits)

The focus of this course is on the behaviors of effective leaders. Specifically, the course will address the ideas of leadership versus management, transitions into leadership roles, power and influence, and contemporary practices in management and leadership that affect individual behavior in order to improve organizational performance. Additionally, several challenges of managing the corporation are also addressed, including change management, ethical decision making, and managing conflict in the workplace.

MGT 618 GM PROCESS IMPROVEMENT FOR MANAGERSGM (3 credits)

This course exposes the student to problem-solving philosophies including Lean Thinking, Six Sigma, and Theory of Constraints. The module includes several team-based, business simulations and exercises where students are given the opportunity to implement their problem-solving and critical thinking learnings in a dynamic and complex business environment.

MGT 622 FUNDAMENTAL CONCEPTS & APPROACHES TO DECISION MAKING (3 credits)

This course is designed to raise the critical thinking skills of the student. Emphasis is placed on developing the skills to identify problems, evaluate alternative actions, and to justify and defend decisions. The goal is for each student to develop the ability to apply thinking and reasoning skills to business decisions and to develop the skills to influence others.

MGT 624 PROCESS IMPROVEMENT FOR MANAGERS (3 credits)

This course exposes the student to problem-solving philosophies including Lean Thinking, Six Sigma, and Theory of Constraints. The module includes several team-based, business simulations and exercises where students are given the opportunity to implement their problem-solving and critical thinking learnings in a dynamic and complex business environment.

MGT 626 TECHNOLOGY & INNOVATION (3 credits)

This course offers students an evolutionary process perspective on technology and innovation. The focus is on processes to help organizations better understand and deploy technology and innovation. The course explores the strategic use of technology and innovation with a goal to develop competency, understanding the methodologies and critical thinking needed to achieve a sustainable competitive advantage.

MGT 628 CORPORATE PORCESS IMPROVEMENT FOR MANAGERS (3 credits)

This course exposes the student to problem-solving philosophies including Lean Thinking, Six Sigma, and Theory of Constraints. The module includes several team-based, business simulations and exercises where students are given the opportunity to implement their problem-solving and critical thinking learnings in a dynamic and complex business environment.

MGT 650 ORGANIZATIONAL STRATEGY (3 credits)

This course will review organization planning processes and then examine the planning process from a strategic perspective. Students will learn how to apply a variety of tools and techniques for decision-making and will develop strategic approaches to management decisions. This course is designed to encourage students to think strategically and operationally about organizations in an increasingly diverse management environment.

MGT 661 ARTIFICIAL INTELLIGENCE & BUSINESS ANALYTICS (3 credits)

This course acquaints students with the modern, value-driven applications of artificial intelligence in today's business environments. Through business cases, emphasis will be placed on the utilization of basic aspects of artificial intelligence (AI), namely machine learning, speech recognition, deep learning, recommendation engines, and natural language processing as indispensable, contemporary tools for reshaping the contemporary business landscape and forging a competitive edge over competitors in a global, free-enterprise society.

MGT 663 FORECASTING & PREDICTIVE ANALYTICS (3 credits)

Students will learn how to apply the concepts, principles and tools of data mining and machine learning to support the decision-making process, determining future results, identifying trends and patterns, and forecasting the effects of different strategies and decisions. Students will explore business cases that require the planning, implementation and evaluation of solutions to business problems.

MGT 664 STRATEGIC MANAGEMENT (3 credits)

This course develops the student's ability to anticipate, evaluate, and respond to shareholder expectations using strategy and measurement concepts. This requires the student to develop the ability to simultaneously evaluate and manage the organization's internal and external environment. Skills to satisfy shareholders include: articulating vision, choosing boundaries and lines-of-business, and identifying and managing capabilities/resources across multiple lines-of-business. The integration of the concepts of free cash flow projection and company valuation explores how strategy drives these measures, which in turn drive value back to the shareholder.

MGT 665 SOLVING BUSINESS PROBLEMS WITH MACHINE LEARNING (3 credits)

Students will apply machine learning techniques to search for insight in data. Through learning the origins of machine learning, how computers translate data into actionable knowledge, and how to match machine learning algorithms to data. Students will also learn R, an open-source programming language and environment for computing and graphics. Additional topics covered will be programming fundamentals, data management, probabilistic learning, regression, regularization, classification, clustering, and how to develop scalable distributed machine learning solutions for industry.

MGT 668 GM STRATEGIC MANAGEMENT (3 credits)

Using GM strategy as a foundation, this course develops the student's ability to anticipate, evaluate, and respond to shareholder expectations. Skills to satisfy shareholders include: articulating vision, choosing boundaries and lines-of-business, and identifying and managing capabilities/resources across multiple lines-of-business. The integration of the concepts of free cash flow projection and company valuation explores how strategy drives these measures, which in turn drive value back to the shareholder.

MGT 676 INTEGRATION & IMPLEMENTATION (3 credits)

This course focuses on the development of the student's ability to synthesize, integrate, and implement concepts and skills across the spectrum of managerial and leadership roles and responsibilities, incorporating learning from all prior MBA courses. The course content is centered upon the in-depth preparation of cases for cohort-based discussion and written submission, with emphasis on developing plans for the implementation and control of decisions in an ambiguous context. Ultimately, the course engages the student to reflect on their DeVos experience, learnings, and personal transformation and envision how this integration results in the wisdom to acknowledge and change the way he or she sees and deals with the complex business world and opportunities presented by it.

MGT 678 CORPORATE STRATEGIC MANAGEMENT (3 credits)

This course develops the student's ability to anticipate, evaluate, and respond to shareholder expectations using strategy and measurement concepts. This requires the student to develop the ability to simultaneously evaluate and manage the organization's internal and external environment. Skills to satisfy shareholders include: articulating vision, choosing boundaries and lines-of-business, and identifying and managing capabilities/resources across multiple lines-of-business. The integration of the concepts of free cash flow projection and company valuation explores how strategy drives these measures, which in turn drive value back to the shareholder.

MGT 679 MANAGEMENT & LEADERSHIP CAPSTONE (3 credits)

This Capstone course provides the opportunity for students to integrate and apply the knowledge and skills acquired throughout their MBA program. Students will be able to put their learning to use in a fast-paced, quick-changing business environment where they make true-to-life business decisions and quickly see the results. A comprehensive balanced-scorecard measurement system is used to allow students to see and understand the strong intended and unintended interplay of their decisions among the various functional areas of their businesses. Students are assigned to business teams from multiple DeVos MBA cohorts for an opportunity to work and learn from one another in this complex and dynamic business simulation.

Prerequisites: FIN 632, FIN 634, MGT 614, MGT 622, MGT 624 or MGT 618 or MGT 628, MGT 664 or MGT 668 or MGT 678, MKT 652, MKT 654, ORG 612

MGT 680 CAPSTONE IN ORGANIZATIONAL LEADERSHIP (3 credits)

The capstone is an independent, supervised body of work covering a topic selected by the individual learner. It provides the opportunity to identify and research a leadership topic or issue and explore it in detail. The final outcome is a written document of particular value to the learner. The capstone requires effective demonstration of mastery over the competency areas and their relationship to organizational leadership. As such, the capstone serves as evidence of the value of the learners' experience in the Master of Science in Organizational Leadership program and will be a valuable addition to their legacy as leaders.

Prerequisites: Complete all MSOL Core Courses - Must be successfully completed prior to taking this course.

MGT 683 MSBA DIRECTED CAPSTONE (3 credits)

The capstone is an independent, supervised body of work covering a topic selected by the individual learner. It provides the opportunity to apply business analytics to a business problem and explore it in detail. The final outcome is a written document of particular value to the learner. The capstone requires effective demonstration of mastery over the competency areas and their relationship to business analytics. As such, the capstone serves as evidence of the value of the learners' experience in the Master of Science in Business Analytics program, and will be a valuable addition to their legacy as leaders.

MGT 688 CORPORATE CAPSTONE PROJECT (3 credits)

Working with a faculty sponsor, students will find and fix a critical business problem or opportunity that exists in their current organization. The problem or opportunity must be one that is inter-functional in nature, and extend beyond the student's immediate horizontal and vertical responsibility. This course is an individualized tutorial between a student and a designated faculty member. The capstone project must be approved by a supervisor two levels above that which the student reports to as well as a DeVos Graduate School faculty advisor. The final project must demonstrate a substantial impact on profitability.

MGT 698 GM CAPSTONE PROJECT (3 credits)

Working with a faculty sponsor, students will find and fix a critical business problem or opportunity that exists in their current organization. The problem or opportunity must be one that is inter-functional in nature, and extend beyond the student's immediate horizontal and vertical responsibility. This course is an individualized tutorial between a student and a designated faculty member. The capstone project must be approved by a supervisor two levels above that which the student reports to as well as a DeVos Graduate School faculty advisor. The final project must demonstrate a substantial impact on profitability.

MGT 756 BUSINESS PROCESS ANALYTICS (3 credits)

Students will utilize quantitative lean management tools to improve organizational performance. Topics include sampling, probability, testing for statistically significant change, the design of experiments, and control charting. Emphasis is placed on efficiency tools including six-sigma, process mapping, quality function deployment, root cause analysis, value-added analysis, and failure modes and effects analysis.

Prerequisites: MTH 752, RES 781, RES 782

MGT 758 HUMAN RESOURCE ANALYTICS (3 credits)

Students will learn the various analytical techniques to impact employee productivity, satisfaction, engagement and retention. Students will focus on choosing the appropriate analytical technique including survey design to interpret organizational data. Emphasis will be on analysis strategies, diversity analytics and employee attitude survey analysis to enhance organizational performance.

Prerequisites: MTH 752, ORG 744, RES 781, RES 782, RES 784

MANAGEMENT INFORMATION SYSTEMS (MIS)

MIS 653 PROGRAMMING & COMPUTATION (3 credits)

In this class students will learn how to apply computational problem-solving methods to problems in business. Students will learn how to use computation tools to write simple, yet powerful programs to collect, manage, store, explore and analyze data. Students will also learn Python, and open-source object-oriented programming language, for expressing computations. Additional topics covered will include programming best practices, algorithms, simulation, and descriptive and inferential statistical analysis.

MIS 658 DATA MANAGEMENT, ORGANIZATION & VISUALIZATION (3 credits)

This course will introduce students to the concepts and methods of ingesting, storing, organizing and maintaining the data created and collected by an organization. Data visualization is the graphical representation of information and data. By using visual elements like charts, graphs, and maps, data visualization tools provide an accessible way to see and understand trends, outliers, and patterns in data through producing images that communicate relationships among the represented data.

MIS 659 RELATIONAL DATABASE MANAGEMENT FOR LEADERS (3 credits)

In this course, students are provided with the tools to leverage the information that can be gathered from the vast data groups collected by an organization. Various database models are discussed with emphasis on the relational model and relational database design. Case applications using fourth-generation languages, such as SQL are included. Students gain a general understanding of how relational databases are developed, how to create Entity Relationship Diagrams and data dictionaries, and hands on experience mining data through SQL statements with the purpose of developing business intelligence through the use of database technologies. Lastly students will gain a thorough understanding of how relational databases improve managing and using the enterprise systems.

MARKETING (MKT)

MKT 652 COMPETITIVE STRATEGY & MARKETING (3 credits)

The first part of this course focuses on achieving sustainable differentiation at the line-of-business level. This requires the simultaneous evaluation and management of the organization's internal (processes, structures, resources) and external (competitors, suppliers, other stakeholders) environment to satisfy the selected primary customer needs that guide the business strategy. A methodology that systematically aligns the customer needs, internal measurable outcomes, and operational activities is employed. The second part of the course focuses on achieving sustainable marketing differentiation by managing the marketing function within the organization. Areas to be investigated include: internal/external assessment (customers, competitors, collaborators, company, context), creating value (market segmentation, target market, positioning), and managing the marketing mix (product, place, and price, promotion) to capture and sustain value for the firm.

MKT 654 COMPETITIVE STRATEGY & MARKETING PRACTICUM (3 credits)

Building on Competitive Strategy and Marketing, this semester-long practicum focuses on applying line-of-business strategy and marketing knowledge to the real world. This project-based class will include applied readings, discussion boards, formal meetings with faculty and weekly deliverables that are project specific. This course ends with the submission of a line-of-business strategy and marketing plan for a real-world business.

MKT 754 APPLIED MARKETING ANALYTICS (3 credits)

Students will apply analytical tools to marketing problems in the areas of customer acquisition, engagement, satisfaction, and retention. Students will segment markets, conduct competitive analysis and use product and service, promotion, distribution, and price analytics to better meet customer needs and enhance organizational performance. Students will also learn additional survey design techniques and computational procedures for data mining social media platforms.

Prerequisites: MTH 752, RES 781, RES 782

MATH (MTH)

MTH 650 INTRODUCTION TO DATA ANALYTICS (3 credits)

In this class students will learn the role that data and predictive analytics plays in the modern business organization. Students will begin by learning how to conduct data analysis using the scientific method with a strong emphasis placed on sampling techniques, sampling distributions, and the basics of probability. Additional topics that will be covered include descriptive statistics, graphical analysis, linear regression, prediction for models with binary dependent variables, identification, assessment, and methods for establishing causal inference.

MTH 752 APPLIED DATA ANALYTICS (3 credits)

Students will learn methods of data collection, organization, and analysis. Topics include descriptive statistics, probability, and modeling using regression. Special emphasis will be placed on model specification, measurement error, omitted variable bias, and dealing with violations of the assumptions of linear regression. Students will learn how to use SAS in a lab-like setting to manage data, write programs, and estimate and interpret statistical models.

Prerequisites: RES 781, RES 782

ORGANIZATIONAL LEADERSHIP (ORG)

ORG 612 HUMAN BEHAVIOR IN ORGANIZATIONS (3 credits)

This course is designed to help the student develop the capabilities to observe and affect individual and group behavior within an organizational setting. Specifically, the course will address motivation and commitment, gender and generational differences, interpersonal communication, managing expectations, and emotional intelligence. The student will learn to understand self as well as others toward the goal of effectively managing relationships with a wide range of people in an organizational setting.

ORG 615 ORGANIZATIONAL TRANSFORMATION & EFFECTIVENESS (3 credits)

This course presents a perspective of theories of organizations through an historical and developmental context, as well as through current practices and their application to organizational transformation in one or more current settings. The future of organizational effectiveness will be considered with respect to trends and possibilities for the 21st century. Understanding these contexts is accomplished through the reading of primary texts, independent study of particular aspects of this history and class discussion.

ORG 620 ORGANIZATIONAL COMMUNICATION (3 credits)

This course will examine the process of communicating within an organization; viewing organizations as instruments to achieve other ends. It will demonstrate how communication within an organization affects us as individuals at the group, community, national and international levels. Students will realize that to understand the dynamics of power, it is impossible to ignore the organizational communication process. The role organizations play in shaping social structures and influencing social change through their communicative processes will be explored.

ORG 645 ORGANIZATIONAL CULTURES & SYSTEMS (3 credits)

The course examines capabilities and competencies needed to interact with different societal cultures and what skills it takes to build effective local organizational cultures. This course examines organizational culture from an interdisciplinary perspective. Key models of organizational culture and current research studies are investigated with an emphasis on how culture develops and evolves and its relationship to leadership and organizational effectiveness.

ORG 685 LEADERSHIP & PUBLIC POLICY CAPSTONE (3 credits)

Working with a faculty sponsor, students will find and fix a critical business problem or opportunity that exists in their current scope of work. It provides the opportunity to identify and research a leadership and public policy topic or issue and explore it in detail. This course is an individualized directed study between a student and a designated faculty member. The final project must demonstrate significant financial impact and/or increased efficiencies in the economy. As such, the capstone serves as evidence of the value of the learners' experience in the program and will be a valuable addition to their legacy as leaders.

ORG 712 ORGANIZATIONAL THEORY & BEHAVIOR (3 credits)

Students will integrate organizational behavior and management theories with a focus on application. Students will apply major theories and approaches in Organizational Behavior to experiences in their current organization.

Prerequisite: RES 781

ORG 714 ADVANCED COMMUNICATION & CONFLICT RESOLUTION (3 credits)

Students will learn to the complex nature and interplay between business communication, negotiation and conflict resolution. With a focus on application in their current work environment, students will recognize and adapt to negotiation and conflict biases, manage high level business negotiations, communicate with outcomes in mind and apply negotiation and conflict resolution strategies.

Prerequisites: RES 781, ORG 712

ORG 715 UNDERSTANDING & DEVELOPING ORGANIZATIONAL CULTURE (3 credits)

Students will develop the skillset for understanding the complexities of organizational culture, its importance to success and failure in different organizational contexts, the factors leading to its formation and preservation, as well as the approaches and methods for changing it. Special emphasis is on (1) the diagnosis and assessment of culture using traditional techniques like interviews, observations, and surveys as well emerging technological tools and software and 2) the role of leaders and leadership on culture and its impact on organizational performance.

Prerequisites: RES 781, ORG 712

ORG 716 CHANGE MANAGEMENT & INNOVATION (3 credits)

Students will develop the skills to create and approach planned change as well as respond to unexpected organizational change needs, using data to support strategy. Special emphasis will be paid to combining organizational resources and culture with innovation practices that can make organizational change strategically successful.

ORG 744 STRATEGIC HUMAN RESOURCES (3 credits)

Students will focus on developing an operational understanding of how Human Resources impact their organization and strategy relative to their abilities to make strong leadership decisions.

Prerequisites: RES 781, 782

RESEARCH (RES)

RES 781 INTRODUCTION TO DOCTORAL STUDIES (3 credits)

Students will learn the fundamentals of scientific inquiry and applied research. Students will also develop doctoral level skills in applied research reading and writing as well as access to resources for current scholarly literature and research to enhance the success of their DBA program. Special emphasis will be on the transition into the doctoral program at Northwood and specific expectations and examples throughout the course to better prepare students for the success.

RES 782 RESEARCH DESIGN & ANALYSIS (3 credits)

Students will be provided the orientation to the format and rigor of the scholar-practitioner model used throughout the DBA program. Students will learn the foundations for strong research design and applied analytics such as sampling techniques, measurement strategies and qualitative and quantitative methods to approach business problems. By the end of the course students will be able to assess each design type for its application to integrated business issues. Students will also complete their IRB training in this course.

Prerequisite: RES 781

RES 784 QUALITATIVE RESEARCH & ANALYSIS (3 credits)

Students will learn to use qualitative research methods for discovering, observing, and analyzing a variety of organizational phenomenon. Special emphasis will be placed on determining when qualitative research is appropriate, and the proper planning and pre-research activity to ensure an effective research approach. Students will also learn how to generate, organize, and analyze qualitative research data using emerging technology.

Prerequisites: MTH 752, RES 781, RES 782

RES 796 DISSERTATION PROPOSAL (3 credits)

Students will begin the process of finalizing their dissertation through the necessary steps to create a dissertation proposal. This includes completing IRB Approval as well as working directly with a dissertation chair and committee to finalize the dissertation intent and end the course with an approved proposal.

Prerequisites: MTH 752, MKT 754, MGT 756, MGT 758, ORG 712, ORG 714, ORG 715, ORG 716, ORG 744, RES 781, RES 782, and RES 784

RES 797 DISSERTATION PROGRESS (repeated if necessary) (12 credits)

Students will continue their research and writing until ready to finalize, present and defend their dissertation.

Prerequisites: RES 796 **Note:** RES 797 can be repeated as needed

RES 798 DISSERTATION COMPLETION & DEFENSE (3 credits)

Students will be guided through the research process for a scholar-practitioner dissertation focused on theory application rather than theory development. Working under the supervision of their dissertation committee, students will progress on the creation of a well-defined problem statement, a comprehensive review of literature, an overview of sampling techniques, data, and measurement, an overview of qualitative and/or quantitative methods proposed, data analysis, results, interpretation, and recommendations.

ADMISSIONS CRITERIA

MBA and MS Programs

Individuals who want to be considered for one of the DeVos MBA or MS programs must hold a four-year, U.S. baccalaureate degree or equivalent from a regionally-accredited institution. To be considered for admissions, a candidate must submit a complete portfolio for evaluation. A candidate's portfolio must consist of:

1. Complete a DeVos Online Application at: apply.northwood.edu
2. Current verifiable resume or curriculum vitae (CV)
3. Official Undergraduate Transcripts

An official transcript from all undergraduate institutions attended, including the institution where a baccalaureate degree was awarded are required. Photocopies or student-issued transcripts are not acceptable for admission. You may submit an unofficial copy of your transcript for review; however, DeVos still requires an official transcript to make an admission decision.

To meet graduate school application deadlines, please allow adequate transcript processing time. Registrars should send official transcripts in sealed envelopes directly to the graduate school or electronically through a secure third-party vendor (i.e., National Student Clearinghouse or Parchment) to registrar@northwood.edu.

Northwood University
Attn: DeVos Registrar
4000 Whiting Drive
Midland, MI 48640-2398
USA

4. Writing Sample – A writing sample meant to gauge raw writing ability is required for applicants with a Cumulative GPA (CGPA) below 3.250 for the Accelerated MBA program or with a CGPA below 3.00 for all other MS and MBA program formats/delivery.
5. Interview – A professional graduate interview conducted by a DeVos Admissions Representative is required.
6. Commitment Deposit - If accepted, a commitment deposit will be required to confirm your space in the program. This non-refundable deposit will reserve your position in the class and will be applied toward your program expenses.

International students who are applying need to submit all of the above if applicable and will also need to submit the following:

1. TOEFL or IELTS Scores if English is not your native language
2. Certification of Finances Form with Official Bank Verification
3. Copy of your Passport
4. Transcript evaluation

The DeVos Graduate School MBA programs start fall or spring semesters of the applied academic year; MS programs start fall, spring or summer semester of the applied academic year. The University reserves the right to cancel any graduate program start, for any reason; an alternative start date, delivery method or program may be offered in its place.

DBA Program

Individuals who want to be considered for the Doctor of Business Administration degree must hold a master's degree or equivalent from a regionally-accredited institution. All admission materials must be submitted for review prior to admittance into the DBA program.

- Possess a graduate degree from a regionally-accredited college or university within the U. S. or a U.S. equivalent degree from a nationally or internationally-accredited college or university outside the U.S. A graduate business-related degree is preferred.
- All applicants for DBA admission to Northwood University are required to submit an Application for Admission accompanied by a one-time application fee for doctorate programs: apply.northwood.edu
- Provide all official transcripts for undergraduate and graduate coursework.
- Have maintained a CGPA of 3.25 or better in previous graduate level coursework earned toward the graduate degree.
- Interview with the DBA Review Committee.
- International students who do not possess a degree from a post-secondary institution, where English is not the principal language of instruction, must have a minimum score of 575 on the Test of English as a Foreign Language (TOEFL).
- Submit a resume.
- Write a 1,000-word essay covering commitment to DBA studies and personal business research interests.
- Submit two letters of recommendation, one from a current or past employer and another from a past instructor able to speak to academic skills.

The DeVos Graduate School DBA program starts fall or spring semesters of the applied academic year. The University reserves the right to cancel any graduate program start, for any reason; an alternative start date, delivery method or program may be offered in its place.

Graduate Test Scores

GRE Codes

4199 Northwood University, DeVos Graduate School

www.ets.org/gre
1-866-473-4373

GMAT Codes

59P-X5-32 Northwood University, DeVos Graduate School
12-Month Accelerated MBA Program

59P-X5-17 Northwood University, DeVos Graduate School
24-Month Evening MBA Program

1-800-717-GMAT (4628)
www.mba.com

Test of English as a Foreign Language (TOEFL)

International graduate student applicants to the DeVos Graduate School must submit standardized exam scores. Applications cannot be considered without the submission of an official score report. However, if an applicant's undergraduate coursework was delivered entirely in English, standardized exam scores may be waived provided the applicant provides official institutional documentation of delivery in English and/or agrees to pre-admission oral interview. **The code for reporting TOEFL scores to the DeVos Graduate School is 0267.**

EXAM	MINIMUM SCORE GRADUATE (MBA)
TOEFL	550 (iTP) 213 (Computer-based) 80+ (iBT)
IELTS	6.5 overall band score
STEP (Japanese-based exam)	Grade Pre-1
International Baccalaureate (IB) – <i>Undergraduate only</i>	Not accepted for graduate admission
UCLES Cambridge Exams	CAE or CPE (minimum score of C1)
ELS Language Centers	Level 112

Transcripts

(Requested through the Admissions Process)

An official transcript from all undergraduate institutions attended, including the institution where a baccalaureate degree was awarded are required. Photocopies or student-issued transcripts are not acceptable for admission. You may submit an unofficial copy of your transcript for review, however, DeVos still requires an official transcript to make an admission decision. Transfer students should reference the Graduate Transfer Credit Policy.

To meet graduate school application deadlines, please allow adequate transcript processing time. Registrars should send official transcripts in sealed envelopes to the graduate school.

Northwood University
Attn: DeVos Registrar
4000 Whiting Drive
Midland, MI 48640-2398 USA

Official transcripts are those sent directly to the Office of the Registrar by the issuing institution. Student copies will be accepted on a temporary basis to expedite processing, but your admission will not be finalized until we receive official transcripts. The presence of a “seal” does not make a transcript “official” for admission purposes if it has not been directly conveyed to Northwood.

All documents submitted to the graduate school become the property of Northwood University and cannot be returned to the applicant or released to other institutions.

ACADEMIC STANDARDS

Introduction

Northwood University's DeVos Graduate School is a specialized business school focused on developing the future leaders of a global, free-enterprise society. We provide dynamic graduate degree programs for adults designed to strategically expand your managerial and leadership skill sets, equipping you with the necessary tools to lead and drive change in your career and life. You will find yourself in the unique position of having choices in your career and entrepreneurial endeavors that you had not previously thought possible with a graduate business degree from Northwood University.

Academic Integrity

Academic honesty and integrity are fundamental to the educational process of The Richard DeVos Graduate School of Management. Academic dishonesty includes:

- Submitting the work of another, as one's own
- Submitting one's own past work as if it is created for a current assignment
- Allowing one's own work to be submitted, in part or total, as the work of another
- Completing any assignment for another student
- Allowing any assignment to be completed for oneself, in part or total, by another
- Interfering, in any way, with the resources or work of another person
- Using or submitting any work created for a course to a third-party essay, research or homework internet site
- Fabricating or falsifying data or results

If an instructor, administrator, or another official of the Graduate School discovers a case of academic dishonesty, the culpable student may receive a failing grade on the assignment or for the course. The Academic Dean will be notified of this incident in writing and will determine whether the circumstances warrant further investigation and or consequences.

Professional Conduct

Students in the DeVos Graduate School of Management are expected to uphold the highest standards of professional, academic and personal conduct. Students should demonstrate Personal and Academic Integrity including: providing complete and accurate information in the application process; refraining from acts involving dishonesty, cheating, fraud, deceit or misrepresentation; refraining from any act of plagiarism, which includes any misrepresentation of academic ownership, including (but not limited to) falsifying citations, presenting another's work as one's own, or using data without permission; and representing all research and writing accurately and without misrepresentation. Students should exhibit professionalism including: upholding legal and ethical standards; demonstrating appropriate self-control (such as anger control, impulse control, response to feedback) in interpersonal relationships with faculty, peers, and other associates; and respecting the fundamental rights, dignity, and worth of all people. Students should operate with confidentiality including: respecting the rights of other students with respect to privacy and confidentiality; maintaining confidentiality regarding class discussion topics; and maintaining the anonymity of subjects used for written deliverables and or classroom discussions / examples.

Academic Probation & Dismissal

A student must maintain a cumulative grade point average (CGPA) of 3.00 to remain in the program. A CGPA will be calculated for each student at the end of each semester. Students not maintaining a CGPA of 3.00 will be placed on academic probation. If the student has already been placed on probationary status and they do not maintain a CGPA of 3.00, they will be academically dismissed from the program at the end of the semester. Students must achieve a CGPA 3.00 for the awarding of the degree.

In addition, receiving an "F" in any course will result in immediate academic dismissal. A student wishing to dispute an "F" grade should include that in their dismissal appeal.

Appeals should be directed, in writing, within 48 hours of receipt of the dismissal letter, to the Dean who will consider the merits of the appeal. A response will be sent via email.

A final appeal can be made to the Chief Academic Officer of Northwood University within 48 hours of receipt of the appeal decision. The decision of the Chief Academic Officer will be sent via email and will be final.

To help ensure successful completion of the student's specific DeVos program, it is highly recommended that students actively monitor their cumulative grade point average and seek mentoring, if needed, from the Graduate Programs Manager, faculty, or the Dean.

Assessment of Performance

Master of Business Administration: Successful completion of the DeVos MBA program requires demonstration of mastery in business acumen, critical thinking, and personal effectiveness skills.

- **Business Acumen:** Students will gain a deep understanding of strategic, tactical and operational actions across business functions, and demonstrate how to assess and improve their own organizations through changes in processes, structures and performance evaluation.
- **Critical Thinking:** Demonstrating a keen ability to gather and assess relevant information, students will raise vital questions and problems with faculty and one another, and use reasoning to come to conclusions that can be tested against relevant criteria, working with others to solve complex problems.
- **Personal Effectiveness:** Self-assessment is critical part of personal growth, and successful students will learn to openly explore new ideas from a variety of perspectives and demonstrate a commitment to the success of others through empathy and respect.
- **Global Free Enterprise Perspective:** Promoting the diversity of experience and thought in human interaction is a cornerstone of free market philosophy, and students will assess the importance of individual initiative and personal responsibility as fundamental characteristics for personal success.

Master of Science in Business Analytics: Successful completion of the MSBA program requires demonstration of mastery in data mining, modeling and analytics to solve complex problems and make strong, future-oriented decisions.

- Apply techniques of data mining, modeling and analytics to solve complex business problems.
- Develop competency in the use of analytic toolsets such as SAS, Python, Bitbucket, R and GitHub.
- Use live data to apply the results of an analytics approach to real-world business decisions
- Translate analytic results into effective communication to become better leaders, communicators and team builders.

Master of Science in Finance: Students in the MSF program will utilize advanced methods to: analyze financial data; propose, structure and execute financial and operational strategies; and benchmark results and modify financial plans accordingly.

- Mastery of the technical skills required of an executive and or managerial-level finance professional which include, but are not limited to, time value of money principles, investing principles, treasury management, forecasting and capital budgeting.
- Mastery of knowledge in financial markets, public policy, and a further understanding of how both markets and policy impact private-sector business operations.
- Mastery of critical thinking skills by assessing scenarios portraying financial challenges faced by businesses, identifying appropriate courses of action, and recommending the optimal courses of action available based upon sound financial logic.
- Demonstrate the ability to successfully navigate in the multi-dimensional plane of business by understanding the relationships between finance and other business elements such as accounting, economics, sales, operations, taxation and macro-level business strategy.

Master of Science in Leadership and Public Policy: Successful completion of the MSLPP program requires students to demonstrate mastery in integrating leadership theory, process-improvement and strategy to create positive impact on public and private policy.

- Apply theories of leadership, economics, an understanding of individual freedom and responsibility, and free markets to inform decision-making and problem solving.
- Integrate business process-improvement tools, change strategies and public policy processes to address complex issues faced by leaders in organizations.
- Utilize principles, theories and methods of leadership and management to address issues related to organizational effectiveness in the private as well as public sectors.
- Demonstrate mastery of leadership, economics and public policy through directed individual research and application.
- Create strategies for relationship development between government, corporations and public constituencies.
- Assess, practice and apply leadership skills to positively impact the economy, organizations and society.

Master of Science in Organizational Leadership: Successful completion of each course in the DeVos Master of Science in Organizational Leadership (MSOL) program requires demonstration of competence related to the five program domains: Leadership, Measurement, Organizational Transformation & Effectiveness, Innovation & Technology, and Effective Communication.

- Demonstrate the understanding and application of ethical leadership, individual and organizational behavior, planning, critical thinking and decision making.
- Apply the process of collecting, reporting, analyzing and evaluating data to business problems.
- Mastery of individual /organizational and financial measurement practices, assessment and evaluation.
- Mastery of organizational transformation processes, appropriate and skillful use of verbal and written communication and application of innovation & innovative practices within an organizational environment.
- Identify and describe the implications of cross-relationships between all business elements such as finance, accounting, sales, operations, economics, taxation and macro-level business strategy.

Doctor of Business Administration: Successful completion of the DBA program requires demonstration of mastery in data analytics, evidence-based qualitative and quantitative decision-making, and research and knowledge creation for business application.

- Determine which of a variety of qualitative and/or quantitative methodologies is most appropriate given application-oriented research questions, design considerations, and data availability.
- Utilize evidence-based management to design, construct, implement, evaluate, and defend in writing and speech original research that adds to the knowledge base of scholar-practitioners.
- Demonstrate leadership skills and technical capabilities to collect, organize, analyze, and interpret analytical data results to affect positive change in their organizations.

All DeVos programs will evaluate competence through written assignments, presentations, as well as participation in course learning discussions.

Adding, Dropping, and Withdrawing from Courses

Course Delivery Mode	Add	Drop	W grade	Last Date to Withdraw with a W Grade
4 Week	Until Friday of Week 1 with advisor or dean approval	Until 7 th calendar day of course	Issued from 8 th day of course to last day for withdrawal	Friday of Week 3
6 Week	Until Friday of Week 1 with advisor or dean approval	Until 7 th calendar day of course	Issued from 8 th day of course to last day for withdrawal	Friday of Week 4
8 Week	Until Friday of Week 1 with advisor or dean approval	Until 7 th calendar day of course	Issued from 8 th day of course to last day for withdrawal	Friday of Week 6
10 Week	Until Friday of Week 1 with advisor or dean approval	Until 7 th calendar day of course	Issued from 8 th day of course to last day for withdrawal	Friday of Week 7
16 Week	Until Friday of Week 1 with advisor or dean approval	Until 7 th calendar day of course	Issued from 8 th day of course to last day for withdrawal	Friday of Week 12

Attendance

To comply with federal regulations governing financial aid and veterans' education benefits, we are required to report students who stop attending or who have never attended class. This includes not attending class in person or not completing any assigned activities or not logging into the course on a regular basis as specifically promulgated in each course syllabus. Attendance is defined as attending class or logging in and making a meaningful contribution in an academic-related activity such as submission of an assignment, an assessment, engagement in a study group or an online discussion, etc. If a student does not perform the assigned attendance requirement in the first week, or if a student stops attending at any point in the course (for at least a one-week period), the university will drop the student without notice. Beyond the first week, instructors determine attendance for their specific courses.

In addition, if a face-to-face class is cancelled for any reason, the class is to be made up at a later date, face-to-face. Online make-up/participation will not count as an attended class.

Cancellation Policy for Wisconsin Distance Education Students

You may cancel acceptance to Northwood University, without any penalty or obligation, within three business days from the day you are accepted (Saturdays, Sundays and holidays are not business days).

If you cancel, any payments made by you, and any negotiable instruments executed by you will be returned within 10 business days following receipt by Northwood University of your cancellation notice, and any security interest will be canceled.

To cancel this transaction, mail or deliver a signed and dated copy of this cancellation notice or any other written notice, or send a telegram to:

Northwood University
Attn: Business Office
4000 Whiting Drive
Midland MI 48640

Note: Purchase of educational goods and services offered by Northwood University is deemed to take place when written and final acceptance is communicated to the student by Northwood. If you have not been accepted in writing at the time you enroll, the cancellation period does not end until midnight of the third business day after the day you receive written acceptance by certified mail from Northwood.

Course Completion

A grade of incomplete may be earned for unfinished course work and is at the discretion of the faculty. The student must satisfactorily complete all work required by the instructor in the timeline determined by the faculty member, with a maximum of 90 days of the end of the course. Circumstances requiring an extension of this period need approval by the Dean prior to the expiration date. Failure to meet these requirements will result in the student receiving an "F" for the course.

DeVos Graduate School Dual-Enrollment Program

This opportunity is designed for Northwood University seniors with a GPA of 3.25 or above to provide a glimpse into our graduate offerings while simultaneously filling undergraduate degree requirements. Courses can be taken online or in Midland. The courses are 8 weeks long and first come first serve. Seniors who are part of the BBA/MBA track are excluded from eligibility.

Eligible senior students may take a total of 6 graduate credits (1-2 courses) to be applied to both undergraduate (BBA) and graduate (MBA, MSBA, MSF, MSOL) degree requirements. A maximum of six (6) credits may be applied to both degrees.

DeVos Course		MBA	MSBA	MSF	MSOL
ORG 612: Human Behavior in Organizations	MGT 4250 or elective	X	X		
MGT 605: Organizational Leadership	MGT 4250 or elective		X		X
MGT 622: Fundamental Concepts & Approaches to Decision Making	elective	X	X		
FIN 632: Financial Reporting	elective	X	X	X	

Graduate courses taken as part of their undergraduate degree requirements with a grade of "B" or higher will be considered for credit in MBA and MSBA programs.

Grading Scale

If your professor uses a point system for grades, a percentage of the points you earned in the class will be converted into a letter grade and will use the following interpretation:

Percentage	Grade	Points	Interpretation
94-100	A	4.0	Demonstrates comprehensive acquisition of all skills articulated in course learning objectives
90-93	A-	3.7	Demonstrates proficient acquisition of most skills articulated in course learning objectives
87-89	B+	3.3	Demonstrates proficient acquisition of many of the skills articulated in course learning objectives
83-86	B	3.0	Demonstrates acceptable acquisition of skills articulated in course learning objectives
80-82	B-	2.7	Does not demonstrate acceptable acquisition of some skills articulated in course learning objectives
70-79	C	2.0	Does not demonstrate acceptable acquisition of many skills articulated in course learning objectives
Below 70%	F	0.0	Does not demonstrate acceptable acquisition of most skills articulated in course learning objectives

Grade Appeals

The Graduate School recognizes that the faculty member is responsible for the evaluation of the student's course work and is the sole judge of the grade earned by the student. Except in the case of a potential calculation error for a course grade, appeals must focus on specific course assignments or other graded components, including participation grades. If a student disagrees with a specific grade received, it is his/her responsibility to formally contact the faculty member, by correspondence, to request a review within 7 days of receiving the grade in question.

If the overall grade in the course is in question, the student must contact the faculty member, by correspondence, to request a review of the calculation of the total course grade within 7 days of the posted grade. The faculty member will communicate the results of the grade review and his/her decision to the student. An overall course grade of "F" will elevate to Academic Dismissal.

If the student does not agree with the faculty member's decision, s/he can formally request, via correspondence, a mediation meeting with the Academic Dean. Correspondence should include the reason for the request for mediation, reasons for disagreement with the faculty member's decision and copies of the documentation submitted to the faculty member. The Academic Dean will schedule a meeting, acting as mediator not arbitrator, between the faculty member and student. If the two parties reach agreement, the Academic Dean will submit documentation to the student file indicating this decision.

If it has not been resolved to the student's satisfaction, the final step is for the student to submit a letter of appeal requesting a formal and definitive decision from the Dean of the Graduate School. This correspondence must clearly state why the student believes that a resolution cannot be reached among the two parties. The Dean will formally submit a decision based on the mediation meeting and submitted materials. The grade review closes once this decision has been made.

Graduation Requirements

Successful completion of any DeVos Program requires a cumulative grade point average of 3.00 or greater for all course work required by the specific DeVos Program. In order to receive a diploma, transcript or any confirmation of program completion, accounts receivable must be at a zero balance; a graduation application must be completed by each student at an additional cost.

To maintain satisfactory progress in the program, students are expected to enroll in the prescribed course schedule each semester. In MBA and MS programs, all coursework requirements must be completed within five years of the student's program start date. All coursework in the DBA program must be completed within six years. The overall DBA degree, including dissertation, must be completed in nine years. When requesting an extension beyond the allotted time, the student will need to demonstrate how earlier coursework remains current. If a student is given an exception to the program time limit it must be approved by the Dean and Provost. In addition, the student must complete the current program of study as opposed to the original program of study.

Leave of Absence & Program Withdrawal Process

A leave of absence must be requested by a student when personal circumstances interfere with their ability to make satisfactory progress toward degree completion. A leave of absence is requested from and granted by the Academic Dean. If a student is granted an immediate leave of absence during a semester, the student must withdraw from all current courses as well as program of study. Re-entry into the program will require modifications to the original program of study. A student who takes an unauthorized leave of absence will be considered to have voluntarily withdrawn from the program.

Students who wish to withdraw from their program with a grade of “W” must contact their Graduate Programs Manager to officially begin the process prior to:

- 4 Week Course: Friday of Week 3
- 6 Week Course: Friday of Week 4
- 8 Week Course: Friday of Week 6
- 10 Week Course: Friday of Week 7
- 16 Week Course: Friday of Week 12

Registration

Any student with a hold on their account due to non-payment will not be able to register or be registered for the following semester until their account balance is paid, in full. Students who are not registered for class may not attend, be active, have access to course materials or submit assignments. In addition, no student will be registered for class after the second week of any course start.

Please refer to the Payments section on tuition due dates.

Repeat Course Policy

A graduate student may repeat a graduate course with an earned grade of ‘C’ or lower, one time, to meet graduation requirements. Should a student need to repeat a course(s) to meet graduation requirements, the grade earned in the most recent attempt will replace the prior grade in the calculation of cumulative credit totals and grade point average, even if that grade is lower than the previous grade. Initial and repeated enrollments in the same course count as hours attempted and will be included on the student’s transcript. A student may receive financial aid for repeating a failed course until it is passed. A student may receive financial aid for repeating a previously passed course once. All financial aid inquiries should be confirmed with the Financial Aid Office. Repeat courses will be charged at the current rate of tuition, not the tuition rate at which the student began the program.

Student Expectations

Students are expected to check their Northwood University email address on regular basis as all Northwood related communication will be sent to this address.

Student Resources

The DeVos Graduate School has a residential location on the Midland, Michigan Northwood University Campus. This location includes computer labs, lounges, and breakout rooms for student use. The University-provided computers have all of the necessary software applications that students need to complete their course work. Also, students may bring personal laptops and connect to the Internet through Northwood’s wireless network.

All DeVos MBA students are given access to both an Internet and intranet account at the University as well as an email account.

Disability Services

Northwood University is committed to providing reasonable accommodations to students with disabilities in accordance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act. Based on these laws and University policy, the University:

- Does not engage in discrimination based on student disabilities.
- Does not impose eligibility criteria that will screen out disabled students.
- Reasonably accommodates students through an interactive process.

Please provide official documentation for academic accommodations to the Disability Services Director at disabilityservices@northwood.edu or fax to (989) 837-4111.

Transfer Credit Policy

Graduate credit may be accepted from regionally-accredited institutions to be applied to graduate degree programs at Northwood University's DeVos Graduate School of Management. Acceptable transfer credit(s) will be subject to the approval of the Academic Dean of the Graduate School and the Registrar's Office. Graduate School administration will evaluate the graduate credits on official transcripts for equivalency with specific program requirements to make the determination of what and how many credits will transfer. Any exceptions to the policy below must be approved by the Dean of the Graduate School.

MBA and MS Programs

A maximum of nine transfer credits may be accepted, but are not guaranteed. The graduate transfer credits must be completed fewer than five years prior to the start of the Northwood University degree. Graduate courses taken at Northwood University within ten years following the date of initial admission may be evaluated for credit to apply to an additional degree.

- The transfer credits must reflect an earned grade of 3.00 or higher on a 4.00 scale consistent with the DeVos Graduate School's academic standards.
- Transfer credits must also be documented as graduate credit on an official graduate transcript from a regionally-accredited institution.
- Capstone courses, as well as thesis courses, may not be transferred.
- The Northwood University DeVos Graduate School will only accept equivalent course transfer credits, not grades.
- Upon acceptance, students must request transfer credit evaluation.

DBA Program

A maximum of nine hours of doctoral-level graduate credit may be accepted from regionally-accredited institutions to be applied to the DBA program at Northwood University's DeVos Graduate School of Management. The graduate transfer credits must be completed fewer than three years prior to the start of the Northwood University degree.

- The transfer credits must reflect an earned grade of 3.00 or higher on a 4.00 scale consistent with the DeVos Graduate School's academic standards.
- Transfer credits must be documented as graduate credit on an official graduate transcript from a regionally-accredited institution.
- Capstone courses, as well as dissertation courses, may not be transferred.
- The Northwood University DeVos Graduate School will only accept equivalent course transfer credits, not grades.
- Upon acceptance, students must request transfer credit evaluation.

FINANCIAL POLICIES

Payments

Payment must be received by the due date each semester. Payment received after the due date is subject to a late payment fee of \$200.00. A \$35.00 service charge will be added for each check returned unpaid by the bank, and an additional \$10.00 if not paid in ten days. All unpaid fines (parking, library) or other college expenses will have an additional \$10.00 charge if not paid during the term or are turned into the Business Office for collection. All checks are to be made payable in U.S. funds. The student is responsible for any exchange fees or bank charges associated with non-U.S. checks. Any student whose account has been written off to collection will not be allowed to take classes until the balance has been paid.

Any student with an account balance will not have the opportunity to attend or be active in any DeVos Capstone or final course prior to graduation until their account balance is paid in full. This includes but is not limited to MGT 679 Management & Leadership Capstone, MGT 698 GM Capstone Project, MGT 688 Corporate Capstone Project, MGT 680 Capstone in Organizational Leadership, ORG 685 Capstone in Leadership & Public Policy, and MSBA Directed Capstone.

Please refer to the Registration section for registration limitations.

Refunds

Given a student makes class changes, prior to the start of the semester, prepayments will be refunded in full with the exception of application fee and commitment deposits. All charges stand after the start of the semester and will be refunded as follows, regardless of the number of class sessions:

- 90% week 1 of the course(s)
- 75% week 2 of the course(s)
- 50% week 3 of the course(s)
- 0% week 4 of the course(s)

All courses that span 16 weeks begin on day 1 of the semester

All courses that span 10 weeks begin on day 1 of the semester

All courses that span 8 weeks begin on Monday of the course start date, regardless of the class meeting date.

All courses that span 6 weeks begin on Monday of the course start date, regardless of the class meeting date.

All courses that span 4 weeks begin on Monday of the course start date, regardless of the class meeting date.

*NOTE: Weeks listed above begin Monday and run through Sunday and include holidays, regardless of the first day of class.

Refund calculations will be based upon the date the student begins the official withdrawal process.

Refunds for Recipients of Federal Financial Aid

Federal law specifies how Northwood determines the amount of Title IV aid you can earn if you completely withdraw from school. The Title IV programs that are covered by this law are: Federal Pell Grants, Academic Competitiveness Grants (ACG), National SMART Grants, TEACH Grants, Stafford Loans, PLUS Loans, Federal Supplemental Educational Opportunity Grants (FSEOGs), and Federal Perkins Loans.

Please contact your Financial Aid Department for additional details.

Refund Policy for Wisconsin Distance Education Students

Student will receive a full refund of all money paid if the student:

1. Cancels within the three-business-day cancellation period under EAB 6.04;
2. Accepted was unqualified and the school did not secure a disclaimer under EAB 9.04;
3. Enrollment was procured as the result of any misrepresentation in the written materials used by the school or in oral representations made by or on behalf of the school.

Refunds will be made within 10 business days of cancellation.

A student who withdraws or is dismissed after attending at least one class, but before completing 60% of the instruction in the current enrollment period, is entitled to a pro rata refund as follows:

<u>At Least</u>		<u>But Less Than</u>	<u>Refund of Tuition</u>
1 unit/class	10%		90%
10%	20%		80%
20%	30%		70%
30%	40%		60%
40%	50%		50%
50%	60%		40%
60%	0		no refund

As part of this policy, the school may retain a one-time application fee of no more than \$100. The school will make every effort to refund prepaid amounts for books, supplies and other charges. A student will receive the refund within 40 days of termination date. If a student withdraws after completing 60% of the instruction, and withdrawal is due to mitigating circumstances beyond the student's control, the school may refund a pro rata amount.

A written notice of withdrawal is not required.

FUNDING YOUR GRADUATE DEGREE

General Funding Information

Students seeking financial aid should first apply for admission to the MBA program. Applicants for financial assistance should direct all questions to Northwood University's Financial Aid Office (989) 837-4438, identifying themselves as DeVos Graduate School applicants.

Northwood University offers several means of funding for your education. The resources available guide you as steps to securing funding for your education. Additional resources, lender information, Student Loan Code of Conduct, and all necessary forms can be found on our website: <https://www.northwood.edu/financial-aid/forms>

MBA and MS Scholarships

The DeVos Graduate School has limited scholarship opportunities available to eligible students formally admitted to the MBA and MS Programs. To be eligible, students must enter and remain in good academic standing.

Early Decision Scholarship – MBA only

All applicants must submit application materials (including application fee), be accepted and have all commitment materials submitted by the Early Decision deadline in order to be eligible for the Early Decision Scholarship Award.

Early Decision Scholarship Award Amount:	\$1,200.00
Early Decision Scholarship Deadline:	June 30 (fall start) November 15 (spring start)

Merit Scholarships – MBA and MS only

Scholarship awards are capped.

12 Month Accelerated GPA Scholarship

Based on cumulative GPA (3.25-4.00) ranging from \$3,600 to \$9,000.

Amounts above include campus life merit upgrade for students living on campus. Scholarship amount is allocated in three even installments over each semester.

On-Ground Evening MBA Program

Based on cumulative GPA (3.00-4.00) ranging from \$1,200 to \$6,000. Scholarship amount is allocated in six even installments over each semester.

Online MBA or MS Program

Based on cumulative GPA (3.00-4.00) ranging from \$1,200 to \$3,000. Scholarship amount is allocated in six even installments over each semester.

Scholarship Facts

If a student receives less than 75% tuition reimbursement, they would be eligible for the Early Decision Scholarship, unless the amount exceeds the total program cost.

If a student receives less than 75% tuition reimbursement, they may qualify for the Merit Scholarship.

The total scholarship award will be allocated equally over each semester of the student's prescribed program of study (12-Month Accelerated MBA students: 3 equal installments; 24-Month Evening, and Online MBA and MS Program students: six equal installments)

BBA/MBA students will not become eligible for the scholarships listed above upon completion of the BBA portion of the Accelerated MBA program. Graduate students in partnership programs do not qualify for early decision or merit scholarships, but may be eligible for partnership scholarships.

Students receiving a tuition discount are not eligible for any scholarship listed above.

Private Donor Scholarships

Many Northwood friends and affiliates have generously provided funding for private scholarships for students. All graduate program applicants and students may apply for Private Donor Scholarships.

Application available at www.northwood.edu.

Veterans' Benefits

Any student eligible for veterans' benefits must contact the Veterans Certifying Official at military@northwood.edu for initiation and certification of benefits to the Department of Veterans Affairs. It is the student's obligation, on a semester-by-semester basis, to notify the Northwood VA Certifying Official of his/her class schedule and any change in the schedule (withdrawals, drop/add) throughout a semester.

ACCREDITATIONS, APPROVALS, AND MEMBERSHIPS

Northwood University believes it has a responsibility to its students and the industries and communities it serves to provide the highest standard of educational excellence possible. One measure of how well an educational institution meets this responsibility is in its accreditations and approvals by outside education associations and governmental interests. Because each Northwood location is served, at least partially, by different governmental agencies and academic accrediting bodies, and because all have been in existence for varying lengths of time, the accreditations and approvals may vary from one location to another.

All Northwood University campuses/locations have the following accreditations and approvals:

- Northwood University has institutional accreditation through the Higher Learning Commission (800-621-7440, www.hlcommission.org).
- Northwood University business degree programs received business specialty accreditation from the Accreditation Council for Business Schools and Programs (ACBSP) in 2014, (www.acbsp.org).
- The United States Department of Homeland Security (DHS) certified school for nonimmigrant foreign students (F-visa); Citizenship and Immigration Services (USCIS)/ Immigration and Customs Enforcement (ICE); and Student and Exchange Visitor Program (SEVP) as a higher education institution for international students.
- Respective state offices for Veterans Administration programs as a higher education institution for degree-seeking qualified veterans and dependents.
- The U.S. Bureau of Internal Revenue as a tax-exempt institution as provided for in Section 501 (c) (3) and other applicable parts of the Internal Revenue Code for higher education organizations.
- National Council of State Authorization of Reciprocity Agreements (NC-SARA) for distance education.

Northwood University memberships are represented in such educational and professional organizations as:

- American Accounting Association
- American Advertising Federation
- American Association of Collegiate Registrars and Admissions Officers
- American Certified Fraud Examiners
- American College Health Association
- American College Personnel Association
- American Hotel and Lodging Association
- American Institute of Certified Public Accountants
- American Library Association
- American Management Association
- American Marketing Association
- American Marketing League Association
- American Payroll Association
- American Taxation Association
- Association for Communications Technology Professionals in Higher Education
- Association for Higher Education and Disability
- Association for Leadership Educators
- Association for the Tutoring Profession
- Association of College and Research Libraries
- Association of College and University Housing Officers International
- Association of College and University Telecommunications Administrators
- Association of Professional Researchers for Advancement
- Association of University Programs in Health Administration
- Association of Veterans Educators Certifying Officials
- Automotive Aftermarket Industry Association
- College and University Personnel Association for Human Resources
- Council for Adult and Experiential Learning
- Council for Advancement and Support of Education
- Council for the Advancement of Experiential Learning
- Council for Higher Education Accreditation
- Council for Hotel and Restaurant and Institutional Education
- Data Processing Management Association
- Educause
- Family Enterprise Research Scholars
- Family Firm Institute
- Global Consortium of Entrepreneurship Centers
- Intercollegiate Press Association
- International Assembly for Collegiate Business Education
- International Council on Hotel, Restaurant & Institutional Education
- International Leadership Association
- Mathematical Association of America
- Motor and Equipment Manufacturing Association
- National Academic Advising Association
- National Advertising Federation
- National Association for Campus Activities
- National Association for College Admission Counseling
- National Association for Developmental Education
- National Association of College Admissions Counselors
- National Association of College Auxiliary Services
- National Association of College Stores (through its

- bookstore provider) National Association of College and University Business Officers
- National Association of Colleges and Employers
- National Association of Educational Buyers
- National Association of Independent Colleges and Universities
- National Association of Intercollegiate Athletics
- National Association of International Educators
- National Association of Graduate Admissions Professionals
- National Association of College and University Mail Services
- National Association of Student Financial Aid Administrators
- National Association of Student Personnel Administrators
- National Association of Veterans Programs Administrators
- National Automobile Dealers Association
- National Collegiate Athletic Association
- National Collegiate Honors Council
- National College Learning Center Association
- National Cooperative Education Association
- National Council of Teachers of English
- National Council of Teachers of Mathematics
- National Council of Women of the United States
- National Home Fashions League
- National Restaurant Association
- Newspaper Association of America
- Organization of American Historians
- Photographers' Association of America
- Society for College and University Planning
- Society for Human Resources
- Specialty Equipment Market Association
- The Fashion Group
- University Risk Management and Insurance Association

Northwood is a fully cooperative participant in the programs of:

- American College Testing (ACT)
- College Entrance Examination Board (CEEB)
- College Level Examination Program (CLEP)
- Defense Activity for Non-Traditional Education Support (DANTES)
- Educational Institute of the American Hotel and Motel Association
- Scholastic Assessment Test (SAT)

Northwood University, Michigan Campus

The Michigan campus has, in addition to general approvals previously listed, these specific approvals:

- Approved by the State of Michigan Department of Licensing and Regulatory Affairs as a higher education institution eligible for state assistance programs for grants, loans, and scholarships.
- Certified by the Michigan Department of State, the Michigan Corporation and Securities Commission, and the State Board of Education as a non-profit, tax-exempt Corporation for educational purposes under Act 327, Public Acts of 1931, as amended.
- Listed in the Education Directory, Part III, Higher Education, and is qualified for participation in certain federally approved assistance programs administered by the United States Office of Education.
- The Timberwolf Learning Resource Center is certified by the College Reading & Learning Association (CRLA).

The Michigan Campus is represented in the following organizations:

- Adcraft Club of Detroit
- Alpha Mu Alpha (National Marketing Honorary Society)
- American College of Healthcare Executives
- American Culinary Association
- American Economic Association
- American Marketing Association/Chicago Chapter
- American Mock Trail Association
- American Political Science Association
- Association for Business Simulation and Experiential Learning
- Association for Supply Chain Management
- Central Association of College and University Business Officers
- Association of University Programs in Health Administration
- Chartered Property Casualty Underwriter Society
- Collegiate DECA
- Council for Six Sigma Certification
- Decision Sciences Institute
- Detroit Economic Club
- Great Lakes Intercollegiate Athletics Conference
- Industrial Marketers of Detroit
- Institute of Management Accountants
- Library Orientation Exchange
- Mackinac Center for Public Policy Analysis
- Meeting Professionals International Michigan Chapter
- Michigan Academic Library Council

- Michigan Academy of Science, Arts, and Letters
- Michigan ACE Women’s Leadership Network
- Michigan Association for College Admissions Counseling
- Michigan Association for Counseling and Development
- Michigan Association of Certified Public Accountants
- Michigan Association of Collegiate Registrars and Admissions Officers
- Michigan Association of Minority Business Students
- Michigan Association of Physical Plant Administrators
- Michigan Campus Compact
- Michigan Chamber of Commerce Michigan College and University Placement Association
- Michigan College Personnel Association
- Michigan Collegiate Telecommunication Association
- Michigan Council of Hotel, Restaurant and Institutional Education
- Michigan Council of Teachers of Mathematics
- Michigan Health Council
- Michigan Historical Commission
- Michigan Health & Hospital Association
- Michigan Hotel and Lodging Association
- Michigan Independent Colleges and Universities
- Michigan Library Association
- Michigan Lodging Association
- Michigan Personnel and Guidance Association
- Michigan Press Association
- Michigan Restaurant Association
- Michigan Society of Association Executives
- Michigan Student Financial Aid Association
- Michigan Tutorial Association
- Mid-American College Health Association
- Mid-American Greek Council
- Midland Artist Guild
- Midland Business Alliance
- Midland Tomorrow
- Midwest Accounting Society
- Midwest Business Administration Association
- Mont Pelerin Society
- Nurse Directed College Health
- Philadelphia Society
- SEMA Businesswomen’s Network
- Service Members Opportunity College
- Southern Political Science Association
- Special Libraries Association
- The Council for Six Sigma Certification
- The Michigan Women’s Studies Association
- Transportation Club of Detroit
- Women’s Automotive Association International
- Women’s Car Care Council

Northwood University, Texas

In Texas, Northwood University has, in addition to general approvals previously listed, these specific approvals:

- Approved by the State of Texas as a not-for-profit corporation and an institution of higher learning, February 7, 1966.
- Approved as provided under Sections 1776, Title 39, U.S. Code Veterans Administration in State of Texas, fall 1981.
- Certificate of Authorization from the Texas Higher Education Coordinating Board.

Other Licensure and Approvals

Northwood University is also authorized to operate as a degree-granting institution in the following states:

Kentucky

Kentucky Council on Postsecondary Education
100 Airport Road, 2nd Floor
Frankfort, KY 40601
(502) 573-1555
www.cpe.ky.gov

Indiana

The Indiana Commission for Higher Education/
The Indiana Board for Proprietary Education
101 West Ohio Street, Suite 300
Indianapolis, IN 46204-4206

Northwood University Board of Trustees

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DIRECTORY

(As of August 23, 2021)

Officers of the University

Kent MacDonald	President
M.B.A., University of Ottawa	
M.Ed., St. Francis Xavier University	
Ed.D., University of Pennsylvania	
Kristin Stehouwer	Academic Vice President and Provost
B.A., M.A., Ph.D., Northwestern University	
Justin Marshall	Vice President of Advancement and Business Development
A.A., B.B.A., Northwood University	
Bernard Reeves	Vice President of Finance and Administration
B.S., Indiana University	
M.B.A., Michigan State University	

Central Administration

Kent MacDonald	President
M.B.A., University of Ottawa	
M.Ed., St. Francis Xavier University	
Ed.D., University of Pennsylvania	
Kristin Stehouwer	Academic Vice President and Provost
B.A., M.A., Ph.D., Northwestern University	
Julie Adamczyk	Executive Director, Alumni Relations
A.A., B.B.A., Northwood University	
Gregory Alles	Senior Systems Administrator
B.S., Saginaw Valley State University	
David Bender	Director, Asset Management
A.A., Delta College	
B.A., Michigan State University	
M.B.A., Wayne State University	
Pamela Christie	Director, Human Resources and Title IX Coordinator
B.B.A., Northwood University	
Brian Cruickshank	Director, University of the Aftermarket
B.A., The Ohio State University	
M.B.A., Northwood University	
Christopher Deming	Director, Organizational Partnerships and Alumni Relations
A.A., B.B.A., Northwood University	
M.A., University of Detroit Mercy	
Timothy Di Mango	Assistant Athletic Trainer
B.S., Central Michigan University	
M.S., Central Washington University	
Linda Frazier	Human Resources Generalist
B.G.S., Oakland University	
Lisa Geiersbach	Director, Advancement Services
B.A., Central Michigan University	
Daniel Goodell	Coordinator, Media Services and Learning Technology
B.S., Grand Valley State University	
Todd Grzegorzczak	Academic Management Senior System Administrator
B.S., Kettering University	
Turner Grzegorzczak	Information Security Administrator
B.S., Bellevue University	
John Gustincic	Director, Alden B. Dow Center for Creativity and Enterprise
B.A., Saginaw Valley State University	
J.D., Michigan State University	
Kerry Hannah	Co-Director, Center for Excellence
B.A., Spring Arbor University	
M.S., Ed.D., Walden University	

Central Administration continued

Kyle Hercliff	System Administrator
B.B.A., Northwood University	
M.S.A., Central Michigan University	
Marisa Hernandez	University Registrar
A.A., B.B.A., Northwood University	
M.B.A., Ed.D., Central Michigan University	
Sarah Holly	Marketing Specialist
A.A., A.B.S., Delta College	
B.B.A., M.B.A., Northwood University	
Wesley Hoyle	Web and Digital Strategy Manager
B.A., Alma College	
Randy Hubbard	PC Technologist
Jessica Hufford	Director, Signature Programs
B.S., Ball State University	
Lori Isenhardt	Human Resources Manager & Benefits Specialist
A.A., B.B.A., Northwood University	
Sunny Kukreja	Network Engineer
B.B.A., Northwood University	
Scott MacLachlan	Writer/Editor
B.A., Michigan State University	
Justin Marshall	Vice President of Advancement and Business Development
A.A., B.B.A., Northwood University	
Mark Martin	System and Michigan Campus Director, Financial Aid
B.S., Ferris State University	
M.B.A., Eastern Michigan University	
Shannon McDonald	Payroll Specialist
A.B., Mid Michigan College	
B.B.A., Northwood University	
Tricia Mead	Director, Compliance and Tax Matters
B.B.A., Northwood University	
Luke Militello	Network Engineer
B.S., Michigan Technological University	
Jeffrey Muetzel	Associate Director, Technical and Infrastructure Services
B.S., Saginaw Valley State University	
Timothy Nash	Director, The McNair Center for the Advancement of
A.A., B.B.A., Northwood University	Free Enterprise and Entrepreneurship
M.A., Central Michigan University	
Ed.D., Wayne State University	
John Paulus	Senior Programmer Analyst
B.S., Ferris State University	
Olivia Perry	Alumni Communications Specialist
Carrie Pickvet	Accountant
A.A.S., Davenport University-Grand Rapids	
B.B.A., Northwood University	
M.B.A., Saginaw Valley State University	
Kimberly Randall	Associate Director, Systems and Programming
A.A., B.B.A., Northwood University	
Bernard Reeves	Vice President of Finance and Administration
B.S., Indiana University	
M.B.A., Michigan State University	
Jeff Rekeweg	Advancement Officer
B.S.B.A., University of Nebraska	
Dale Robbins	Media Services Coordinator
A.A.S., Delta College	
Emalee Rose	Director, Annual Giving
B.A., Alma College	
Jay Schwellenbach	Programmer Analyst
B.B.A., University of Wisconsin - Milwaukee	
Stephen Schwerin	Systems Administrator
B.S., Ferris State University	

Central Administration continued

Rachel Spears	Programmer Analyst
A.B.S., Delta College B.B.A., Northwood University	
Allison Spoelhof	Director, Institutional Effectiveness
B.A., M.S., Michigan State University	
Keri Taylor	Executive Assistant to the Academic Vice President and Provost
B.B.A., Saginaw Valley State University	
Stephanie Thurlow	Graphic Media Manager
A.A.S., Delta College B.B.A., Northwood University	
Rachel Valdiserri	Senior Communications Officer
B.B.A., M.B.A., Northwood University	
Cheryl Warner	Controller
B.B.A., M.B.A., Northwood University	
Judy Weirauch	Accountant
A.A., Delta College B.S., Ferris State University	
Casey Williams	Help Desk Coordinator
B.A., Saginaw Valley State University	
Davis Yost	Associate Director, Security and Networks
B.B.A., Northwood University	

Michigan Campus, Administrative Staff

Patricia Timm	Academic Dean
A.A.S., Northwestern Michigan College B.A., Michigan State University M.S., Ferris State University Ph.D., Walden University	
Nancy Finazzo	Dean of Student Success
B.A.A., M.S.A.D., Central Michigan University	
S. Andy Cripe	Dean, Student Affairs
B.S., Manchester College M.S., Michigan State University	
Tamara Angell	Office Manager, Admissions
A.B.S., Delta College B.B.A., Saginaw Valley State University	
Erick Arnold	Associate Head Coach, Football
B.A., Albion College	
Bradley Baldwin	Assistant Coach, Baseball/Administrative Assistant, Admissions
B.S., Wayne State University M.B.A., Ashland University	
Jykine Bradley	Associate Coach, Football
B.S., Middle Tennessee State University	
Travis Callahan	Admissions Representative II
B.A., Anderson University	
Jeff Curtis	Athletic Director
B.A., Alma College M.A., Central Michigan University	
Brett Devereaux	Assistant Athletic Trainer
B.A., Albion College M.A.T., University of Findlay	
Joseph Di Benedetto	Assistant Athletic Director for Facilities and Events
B.S., Florida Atlantic University	
Kate Dornbos	Assistant Athletic Director for Sports Medicine
B.A., Hope College M.A., Western Michigan University	
Sheri Dunatchik	Admissions Representative I
B.S., Michigan State University	
Cody Elsen	Head Coach, ESports
B.B.A., Saginaw Valley State University	

Michigan Campus, Administrative Staff continued

Carmel Evon	Associate Registrar
A.A., Alpena Community College	
B.A., M.A., Central Michigan University	
Scott Fisher	Director, Strength and Conditioning
B.A., Saginaw Valley State University	
M.A., Central Michigan University	
Tara Fisher	Office Manager
B.S., Central Michigan University	
Jesus Grafilo	Admissions Representative I
A.A., B.B.A., Northwood University	
Rebecca Grai	Head of Circulation
B.B.A., Northwood University	
Alonzie Griffin	Head Coach, Men's Basketball
B.A., Eastern Michigan University	
Tamara Hageage	Director, Timberwolf Learning Center and IEP
B.A., University of Washington	
M.A., University of Toledo	
Autumn Haggadone	Head Coach, Women's Basketball
B.A., Albion College	
Darvin Ham	Assistant Coach, Men's Basketball
B.B.A., Northwood University	
Leonard Haynes	Head Coach, Football
A.A., B.B.A., Northwood University	
M.B.A., Salem International University	
Brittney Horan	Assistant Coach, Softball
B.A.A., M.A., Central Michigan University	
Samantha Hull	Assistant Director, Student and Residence Life
M.S., Nova Southeastern University	
Chelsea Hunter	Head Coach, Women's Soccer
B.S., University of Louisville	
Ellen Iwanow	Director, Academic Advising
B.S., Michigan State University	
M.A., Central Michigan University	
Jacob Jacob	Assistant Coach, ESports
A.B.S., Delta College	
B.B.A., Northwood University	
Laura Kastler	Admissions Representative II
B.A., Alma College	
Allyson Konen	Admissions Representative II
B.S.E., Central Michigan University	
M.P.A., University of Michigan - Flint	
Mark Lund	Associate Dean for Instructional Excellence
B.S., Wheaton College	
Ph.D., Northern Illinois University	
Sarah Luker	Admissions Representative II
A.S.A., Muskegon Community College	
B.B.A., Grand Valley State University	
Jennifer Luzar	Campus Director of Admissions
B.A., Western Michigan University	
M.S., Indiana University	
Stacia Madison	Financial Aid Counselor I
B.S., Central Michigan University	
Antoine Mason	Assistant Coach, Football
B.G.S., Saginaw Valley State University	
Travis McCurdy	Assistant Athletic Director
B.A., Saginaw Valley State University	
Karen McGregor	Associate Academic Dean for Student Success
B.A., M.A., Eastern Michigan University	
Gavin McMacken	Assistant Coach, Football

Michigan Campus, Administrative Staff continued

Susan Mishler	Director, Health Services
A.A.S., Delta College	
B.S.N., Ferris State University	
Richard Moffit	Admissions Representative II
B.S.E., M.A., Central Michigan University	
Marcus Myers	Assistant Coach, Men's and Women's Track and Cross Country
B.A., Walsh University	
Tara Novak	Academic Advisor
B.S., M.A., M.S.A., Central Michigan University	
Thomas Pasterz	Supervisor, Physical Plant
B.B.A., Northwood University	
Penny Perlberg	Data Transmission Coordinator
A.A., B.B.A., Northwood University	
Krista Plummer	Assistant Athletic Director / Compliance / Sr. Woman Administrator
B.S., Central Michigan University	
M.B.A., Tiffin University	
Douglas Pummell	Admissions Representative II
B.S., M.A., Central Michigan University	
Erin Poltorak	Financial Aid Counselor II
B.B.A., Northwood University	
M.S., West Virginia University	
Rachel Porter	Assistant Director of Residence Life
B.A., Hope College	
Laura Roberts	Student Success Coordinator
B.A., Bridgewater State University	
Michael Rose	Head Coach, Men's and Women's Tennis
B.A., Aquinas College	
John Rogers	Assistant Athletic Trainer
B.S., West Chester University	
Lana Rybkowski	Assistant Coach, Volleyball
A.A., B.B.A., Northwood University	
Jacob Sabol	Head Coach, Baseball
B.B.A., Central Michigan University	
M.B.A., Northwood University	
Lawrence Salva	Supervisor, Physical Plant
A.A., B.B.A., Northwood University	
Gregg Sauve	Head Coach, Softball
B.S., Michigan State University	
Heidi Schall	Director of Admissions, Field
B.A., Michigan State University	
Sharon Schram	CRM Administrator
B.B.A., Saginaw Valley State University	
M.B.A., Northwood University	
Deborah Schummer	Career Advancement and Internship Coordinator
B.B.A., M.B.A., Walsh College	
Stephen Shard	Coach, Men's Soccer
Jacob Shephard	Director, Athletics Marketing and Promotions
B.B.A., Northwood University	
David Shumaker	Head Coach, Volleyball
B.S., M.Div., Summit University of Pennsylvania	
Nicki Smith	Admissions Representative I
B.A., Alma College	
M.A., Liberty University	
Steven Smith	Director, Physical Plant
B.B.A., Northwood University	
Karla Spaeth	Director, Facilities and Events
A.A., B.B.A., M.B.A., Northwood University	
Gregory Stiffler	Director, Career Advancement
B.S., M.A., Central Michigan University	
Justin Thomason	Director of Student and Residence Life
B.S., Saginaw Valley State University	

Michigan Campus, Administrative Staff continued

David Turner	Head Coach, Women's and Men's Golf
B.A., Central Michigan University	
Katherine Waligorski	Athletic Liaison
B.B.A., Northwood University	
Douglas Walters	Assistant Coach, Baseball
B.A., Alma College	
Jeremy Wilk	Head Coach, Cross Country /Assistant Coach, Track & Field
B.B.A., Grand Valley State University	
Nicholas Young	Assistant Coach, Football
B.S., University of Toledo	
Rochelle Zimmerman	Reference and Periodical Librarian
A.A., Delta College	
B.A., Saginaw Valley State University	
M.L.I.S., Wayne State University	

Michigan Campus, Faculty

Oluremi Abayomi	Program Lead – Business Analytics; Mathematics
B.S., University of Lagos	
M.A., Ph.D., Central Michigan University	
Andrew Anderson	Program Quality Leader – Marketing
B.S., Ferris State University	
M.B.A., Davenport University	
D.B.A., Walden University	
Jenny Armentrout	Language Arts; Speech
B.A.A., M.A., Central Michigan University	
Ph.D., Bowling Green University	
Leeza Bacon	Department Chair – Health Care Management
A.B.S., Delta College	
B.B.A., Northwood University	
M.B.A., Central Michigan University	
Alisha Beckrow	Department Chair - Marketing
B.A., Western Michigan University	
M.A., Saginaw Valley State University	
Ph.D., Wayne State University	
Laurie Bonventre	Language Arts
B.A., M.A., University of Michigan	
Elgie Bright	Department Chair – Automotive Marketing and Management
B.A., Adrian College	
M.B.A., Northwood University	
Todd Brundrett	Operations and Supply Chain Management
B.S., Central Michigan University	
M.A., Wayne State University	
Michael Burkhardt	Insurance Risk Management
B.S., Ferris State University	
M.B.A., Olivet College	
Chelsea Butcher	Curriculum Lead – Environmental Science
B.A., Alma College	
M.S., Central Michigan University	
Ph.D., Fordham University	
Louis DeWeaver	Program Lead – Cybersecurity
B.S., ITT Technical Institute – Flint	
M.S., Strayer University	
Dawn England	Finance
B.A., Kent State University	
M.B.A., Davenport University	
Mary Fisher	Department Chair – International Business
Lisans Diploması, Anadolu University	
M.S., University of Salford	
Ph.D., University of Greenwich	

Michigan Campus, Faculty continued

Jennifer Forsyth	Accounting
B.S., St. Vincent College	
M.B.A., Davenport University	
Sivasankari Gopalakrishnan	Department Chair – Fashion Marketing and Management
B.Tech., M.Tech., Anna University	
Ph.D., North Carolina State University	
Steven Gorham	Accounting, Automotive
B.B.A., Saginaw Valley State University	
M.B.A., Northwood University	
Christin Greiman	Department Chair – Management
B.S., Hope College	
M.B.A., Northwood University	
D.B.A., Northcentral University	
Nicholas Hamilton	Department Chair – Hospitality Management
B.B.A., Northwood University	
M.S., Central Michigan University	
Clifford Harris	Economics
B.A., Oakland University	
M.A., Walsh College	
Douglas Hentschel	Department Chair – Operations and Supply Chain Management
B.A., Kalamazoo College	
M.S., Clemson University	
David Hodge	Sport Management
B.A., Grove City College	
M.S., Slipper Rock University	
James Hop	Department Entrepreneurship and Franchising Management; Athletics Faculty Representative
B.A., Hope College	
M.B.A., Northwood University	
Christine Iott	Mathematics
B.A., Marian University	
M.S., Indiana University - Purdue University Indianapolis	
Itauma Itauma	Statistics and Data Analytics
B.S., University of Ilorin	
M.S., Istanbul Technical University	
M.S., Wayne State University	
Ph.D., Keiser University	
Kevin Jajo	Accounting
B.B.A., Saginaw Valley State University	
M.Tax, Walsh College	
Michael Kinney	Industry Chair – Automotive Aftermarket Management
B.B.A., M.B.A., Northwood University	
Thomas Kratzin	Management
B.A., Ph.D., University of Hannover	
DeLois Leapheart	Curriculum Lead – Law; Director of Mock Trial
B.A., University of Michigan	
J.D., The Ohio State University	
Mark Lund	Associate Dean for Instructional Excellence Co-Department Chair – Mathematics
B.S., Wheaton College	
Ph.D., Northern Illinois University	
Michael Makovi	Economics
B.A., Loyola University	
M.S., Texas Tech University	
Mark Marciniak	Humanities and Social Sciences and Director of Competitive Speech
B.A., M.A., Ed.S., Central Michigan University	
David Marsh	Department Chair – Sport Management
B.B.A., Eastern Michigan University	
M.Ed., Springfield College	
Dale Matcheck	Department Chair – Economics
B.A., University of Michigan	
Ph.D., Cornell University	

Michigan Campus, Faculty continued

Carrie McAllister	Language Arts
B.A., University of Michigan	
M.A., University of Michigan - Flint	
Kevin McCormack	Operations and Supply Chain Management
A.A.S., B.S., Purdue University	
D.B.A., Nova Southeastern University	
M.B.A., University of Houston	
Jennifer McDermitt	Program Lead – Marketing Communications
B.A., Michigan State University	
M.S., Eastern Michigan University	
Dale Moler	History
B.S., M.A., Central Michigan University	
Glenn Moots	Department Chair – Philosophy and Political Science and Director of Forum for Citizenship and Enterprise
B.A., University of Michigan	
M.S., Walsh College	
M.A., Ph.D., Louisiana State University	
Brian Rang	Department Chair – Finance
A.A., B.B.A., Northwood University	
M.B.A., Central Michigan University	
Anastasia Romanchuk	Department Chair – Language Arts
B.A., McMaster University	
M.A., Central Michigan University	
David Sanford	Department Chair – Management Information Systems
B.A., M.A., M.A., Saginaw Valley State University	
Erin Simmons	Co-Department Chair – Mathematics
B.S., Saginaw Valley State University	
M.A., Central Michigan University	
Patricia Timm	Academic Dean
A.A.S., Northwestern Michigan College	
B.A., Michigan State University	
M.S., Ferris State University	
Ph.D., Walden University	
Alexander Tokarev	Economics
M.S., UCTM, Bulgaria	
Ph.D., Southern Illinois University – Carbondale	
Stephanie VonFintel	Department Chair – Accounting
A.A., B.B.A., Northwood University	
M.S., Walsh College	
Weikang Wang	Management and Marketing
B.A., Anhui University, People’s Republic of China	
M.S., Washington State University	
M.B.A., Henderson State University	
Scott Warner	Management
B.S.B.A., The Ohio State University	
M.A., Regent University	
M.B.A., Ashland University	
D.B.A., Baker College	

Michigan Campus, Adjunct Faculty

Erin Astley	Political Science
B.A., University of Michigan	
M.A., Central Michigan University	
David Bazzetta	Management
B.B.A., M.S., Walsh College	
Joseph Blewett	Health Care Management
B.S., Ferris State University	
M.H.A., Walden University	
Karen Bork	Law
A.B., University of Michigan	
J.D., University of Michigan Law School	

Michigan Campus, Adjunct Faculty continued

Cynthia Brooks	Health Care Management
B.B.A., Western Michigan University	
M.B.A., Eastern Michigan University	
Michael Busch	Intensive English
B.A., Michigan State University	
M.A., University of Hawaii	
Ph.D., University of Toronto	
Sean Caldwell	Marketing
B.S., Ferris State University	
M.A., Saginaw Valley State University	
Stacy Carr	Management Information Systems
B.B.A., Northwood University M.B.A., Grand Canyon University	
Brian Clark	Mathematics
B.S., M.A., Central Michigan University	
Taffy Cline	Hospitality Management
B.B.A., Northwood University	
Kimberly Clouse	English
B.A., University of Akron	
M.A., Central Michigan University	
Margaret Colarelli	Humanities, Social Sciences
B.A., Hamilton College	
M.A., Ph.D., University of Chicago	
Diane Deacon	Intensive English
M.Ed., American College of Education	
Michael Decker	Management, Marketing
A.A., B.B.A., Northwood University	
M.A., Central Michigan University	
Tammy DeRuyter	Entrepreneurship, History
B.B.A., Baylor University	
M.A., Fuller Theological Seminary	
M.A., Central Michigan University	
Carl Doud	Environmental Science
B.S., University of Central Missouri	
M.S., Oklahoma State University	
Ph.D., Kansas State University	
Danielle Erndt	English
A.A., St. Clair County Community College	
B.A., M.A., Central Michigan University	
Cheryl Eurton	Psychology
B.A., University of Southern California	
Ph.D., Alliant International University	
L. Kyle Fahrner	Finance
B.B.A., Saginaw Valley State University	
M.B.A., Northwood University	
Joy Feeney	Management Information Systems
A.B.A., B.B.A., Davenport University - Grand Rapids	
M.S., Keller Graduate School of Management	
Trish Finerty	Environmental Science
B.S., Central Michigan University	
M.Lif.S., University of Maryland	
Benjamin Fortin	Political Science
B.S., M.A., Central Michigan University	
Jennifer Grigg	Management
B.A., Saginaw Valley State University	
M.S., Central Michigan University	
Mariana Grigoras	Humanities, Social Sciences
M.A., University of Bucharest	

Michigan Campus, Adjunct Faculty continued

Wilson Gyasi	Mathematics
B.S., University of Cape Coast	
M.S., Indiana University of Pennsylvania	
M.B.A., Michigan State University	
Jason Hayes	Environmental Science
M.S., University of Calgary	
Randy Hegenauer	Hospitality Management
B.A., Michigan State University	
M.Ed., Saginaw Valley State University	
Anthony Jesuale	Political Science
B.A., Wayne State University	
M.A., Central Michigan University	
Bonnie Johnson-Hayward	Insurance Risk Management
B.S., M.S.A., Central Michigan University	
Kim Jun	Environmental Science
M.S., Gwangju Institute of Science	
Ph.D., Rice University	
Laurie Kohout	Mathematics
B.M., M.A., Western Michigan University	
Ed.D., Wayne State University	
Randy Kazmierski	Operations and Supply Chain Management
Ph.D., Eastern Michigan University	
Robin Koss	Finance
B.B.A., M.B.A., Northwood University	
Timothy Koss	Management, Marketing
B.A., Michigan State University	
M.B.A., Northwood University	
Mark Ladd	Political Science
B.A., University of Michigan - Dearborn	
M.A., Oakland University	
Ph.D., Wayne State University	
Lee LeRoy	Management
B.S.B.A., M.S.A.D., Central Michigan University	
Carolina Lopez	Sustainability, Language Arts
B.Arch., Universidad Nacional Pedro Henriquez Urena, Dominican Republic	
M.Arch., Ed.D., University of Florida	
Kokab Mazouri	English
B.A., Saginaw Valley State University	
M.A., Central Michigan University	
Carlos McMath	Law
B.A., Wayne State University	
J.D., Michigan State University	
Carol Meinhardt	Language Arts
B.A., M.A., Central Michigan University	
A. Patricia Murrin	Operations and Supply Chain Management
B.S., B.A.E., Memorial University of Newfoundland	
M.S., University of Maine	
M.B.A., SUNY University at Albany	
D.B.A., National Graduate School	
Marcos Oliveira	Operations and Supply Chain Management
Bs.C., Ms.C., Ph.D., Universidade Federal de Minas Gerais	
Paulo Pereira	Management
B.S., Unicamp	
M.B.A., Funcacao Getulio Vargas	
Ann Puszykowski	Hospitality Management
A.A., Delta College	
B.A., Spring Arbor College	
Donna Rapp	Marketing
B.A., University of Michigan	
M.A., Central Michigan University	

Michigan Campus, Adjunct Faculty continued

Mariana Prosic-Dvornic	Social Sciences
B.A., M.A., Ph.D., University of Belgrade	
Earl Reynolds	History
B.A., Thomas A. Edison State College	
M.A., Central Michigan University	
Heather Rose	Management
B.B.A., Adrian College	
M.S.A., Central Michigan University	
Biswajyoti Roy	Economics
M.A., Central Michigan University	
Barbara Sanford	Management Information Systems
B.A., M.A., Saginaw Valley State University	
M.L.I.S., Wayne State University	
Sebastian Scheibert	Management
B.S., M.S., Case Western Reserve University	
M.B.A., University of Michigan - Flint	
Barbara Sumi	Accounting
B.A., Sophia University, Japan	
M.S., Central Michigan University	
Elizabeth Thomas	Economics
B.S., Northern Michigan University	
April Timm	Finance
M.B.A., Central Michigan University	
Alexander Traugutt	Sport Management
B.A., Kenyon College	
M.Ed., Virginia Commonwealth University	
Ph.D., University of Northern Colorado	
Paula Ulmer	Humanities
B.B.A., Northwood University	
M.L.A., Southern Methodist University	
Stephen Witt	Insurance Risk Management
B.S., M.S., Ohio University	
Brian Wyllys	Mathematics and Management Information Systems
B.S., Lake Superior State University	
M.S., Central Michigan University	

Adult Degree Program, Administrative Staff

Michelle Balee	Instructional Designer and Prior Learning Specialist
B.A., Springhill College	
M.A., St. Louis University	
Ph.D., New York University	
Kimberly Bryant	Program Center Manager II
A.A., B.B.A., Northwood University	
Elizabeth Bryce	Director, Career Advancement – ADP and DeVos
B.B.A., Northwood University	
M.S.A., Central Michigan University	
James Croan	Program Center Manager/Director
B.B.A., Northwood University	
M.S., Indiana Wesleyan University	
Martin Finney	Assistant Director, Community College Partnerships / Admissions Representative
B.A., M.A., Saginaw Valley State University	
Diana Cavazos-Garcia	Program Center Manager, Ft. Worth
B.B.A., Northwood University	
Nicole Gonzalez	Program Center Manager II
B.A., Albion College	
Michelle Gutting	Admissions Representative I
A.A.S., Mott Community College	
Wendy King	Associate Registrar/Systems Specialist
A.A.S., Delta College	
B.B.A., M.B.A., Northwood University	

Adult Degree Program, Administrative Staff continued

Victoria Louden	Admissions Representative I
B.S., Arkansas State University	
M.A., Webster University	
Christie McDonald	Associate Director, Financial Aid – ADP and DeVos
A.A., B.B.A., Northwood University	
M.S., Central Michigan University	
Shalon Nieman	Assistant Director and Program Center Manager III
B.B.A., Northwood University	
Elissa Olson	Admissions Representative II
A.A., Delta College	
B.A., Saginaw Valley State University	
Lucas Richards	Admissions Representative I
B.S., Michigan State University	
Michael Sullivan	Director, ADP Admissions and Corporate Development
B.A., M.A.T., Saginaw Valley State University	
Stacey Tetloff	Faculty Manager
B.A., University of Michigan - Flint	
M.A., Chatham University	
Tammy Walsh	Program Center Manager II, Flint
A.G.S., Suomi College	
B.B.A., University of Michigan - Flint	

Adult Degree Program, Full-Time Faculty

Leeza Bacon	Health Care Management
A.B.S., Delta College	
B.B.A., Northwood University	
M.B.A., Central Michigan University	
Deborah Steiner	Mathematics
B.S., Michigan State University	
M.S., Virginia Tech	

Adult Degree Program, Adjunct Faculty

Abdel Abdelrahman	Lansing, MI
B.Com., Ain Shams University, Egypt	
M.S., Johnson and Wales University – Providence	
Shannon Adams	Livonia, MI
A.A.S., Community College of the Air Force	
B.S., University of Maryland University College	
M.S., Lawrence Technological University	
Karley Adney	Distance Education
B.A., M.A., Saint Cloud State University	
Ph.D., Northern Illinois University	
Jason Ainsworth	Grand Rapids, MI
B.A., Spring Arbor University	
M.S.A., Central Michigan University	
Raheef Al Turkmani	Midland, MI
B.E., Damascus University	
M.B.A., M.S., West Virginia University	
Troy Alvey	Louisville, KY
B.A., University of Louisville	
M.F.A., Spalding University	
Christine Alwood	Troy, MI
B.S., M.P.A., Ed.D., Central Michigan University	
Pamela Anderson	Cedar Hill, TX
B.S., Wilberforce University	
M.B.A., Northwood University	
Judy-Gail Armstrong-Hall	Selfridge, MI
B.S., M.S., Ph.D., Wayne State University	

Adult Degree Program, Adjunct Faculty continued

Kathryn Armstrong	Macomb, MI
B.B.A., Northwood University	
M.S., Walsh College	
M.S.A.D., Central Michigan University	
D.B.A., Argosy University	
Norman Auspitz	Louisville, KY
B.S., Drexel University	
M.B.A., McMaster University	
M.Math, Ph.D., University of Waterloo	
Susan Baehl	Louisville, KY
M.F.A., The University of Mississippi	
B.A., Wellesley College	
Don Ball	Selfridge, MI
B.A., University of Detroit Mercy	
M.A., University of Phoenix	
D.M., Ph.D., Capella University	
Phillip Barnhart	Flint, MI
B.A., Bennington College	
M.F.A., Naropa University	
M.Lib., University of Michigan - Flint	
Kimberly Bateman	Distance Education
A.A., Oakland Community College	
B.B.A., Northwood University	
B.S., M.L.I.S., Wayne State University	
M.A., Tiffin University	
Paul Benson	Cedar Hill, TX
B.A., Pacific Lutheran University	
M.A., Colorado State University	
Ph.D., University of North Texas	
Carolyn Block	Macomb, MI
B.A., M.A., Ph.D., University of Memphis	
James Block	Midland, MI
B.A., University of Michigan	
J.D., University of Washington	
Larry Bohleber	Distance Education
B.A., University of Southern Indiana	
M.A., University of Wisconsin - Milwaukee	
Helen Bojarczyk	Troy, MI
B.A., M.A., Central Michigan University	
Ph.D., Oakland University	
Paul Bojarczyk	Troy, MI
B.A., Michigan State University	
M.S.A., Central Michigan University	
Andrew Bolton	Midland, MI
B.S., University of Michigan - Flint	
M.A., Central Michigan University	
James Bonfiglio	Ft. Worth, TX
B.S., Indiana University – Bloomington	
M.B.A., University of Dallas	
Ed.D., Nova Southeastern University	
James Boswell	Distance Education
B.A., College of William and Mary	
M.L.I.A., Extension Studies, Harvard University	
J.D., University of Georgia	
Carl Bourdelais	Alpena, MI
B.S., M.B.A., Southern New Hampshire University	
Deborah Bourgois	Distance Education
B.A., Michigan State University	
M.S., Eastern Michigan University	
R. Brayton Bowen	Louisville, KY
B.A., M.A., Brown University	

Adult Degree Program, Adjunct Faculty continued

Theophilus Boye	Princeton, IN
M.S., Youngstown State University	
Gaylynn Brenoel	Midland, MI
A.A., Florida Community College	
M.B.A., Jacksonville University	
Rebecca Britten	Lansing, MI
B.S., M.S., University of Michigan	
Brennan Brown	Lansing, MI
A.A., B.B.A., Northwood University	
M.B.A., Central Michigan University	
M.A., University of Detroit Mercy	
Kristen Brown	Distance Education
B.A., Michigan State University	
M.A., University of Detroit Mercy	
Kelly Bruning	Lansing, MI
B.S., M.B.A., Lake Superior State University	
Ph.D., Capella University	
Clinton Burhans	Midland, MI
B.S., M.A., Central Michigan University	
Tammy Burke	Louisville, KY
B.F.A., Indiana University - Bloomington	
M.A., Webster University	
Alla Bush	Troy, MI
B.B.A., M.A., M.B.A., M.S.F., Walsh College	
Anthony Byerley	Louisville, KY
B.A., Indiana University Bloomington	
M.A., Webster University	
Christine Cannon	Midland, MI
B.A., University of Michigan	
M.S., Green Mountain College	
Christopher Caracci	Distance Education
B.A., M.A., Catholic University of Leuven	
B.S., Saint Meinrad College	
M.B.A., Rollins College	
David Caracci	Distance Education
B.B.A., Northwood University	
Steven Carpenter	Troy, MI
B.B.A., Walsh College	
M.A., University of Detroit Mercy	
M.B.A., Michigan State University	
Joshua Casto	Distance Education
B.S., ITT Technical Institute	
M.S., Grand Valley State University	
J.D., Michigan State University	
Modou Ceesay	Livonia, MI
A.B.A., Oakland Community College	
B.Acc., M.B.A., Walsh College	
Jooyun Cha	Midland, MI
M.ACT., George Washington University	
Janice Child	Lansing, MI
B.A., Salem State University	
M.A., M.L.I.R., Michigan State University	
Brian Clark	Midland, MI
B.S., M.A., Central Michigan University	
Terese Cole	Flint, MI
A.B., Baker College	
B.B.A., Northwood University	
M.S.A., Central Michigan University	
M.B.A., Northcentral University	

Adult Degree Program, Adjunct Faculty continued

Renee Colletti	Troy, MI
B.A., Michigan State University	
M.S., University of Phoenix	
Ph.D., Eastern Michigan University	
Thomas Collins	Livonia, MI
B.A., M.A., Michigan State University	
Joseph Cook	Macomb, MI
B.A., Madonna University	
M.S., Eastern Michigan University	
Matthew Corbin	Troy, MI
B.I.D.S., Wayne State University	
M.A., Northeastern Illinois University	
Patricia Cox	Troy, MI
B.A., Oakland University	
J.D., Wayne State University	
Thomas Crossen	Troy, MI
B.B.A., Eastern Michigan University	
M.B.A., University of Toledo	
Edward Crowley	Louisville, KY
B.S., University of Missouri	
M.B.A., University of Mary Hardin – Baylor	
Michael Curry	Distance Education
B.A., Grand Valley State University	
M.A., Walsh College	
Gary Cusick	Louisville, KY
B.A., University of Louisville	
M.A., University of Kentucky	
Ph.D., University of Wisconsin - Madison	
Chandra Davis	Louisville, KY
A.A., B.B.A., Northwood University	
Simone Davis	Princeton, IN
B.S., Florida International University	
M.H.R.M., M.B.A., DeVry University	
Alexander DePetro	Troy, MI
B.A., University of Detroit Mercy	
M.B.A., Ph.D., Wayne State University	
Edward Derbin	Livonia, MI
B.A., M.A., M.B.A., University of Detroit Mercy	
William Dever	Alpena, MI
A.A., City Colleges Chicago - Central	
B.A., M.A., Governors State University	
Barbara Diou-Roig	Lansing, MI
B.B.A., University of Puerto Rico	
M.B.A., Pontifical Catholic University - Puerto Rico	
Cristina DiPietropolo	Distance Education
B.B.A., Florida International University	
M.B.A., University of Maryland University College	
Aristarque Djoko	Lansing, MI
B.S., Michigan State University	
M.S., Western Michigan University	
April Dreeke	Lansing, MI
B.S., Northland College	
M.A., George Washington University	
Mathew Dromey	Cedar Hill, TX
B.A., University of South Florida	
M.B.A., Dallas Baptist University	
Kevin Duvel	Cedar Hill, TX
B.S., Eastern Illinois University	
M.S., University of Tennessee - Knoxville	
Rita Eckert	Macomb, MI
B.B.A., M.S., Walsh College	

Adult Degree Program, Adjunct Faculty continued

David Eder	Lansing, MI
B.S., M.S.A., Central Michigan University	
David Edward	Louisville, KY
B.S., West Virginia University	
M.B.A., University of Louisville	
Isra El-Beshir	Troy, MI
B.B.A., Grand Valley State University	
M.A., Wayne State University	
Christopher Enge	Midland, MI
B.S., Millikin University	
M.B.A., University of Michigan - Flint	
D.J., Stanford University	
Aaron Ensley	Troy, MI
A.A., Washtenaw Community College	
B.B.A., Northwood University	
M.A., University of Detroit Mercy	
Jeffrey Estes	Louisville, KY
B.B.A., Northwood University	
M.S., Indiana Wesleyan University	
Thomas Fisher	Georgetown, KY
B.S., M.B.A., University of Phoenix	
Francis Fletcher	Louisville, KY
B.A., University of Massachusetts - Boston	
M.B.A., University of Massachusetts - Amherst	
M.S., Ed.D., Fitchburg State University	
Melinda Floyd	Louisville, KY
B.A., Centre College	
M.A., University of Louisville	
Matthew Foley	Troy, MI
B.B.A., M.S., M.B.A., Walsh College	
Lynda Folts	Cedar Hill, TX
B.A., National Labor College	
M.S., Ph.D., Stephen F. Austin State University	
M.S., Ed.D., Texas A & M University Commerce	
Gwendolyn Fowler	Louisville, KY
B.S., University of Louisville	
M.A., Webster University	
Ronda Friday	Midland, MI
A.B.A., B.B.A., M.B.A., Davenport University	
Javier Garza	Cerritos, CA
B.A., University of California - Los Angeles	
M.A., University of Southern California	
Timothy Gerstenberger	Distance Education
B.A., Saginaw Valley State University	
M.S.A., Central Michigan University	
James Gibbons	Ft. Worth, TX
B.S., Stephen F. Austin State University	
M.A., University of Texas at Arlington	
Megan Gibson	Lansing, MI
B.S., Alma College	
M.A., M.Phil., Ph.D., Columbia University	
Weldon Gray	Ft. Worth, TX
B.S., Paine College	
M.S.A., Central Michigan University	
M.B.A., University of Dallas	
Janisse Green	Troy, MI
B.B.A., Davenport University	
M.S.A.D., Central Michigan University	
D.B.A., University of Phoenix	

Adult Degree Program, Adjunct Faculty continued

Ryan Griffus	Midland, MI
B.S., Central Michigan University	
M.M, Davenport University	
April Grow	Lansing, MI
A.A., Grand Rapids Community College	
B.S., Grand Valley State University	
M.A., Central Michigan University	
Mark Gunn	Macomb, MI
B.B.A., M.M., Walsh College	
Yasmin-Marie Habib	Troy, MI
B.S., M.P.A., M.A., Wayne State University	
Lori Hale	Lansing, MI
B.A., B.A., B.A., Michigan State University	
M.S., Eastern Michigan University	
M.A., University of Akron	
Derolyn Haley	Cedar Hill, TX
B.A.A., B.B.A., University of North Texas	
M.B.A., Dallas Baptist University	
Daniel Hancock	Princeton, IN
B.S., University of Southern Indiana	
D.J., Indiana University / Purdue University - Indianapolis	
John Hardy	Ft. Worth, TX
B.A., University of Texas at Austin	
M.S., Frostburg State University	
Robert Harris	Cedar Hill, TX
B.A., North Texas State University	
M.L.I.A., Southern Methodist University	
Bryan Harrison	Lansing, MI
A.A., Grand Rapids Community College	
B.S., Michigan State University	
M.B.A., Northwood University	
William Hart	Midland, MI
B.B.A., Saginaw Valley State University	
M.A., Spring Arbor University	
Daniel Hatfield	Louisville, KY
B.A., Mars Hill College	
M.Div., Ph.D., Southern Baptist Theological Seminary	
John Hayes	Georgetown, KY
B.G.S, M.L.S., Fort Hays State University	
Meghan Heckman	Lansing, MI
B.B.A., University of Michigan - Flint	
M.B.A., Baker College	
Alayna Heinonen	Louisville, KY
B.A., Western Kentucky University	
M.A., Ph.D., University of Kentucky	
Linda Henderson	Distance Education
B.A., Northern Michigan University	
M.Ed., Wayne State University	
Ph.D., Michigan State University	
Thomas Hendricks	Troy, MI
A.G.S., Macomb Community College	
B.S., Oakland University	
M.B.A., Northwest Missouri State University	
Jessica Herron	Livonia, MI
A.B., Henry Ford Community College	
B.A., University of Michigan – Dearborn	
M.A., Morehead State University	
Dean Holsworth	Midland, MI
B.S.B.A., M.B.A., Central Michigan University	
Tania Hopgood	Midland, MI
B.S., M.S., North Carolina Agricultural and Technical State University	

Adult Degree Program, Adjunct Faculty continued

Traci Hubbell Poe	Ft. Worth, TX
B.A., University of Science and Arts of Oklahoma	
M.A., University of Denver	
Berschel Hunt	Louisville, KY
A.A., B.B.A., Northwood University	
M.A., Webster University	
Jeffrey Hustick	Troy, MI
B.S., University of Detroit	
M.B.A., Wayne State University	
Rilla Hynes	Louisville, KY
B.A., University of Wisconsin - Milwaukee	
M.A., Norwich University	
D.M., University of Phoenix	
Aamir Ismail	Lansing, MI
B.Com., University of Karachi	
M.B.A., Adamson University	
M.B.A., Western Michigan University	
Jodi Jaskiewicz	Lansing, MI
B.B.A., Northwood University	
M.B.A., University of Phoenix	
Angeliki Javarinis	Troy, MI
B.S.B. A, Wayne State University	
M.B.A., Davenport University	
Kathy Jegla	Troy, MI
A.B., Lansing Community College	
B.G.S., M.A., Oakland University	
Tosha Johnson	Troy, MI
B.S.B.A. , Wayne State University	
M.B.A., Oakland University	
Rose Jones	Midland, MI
B.S., Purdue University	
M.B.A., Central Michigan University	
Mary Kachnowski	Midland, MI
A.A., B.B.A., M.B.A., Northwood University	
Patrick Karbon	Flint, MI
B.S., Kettering University	
M.S.A., Central Michigan University	
Ph.D., University of North Texas	
Michael Kendall	Flint, MI
B.B.A., University of Michigan - Flint	
M.A., Central Michigan University	
Aaron Kenyon	Lansing, MI
B.S., Central Michigan University	
J.D., Thomas M. Cooley Law School	
Bryan Kieler	Troy, MI
B.A., M.B.A., Oakland University	
D.B.A., Walden University	
Bonnie Kincaid	Flint, MI
B.A., M.P.A., University of Michigan - Flint	
Ph.D., Capella University	
Michael Kole	Troy, MI
B.B.A., Northwood University	
M.B.A., University of Detroit Mercy	
Mary Kost	Flint, MI
B.S., Ferris State University	
M.A., University of Michigan - Flint	
M.A., Michigan State University	
Denise Kotowicz-Jirsa	Distance Education
B.A., Elmhurst College	
M.B.A., DePaul University	

Adult Degree Program, Adjunct Faculty continued

Jodi Krausman	Troy, MI
B.B.A., M.S.P.Acc., M.S.I.S., Walsh College	
Lori Kuehn	Troy, MI
B.S., Oakland University	
M.S., Rutgers University	
Rick Kwan	Flint, MI
B.S., Benedictine College	
M.B.A., St. Mary's University	
M. Kaye Lafferty	Louisville, KY
B.A., M.A., Ed.S., Western Kentucky University	
Ph.D., University of Louisville	
Michael Lansing	Ft. Worth, TX
B.A., M.B.A., Lamar University	
Betty Lasley	Distance Education
B.A., College of William and Mary	
M.L.A., McDaniel College	
Daniel Laub	Louisville, KY
B.S., Northern Kentucky University	
M.S., University of Kentucky	
Michael Laverty	Distance Education
B.A., University of Notre Dame	
M.B.A., Keller Graduate School of Management	
Ed.D., Nova Southeastern University	
Mark Lee	Livonia, MI
B.B.A., Eastern Michigan University	
M.M., Northwestern University	
Kelly Lehman	Troy, MI
B.S.B.A., M.S., Wayne State University	
Brooklyn Lehner	Distance Education
B.A., Saginaw Valley State University	
M.A., University of Toledo	
Ph.D., Illinois State University	
Evangelia Lema	Midland, MI
B.S., M.A., Maritime Studies, University of Piraeus	
Ph.D., Panteion University	
Bethany Lienhart	Lansing, MI
A.B.A., Mid Michigan College	
B.S.B.A., M.S.A., Central Michigan University	
Robert Livingston	Cerritos, CA
B.S., M.S., University of San Francisco	
Travis Lower	Lansing, MI
B.S., M.B.A., University of Michigan	
Steven Loy	Flint, MI
B.A., University of Michigan - Flint	
M.S., University of Toledo	
Ernest Luttrell	Distance Education
B.S., Southern Polytechnical State University	
M.S., Lawrence Technical University	
M.S., Eastern Michigan University	
M.S.Mfg.E., Wayne State University	
M.B.A., Georgia State University	
LaPrelle Mainor	Ft. Worth, TX
A.A., B.B.A., Northwood University	
M.B.A., Texas Wesleyan University	
Joseph Mann	New Orleans, LA
B.A., University of West Florida	
M.B.A., Southern New Hampshire University	
Nicholas Marcelletti	Selfridge, MI
B.S., Hope College	
M.S., Eastern Kentucky University	

Adult Degree Program, Adjunct Faculty continued

Loraine Mault	Midland, MI
B.S., M.S.A., Central Michigan University	
David McDonagh	Livonia, MI
A.A.S., Owens Community College	
B.S., M.B.A., J.D., University of Toledo	
Janis McFaul	Lansing, MI
B.B.A., Walsh College	
M.S., Central Michigan University	
Ph.D., Union Institute & University	
Deanna McGaughey-Summers	Louisville, KY
B.S., University of Louisville	
M.A., Ohio University	
Karen McGuire	Distance Education
B.B.A., M.B.A., Central Michigan University	
M.S.Occ.Ed., Ferris State University	
Robert McKizzie	Ft. Worth, TX
B.S., Texas Wesleyan University	
M.B.A., LeTourneau University	
Ed.D., Nova Southeastern University	
Elvedina Melkic	Livonia, MI
B.S., Wayne State University	
M.A., Eastern Michigan University	
Oskar Milik	Midland, MI
B.A., University of California - San Diego	
M.A., Boston University	
Ph.D., University College Dublin	
Mitchell Miller	Distance Education
B.A., Brooklyn College	
M.B.A., Pace University	
D.B.A., Nova Southeastern University	
Mary Miodowski	Macomb, MI
B.S.B.A., Wayne State University	
M.S., Walsh College	
Frederick Mobley	Ft. Worth, TX
B.S., University of Arizona	
M.A., Webster University	
Ph.D., Walden University	
Yehia Mohamed	Distance Education
Ph.D., University of Louisville	
Linda Mohr	Distance Education
B.S., University of Missouri - Kansas City	
M.S., Purdue University	
M.B.A., Nova Southeastern University	
Christopher Monk	Saginaw, MI
B.S., Southern Illinois University - Carbondale	
M.A., Spring Arbor University	
William Motz	Grand Rapids, MI
B.A., M.B.A., Michigan State University	
Patricia Munson	Livonia, MI
B.S., University of Detroit Mercy	
M.P.A., University of Michigan	
D.M., University of Phoenix	
Paul Myers	Lansing, MI
B.B.A., Western Michigan University	
M.S., Michigan State University	
M.B.A., Keller Graduate School of Management	
Daniela Natcheva	Troy, MI
M.S., Walsh College	
Stephanie Nava	Troy, MI
B.A., North Carolina State University	
M.A., Wayne State University	

Adult Degree Program, Adjunct Faculty continued

Robert Neely	Distance Education
B.S., Southern Illinois University - Carbondale	
M.B.A., Saint Leo University	
Ph.D., Northcentral University	
Guy Nelson	Louisville, KY
B.A., M.A., University of Louisville	
Gregory Neuenfeldt	Midland, MI
B.B.A., M.B.A., Northwood University	
Oliver Nicholas	Louisville, KY
M.B.A., Andrews University	
M.S., Sullivan University	
Carolyn Noble	Macomb, MI
B.A., Beloit College	
M.S., Madonna University	
J.D., Wayne State University	
Lisa Novak	Flint, MI
B.B.A., University of Michigan	
M.S., Central Michigan University	
Peter Papantos	Lisle, IL
B.S.B.A., Elmhurst College	
M.B.A., DePaul University	
Douglas Pedersen	Distance Education
B.A., University of Chicago	
M.B.A., University of St. Gallen	
Philip Perkins	Lansing, MI
B.S., Purdue University	
M.B.A., Western New England College	
Tara Peters	Ft. Worth, TX
B.B.A., Texas Wesleyan University	
M.B.A., Dallas Baptist University	
Ph.D., Union Institute & University	
Sarah Peterson	Lansing, MI
B.A., University of Michigan	
M.A., University of Indianapolis	
Denver Pettigrew	Distance Education
B.S., Everest Institute	
M.B.A., University of Phoenix	
Ph.D., Northcentral University	
Joseph Pichla	Midland, MI
B.B.A., M.B.A., Saginaw Valley State University	
Steven Pillion	Ft. Worth, TX
A.A., Allan Hancock College	
B.S., California State University	
M.P.A., Troy State University	
Micki Pitcher	Lansing, MI
A.A.S., Kellogg Community College	
B.S., M.B.A., Franklin University	
D.B.A., University of Phoenix	
Richard Pollick	Ft. Worth, TX
B.B.A., Southwestern Adventist University	
M.B.A., University of Texas at Arlington	
J.D., St. Mary's University	
David Poock	Flint, MI
B.S., M.S., Ph.D., Iowa State University	
Sha-Shonda Porter	Cedar Hill, TX
B.A., Burlington College	
M.F.A., Goddard College	
Ph.D., Union Institute & University	
David Potts	Midland, MI
B.A., Oakland University	
J.D., Wayne State University	

Adult Degree Program, Adjunct Faculty continued

Susan Praski	Flint, MI
B.S., Rochester College	
M.B.A., Baker College	
William Prebble	Louisville, KY
B.S., M.A., Ph.D., University of Kentucky	
William Pringle	Distance Education
B.A., Saginaw Valley State University	
M.A., California State University	
Todd Price	Grand Rapids, MI
B.A., Central Michigan University	
M.B.A., Ferris State University	
Jennifer Proffitt	Flint, MI
B.B.A., Northwood University	
M.B.A., University of Michigan - Flint	
James Pulis	Cedar Hill, TX
B.A., University of North Texas	
J.D., University of Texas at Austin	
Scottie Putman	Lansing, MI
B.A., Michigan State University	
M.Ed., Ph.D., University of Texas at Austin	
Linda Puzey	Troy, MI
B.S., University of Missouri	
M.S., Lawrence Technological University	
M.B.A., Oakland University	
Marcelina Rakestraw	Lisle, IL
B.A., M.S., M.B.A., Benedictine College	
Deborah Reid	Distance Education
B.S., The State University New York at Stony Brook	
M.A., Hunter College	
Ph.D., Northcentral University	
Amy Riker	Lisle, IL
B.S., Eastern Illinois University	
M.B.A., Olivet Nazarene University	
Leslie Riopel	Louisville, KY
B.S., University of Cincinnati	
M.A., University of the Rockies	
Ashlee Ritchie	Midland, MI
A.B.S., Mid Michigan College	
B.B.A., Northwood University	
M.B.A., Walsh College	
Brian Roberts	Midland, MI
B.S., Michigan State University	
M.B.A., Hawaii Pacific University	
Tyson Robertson	Distance Education
B.A., Georgia State University	
M.B.A., Northwood University	
Lydia Robinson	Louisville, KY
B.S., Sullivan University	
M.B.A., Indiana Wesleyan University	
Melinda Rodgers	Cedar Hill, TX
B.S., University of Texas at Tyler	
M.P.Aff., University of North Texas	
Ph.D., University of Texas at Dallas	
Brian Rolfes	Ft. Worth, TX
B.S., M.A., University of Mary Hardin - Baylor	
Edward Rosebach	Troy, MI
A.S., Massasoit Community College	
B.A., Bridgewater State College	
C.S.S., Extension Studies, Harvard University	

Adult Degree Program, Adjunct Faculty continued

Walter Rudin	Troy, MI
A.B., University of Michigan - Dearborn	
M.S., Kettering University	
William Russ	Louisville, KY
B.S., Wake Forest University	
J.D., University of Louisville	
Chelsea Ruxer	Louisville, KY
B.F.A., University of Evansville	
M.A., University of Connecticut	
Eileen Sandlin	Selfridge, MI
B.A., University of Michigan - Dearborn	
M.A., Michigan State University	
Donna Schiele	Troy, MI
B.S., M.S.A., Central Michigan University	
Christal Schoen	Midland, MI
B.S., Saginaw Valley State University	
M.A., Central Michigan University	
Jason Scott	Louisville, KY
B.A., M.P.H., University of Illinois – Springfield	
M.S., University of Florida	
M.B.A., Texas A & M University - Commerce	
Tiffany Schuster	Louisville, KY
B.S., University of Louisville	
M.B.A., Indiana Wesleyan University	
M.S., University of Phoenix	
Thurman Schweitzer	Ft. Worth, TX
B.S., M.C.R.P., Southern Illinois University - Carbondale	
John Sciarrino	Macomb, MI
B.A., Wayne State University	
M.B.A., Keller Graduate School of Management	
Jerry Scott	Louisville, KY
B.S., Indiana University Bloomington	
M.A., Webster University	
Lisa Seigel	Lansing, MI
B.B.L., M.B.A., Baker College	
Carrie Sekelsky	Flint, MI
B.B.A., M.B.A., Baker College	
Andrew Sellers	Macomb, MI
B.A., The Ohio State University	
M.A., Wayne State University	
Rebekah Sellers	Distance Education
B.A., Central Michigan University	
J.D., Wayne State University	
Grace Shore	Troy, MI
B.B.A., Northwood University	
M.S.A., Central Michigan University	
Jamie Sinclair	Midland, MI
B.A., M.A., Eastern Michigan University	
M.A., Central Michigan University	
Lisa Singleton	Louisville, KY
A.S.C., A.S., B.S., B.S., Sullivan University	
M.B.A., Indiana Wesleyan University	
D.B.A., Argosy University	
Jennifer Sinski	Louisville, KY
Ph.D., University of Louisville	
M.A., English Literature, Murray State University	
B.A., M.A., Bellarmine University	
Rebecca Slack	Midland, MI
B.B.A., University of Michigan - Flint	
M.B.A., Baker College	

Adult Degree Program, Adjunct Faculty continued

Angela Smith	Flint, MI
B.A., Saginaw Valley State University	
M.A., Eastern Michigan University	
M.A.Ed., University of Phoenix	
M.M., Davenport University - Grand Rapids	
Anthony Soto-McGrath	Lansing, MI
B.S., University of Houston	
M.A., California State University - East Bay	
M.P.A., San Francisco State University	
Ph.D., University of North Texas	
David Spaulding	Cedar Hill, TX
B.A., Michigan State University	
M.B.A., The University of Alabama at Birmingham	
D.B.A., Nova Southeastern University	
Freddie Spencer	Cedar Hill, TX
M.S., Southern University	
Mark Sprague	Flint, MI
B.S., Northern Michigan University	
M.B.A., Baker College	
James Steward	Alpena, MI
B.A., Oakland University	
M.S., Walsh College	
Kevin Stokes	Louisville, KY
B.A., Andrews University	
M.B.A., University of Bridgeport	
M.A., Washington State University	
Ellen Strom	Troy, MI
B.S., M.S., Grand Valley State University	
Joseph Stroud	Cedar Hill, TX
B.S., University of Maryland University College	
M.B.A., Ph.D., Trident University	
Terry Stumpf	Princeton, IN
B.S., University of Southern Indiana	
M.B.A., Oakland City University	
Christopher Swanson	Macomb, MI
B.A. University of Detroit Mercy	
M.A., Wayne State University	
Frank Swehosky	Ft. Worth, TX
B.S., M.S., Oregon State University	
Ph.D., University of Texas at Austin	
Cynthia Swiantek	Troy, MI
B.B.A., Western Michigan University	
M.S.A., Central Michigan University	
Christina Szilagyi	Midland, MI
B.A., University of Wyoming	
M.A., Central Michigan University	
Jason Szilagyi	Midland, MI
B.A., M.A., Central Michigan University	
Sharon Taboada	Grand Rapids, MI
B.A., Michigan State University	
M.B.A., Northwood University	
Jayleen Tackabury	Macomb, MI
A.A., B.B.A., Northwood University	
M.S., Walsh College	
Golnaz Taghvatalab	Midland, MI
Ph.D., Virginia Polytechnic Institute and State University	
Janet Talarico	Flint, MI
B.A., University of Massachusetts - Boston	
M.P.A., University of Michigan – Flint	

Adult Degree Program, Adjunct Faculty continued

Keith Tatarelli	Troy, MI
B.A., Wayne State University	
J.D., University of Detroit Mercy	
Anthony Terry	Troy, MI
B.A., Madonna University	
M.A., Wayne State University	
M.B.A., Davenport University	
Laurie Thiel	Troy, MI
A.A.S., Macomb Community College	
B.B.A., M.S., Walsh College	
E'Lois Thomas	Troy, MI
M.B.A., Walsh College	
Ph.D., Northcentral University	
Jason Thomas	Distance Education
Ph.D., Northcentral University	
B.S., M.B.A., University of Phoenix	
M.S., American Public University System	
John Topping	Flint, MI
B.S., Quincy College	
M.B.A., Golden Gate University	
Kirsten Torreano	Midland, MI
B.A., Saginaw Valley State University	
M.B.A., Texas A&M University	
David Traina	Troy, MI
B.B.A., Davenport University	
M.A., Michigan State University	
Jose Cruz Uriarte	Cerritos, CA
B.A., California State University - Fullerton	
M.B.A., University of California - Irvine	
Adam Vallus	Troy, MI
B.S., University of Phoenix	
M.A., Michigan State University	
M.A.Econ., University of Detroit Mercy	
Kathleen Vaught	Lisle, IL
B.A., Santa Clara University	
J.D., Southern Illinois University – Carbondale	
Jillian Verdun	Ft. Worth, TX
B.B.A., University of Louisiana - Monroe	
M.S.Acc., University of Phoenix	
Barbara Vogler	Distance Education
A.A., St. Petersburg College	
B.A., M.A., University of South Florida	
Michael Wade	Louisville, KY
B.A., Kentucky Wesleyan University	
M.B.A., Webster University	
David Wagner	Distance Education
B.B.A., Ferris State University	
M.B.A., Tiffin University	
Mary Ward	Flint, MI
B.B.A., Walsh College	
M.A., University of Detroit Mercy	
Katherine Watkins	Louisville, KY
B.A., Miami University - Oxford	
J.D., Northern Kentucky University	
Edward Weiler	Midland, MI
B.A., Saginaw Valley State University	
M.S., Southern New Hampshire University	
John Wells	Louisville, KY
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Adult Degree Program, Adjunct Faculty continued

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